

# Benchmarking Outside the Box

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## Performance Management

- Key attribute of organizational leadership
- Means to demonstrate the “performance dividend” of professionally managed communities

## ICMA History

- Center for Performance Measurement (1994)
  - 5,000 measures; subscriptions and printed reports
- Insights (2014)
  - 950 measures; subscription plus analytical tools

Both facilitated comparisons on comparable terms,  
but with limited audiences

## Challenges

- Off-the-shelf and regional solutions exist, but are not necessarily compatible
- Data collection is perceived as a burden
- Financial/technological barriers to entry
- Many jurisdictions conduct ad hoc/informal surveys or proceed without *any* benchmark data



## “The Box”

A 3D perspective illustration of a blue box with a gradient from light blue on top to dark blue on the bottom. The text is centered on the front face of the box.

A one-stop  
solution for all  
performance  
management  
needs

## “The Box”

Strategic plans

Regional consortia

Accreditation

Open data portals

IoT/Sensor data

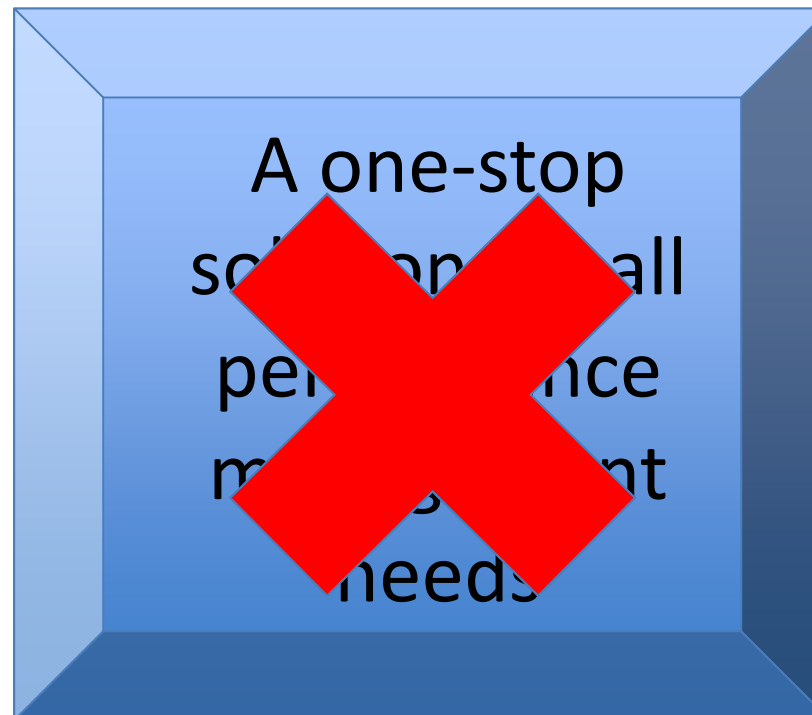
Legacy systems

Dashboard software

State mandates

Public engagement

Pace of technology



## ICMA Focus

- Promote the practice
- Convene discussions
- Facilitate comparisons
- Limit jurisdictions' staff-time commitment

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- Promote the practice
- Convene discussions
- Facilitate comparisons
- Limit jurisdictions' staff-time commitment
- **Software as a tool, not a requirement**



## Stakeholders

- Performance Management Advisory Committee
- Consortia
- Members
- Pilot Jurisdictions
- Local residents

## Framework

- 80 Key Performance Indicators
- 54 County-specific Indicators
  - Agreed-upon definitions
  - Online response templates
  - Open data
  - Peer-to-peer support
  - Compatible with any vendor (Excel/CSV)
- No charge

# Framework

Key Areas of Measurement		County-Focused Measurement	
<ul style="list-style-type: none"> <li>• Code Enforcement</li> <li>• Fire/EMS</li> <li>• Human Resources</li> <li>• Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Libraries</li> <li>• Parks and Recreation</li> <li>• Police</li> <li>• Risk Management</li> <li>• Road Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Courts</li> <li>• Housing</li> <li>• Jails</li> <li>• Job Training</li> </ul>	<ul style="list-style-type: none"> <li>• Probation</li> <li>• Property Assessment</li> <li>• Public Health</li> <li>• Youth Services</li> </ul>

# ICMA Open Access Benchmarking Key Performance Indicators

The Performance Management Advisory Committee selected these 80 metrics for nationwide benchmarking. Definitions, instructions, and related data are available online—no charge, no data submittal deadlines, and no software requirements.

<b>Code Enforcement</b>	<ul style="list-style-type: none"> <li>Code Enforcement cases resolved through forced compliance</li> <li>Average calendar days, Inspection to forced compliance</li> <li>Average calendar days, Inspection to voluntary compliance</li> <li>Percentage of cases resolved through forced compliance</li> <li>Total code cases available for resolution during the reporting period</li> </ul>	<b>General Government</b>	<ul style="list-style-type: none"> <li>Expenditures: General fund personnel and operations</li> <li>Median household income</li> <li>Percentage of Housing units that are vacant</li> <li>Percentage of population below poverty level</li> <li>Percentage of population (&gt;= 25) w/bachelor's degree or higher</li> <li>Percentage of population 17 or under</li> <li>Population: Residential population of jurisdiction</li> <li>Population: Peak daytime or seasonal total (may incl. non-residents)</li> <li>Square miles of land area served</li> <li>Survey: Quality of all local government services: % Excellent or Good</li> <li>Unemployment rate</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>Admin/office facilities, Custodial expenditure per square foot</li> </ul>	<b>Highways</b>	<ul style="list-style-type: none"> <li>Expenditures, Road rehab.: Paved lane miles</li> <li>Paved lane miles for which the jurisdiction is responsible</li> <li>Paved Lane Miles Assessed as Satisfactory as a Percentage of Miles Assessed</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Percentage of accounts payable transactions processed &lt;=30 calendar days</li> </ul>		
<b>Fire/EMS</b>	<ul style="list-style-type: none"> <li>EMS: Total BLS and ALS Responses</li> <li>Expenditure: Total fire/EMS personnel and operations</li> <li>Residential 1-2 Family Structures: Percentage Confined to Object or Room of Origin</li> <li>Fire Incidents: Residential: Total 1-2 family, multi-family, and other</li> <li>Hours paid, Sworn fire/EMS, including OT</li> <li>% of cardiac patients w/ventilator rhythms</li> </ul>		

# Implementation

- **Phase I: Launch the measures; post the data**
  - Posted on [icma.org/benchmark](http://icma.org/benchmark)
  - Data submissions via e-mail
  - Verifications built-in

*This response appears low. Please verify you are reporting in seconds, not minutes.*

- **Phase II: Cooperate with vendors**
- **Phase III: Data integration/automation**

## Key Timeframes

- 12,000+ data points are online now
- Full fiscal year data only
  - Monthly or quarterly? Consider those internally
- No deadlines
  - Focus on timeliness, accuracy, and trends
- Recognition
  - <https://icma.org/certificates-performance-management>,  
Application posted November 1

## Key Timeframes

- Your budget calendar
  - What benchmarks will you report next year?

**Performance management  
– like ethics – is not just  
for a select few**



# Q&A

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[icma.org/benchmark](http://icma.org/benchmark)