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 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

A one-stop solution for all performance management needs
ICMA Focus

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

<table>
<thead>
<tr>
<th>Key Areas of Measurement</th>
<th>County-Focused Measurement</th>
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</thead>
<tbody>
<tr>
<td>• Code Enforcement</td>
<td>• Courts</td>
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<tr>
<td>• Fire/EMS</td>
<td>• Housing</td>
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<tr>
<td>• Human Resources</td>
<td>• Jails</td>
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<tr>
<td>• Information Technology</td>
<td>• Job Training</td>
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<td>• Libraries</td>
<td>• Probation</td>
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<tr>
<td>• Parks and Recreation</td>
<td>• Property Assessment</td>
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<tr>
<td>• Police</td>
<td>• Public Health</td>
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<tr>
<td>• Risk Management</td>
<td>• Youth Services</td>
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<td>• Road Maintenance</td>
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# 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, do data submittal deadlines, and no software requirements.

<table>
<thead>
<tr>
<th>Code Enforcement</th>
<th>General Government</th>
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<tbody>
<tr>
<td>Code Enforcement cases resolved through forced compliance</td>
<td>Expenditures: General fund personnel and operations</td>
</tr>
<tr>
<td>Average calendar days, Inspection to forced compliance</td>
<td>Median household income</td>
</tr>
<tr>
<td>Average calendar days, Inspection to voluntary compliance</td>
<td>Percentage of Housing units that are vacant</td>
</tr>
<tr>
<td>Percentage of cases resolved through forced compliance</td>
<td>Percentage of population below poverty level</td>
</tr>
</tbody>
</table>
| Total code cases available for resolution during the reporting period | Percentage of population (>= 25)
| Admin/office facilities, Custodial expenditure per square foot | w/bachelor's degree or higher |
| Finance | Percentage of population 17 or under |
| Percentage of accounts payable transactions processed <=30 calendar days | Population: Residential population of jurisdiction |
| Fire/EMS | Population: Peak daytime or seasonal total (may incl. non-residents) |
| EMS: Total BLS and ALS Responses | Square miles of land area served |
| Expenditure: Total fire/EMS personnel and operations | Survey: Quality of all local government services: % Excellent or Good |
| Residential 1-2 Family Structures: Percentage Confined to Object or Room of Origin | Unemployment rate |
| Fire Incidents: Residential: Total 1-2 family, multi-family, and other | Highways |
| Hours paid, Sworn fire/EMS, including OT | Expenditures, Road rehab.: Paved lane miles |
| % of cardiac patients w/catechol rhythm | Paved lane miles for which the jurisdiction is responsible |
| | Paved Lane Miles Assessed as Satisfactory as a Percentage of Miles Assessed |
Implementation

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

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- 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