

# ICMA Performance Management Advisory Committee

Meeting: Sunday, September 23, Baltimore Convention Center Room 345, 10:00-11:15am.

## Agenda

- Welcome and introductions
- Presentation re: Data Sphere concept: Xavier Hughes, ICMA Chief Technology Officer
- Open Access Benchmarking: <https://icma.org/benchmark>

- Since last year, database has grown from 12,800 data points to 15,600 (21%)
- Discussion re: state/regional promotion
  - For example, El Paso County, TX, has provided data; the City of El Paso is now aligning their data collection around the 80 KPIs.
- Flyers available for sharing back home or in regional meetings
- 2018 data collection

ICMA facilitates software-neutral benchmarking that puts cities and counties in the driver's seat.

Cities and counties routinely report on their own performance year to year, and many also compare their metrics with the community next door. But how can they tell if they're really performing as well as they could—or whether they're comparing apples to apples?

ICMA's approach to local government performance benchmarking simplifies the process by zeroing in on key indicators and providing agreed-upon definitions that help ensure meaningful comparisons. And it's free of charge.

- 80 Key indicators with consistent definitions
- More than 15,000 data points available
- Compare with others or year-to-year trends
- No specialized software and no charge

- Certificate program
  - 2018: 57 recipients, plaques being mailed
  - Sample documents are posted online



**Popular Annual Financial Report, Suwanee, Georgia**  
To engage residents, Suwanee, Georgia, turns to a comic-book format for its annual report.  
[icma.org](http://icma.org)

- Re: Suwanee's report: "This is the most awesome....nerdy cool CAFR in the history of municipal government....."
- City of 5,000 in another state loves the idea and wants to run with it. (Woodstock, VA).
- How else can we encourage similar idea-sharing?
- 2019 Certificate applications open November 1
  - Discussion re: certificate criteria

- E-book: Getting Started with Performance Management, second edition
  - Contributions received from Scottsdale, Wichita, and Montgomery County, and also solicited from international affiliates
  - Updated content will also include new dashboards, links, and graphics

**ICMA** @ICMA · Apr 27  
 Wichita #elevator conversations include floor-to-ceiling graphics. How are you jumpstarting performance discussions? Certificate applications due May 1: [bit.ly/2HupDaF](http://bit.ly/2HupDaF)



- Student webinar with Boulder
  - Posted online <https://icma.org/blog-posts/sharing-performance-management-knowledge-students> and shared on social media:

<https://twitter.com/ICMA/status/996722682325499904>

xcel - Weighted tre... Research Highlights | San Mateo Shared Vi... Live Healthy Fairfax... 1 CMO PM.xlsx | McHenry Cour...

**ICMA** @ICMA Follow

#ICYMI, we recently finished a #webinar with our #ICMA Student Chapter at @NIUlive. To extend the conversation, we want to know what questions #students have about #performancemanagement, and what advice current #localgov staff can offer.

**Sharing Performance Management Knowledge with Students**  
 ICMA discusses the basics of performance management with the Northern Illinois University student chapter.  
[icma.org](http://icma.org)

5:03 AM - 16 May 2018

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**Brent Stockwell** @brent4cities · May 21  
 Replying to @ICMA @NIUlive  
 Performance management should be a team approach. In our community we say that performance management is part of every employee's job, rather than 100% of a few employees' jobs. We keep working toward this

- Share the link and recording with MPA groups/student chapters in your area
- How else can we reach out to student groups?
- Outreach efforts
  - PM Magazine (June edition)

**by the numbers | performance management**

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## WHO'S DOING WHAT... AND HOW CAN YOU MAKE THE DATA WORK FOR YOU

<p><b>Who Collects Performance Data?</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><b>Communities over 50,000 population</b> <b>83%</b></p> </div> <div style="text-align: center;"> <p><b>Communities under 50,000 population</b> <b>33%</b></p> </div> </div> <p><small>1. ICMA Innovation Survey, 2016.</small></p>	<p><b>Open Access Benchmarking</b></p> <p><b>14,000+</b> data points available</p> <p>Add context to your own performance reporting with benchmark data, such as:</p> <p><b>Permits</b> <b>28</b> average calendar days from commercial development application to permit issuance</p> <p><b>Human Resources</b> <b>4%</b> turnover rate for full-time public safety staff</p> <p><b>Code Enforcement</b> <b>12%</b> cases resolved through forced compliance</p> <p><b>Police</b> <b>0.43</b> traffic fatalities involving alcohol per 10,000 population</p> 
<p><b>What Holds Others Back?</b></p> <p>Challenges include deciding on key metrics and collecting comparable data. For smaller organizations in particular, staff time is precious.</p> <p>To jumpstart your implementation, look to the key definitions and data posted at <a href="https://icma.org/benchmark">icma.org/benchmark</a>. Staff can focus on just <b>80</b> key performance indicators (plus <b>54</b> specific to counties).</p> <p>Access to the data is free of charge and there are no software requirements. Any interested jurisdiction is welcome to contribute to expanding the database.</p>	<p><b>Are You Benchmarking Your Performance?</b></p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;"> <p><b>NO</b> →</p> <p><b>YES</b> →</p> </div> <div style="width: 60%;"> <p>Select pre-defined metrics from <a href="https://icma.org/benchmark">icma.org/benchmark</a> and begin collecting data. Discuss internally first; report to the public when ready.</p> <p>To build on that foundation, check out leading practices at <a href="https://icma.org/certificates-performance-management">https://icma.org/certificates-performance-management</a>.</p> </div> </div>

28 PUBLIC MANAGEMENT | JUNE 2018[icma.org/pm](https://icma.org/pm)

- Social media, blogs, webinars, and in-person outreach
  - This week's conference includes sessions on stat programs (Baltimore and Montgomery County), performance excellence/Baldrige awards (Fort Collins), and motivating department staff ("What's in it for Me?" - Wichita).
  - What other topics should the Advisory Committee engage on in the next year? Would it make sense for those to be one-way communication (e.g., articles), webinars, or group discussions?
- Other business
- Adjournment and Thanks

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