

The ICMA logo is positioned in the top right corner of the image. It consists of the letters 'ICMA' in a bold, white, sans-serif font, set against a dark blue rectangular background. The overall image background is a blurred, high-speed photograph of a city street at sunset or sunrise, with buildings and cars in motion, creating a sense of dynamic activity and progress.

ICMA

LOCAL GOVERNMENT PERFORMANCE MANAGEMENT

A Snapshot

Characteristics of effective performance management

- **Specific** (What exactly should the program achieve?)
- **Measurable** (How will you know if you've met the objectives?)
- **Achievable** (Can objectives be met, given available resources?)
- **Relevant** (Are the resulting data going to help you manage?)
- **Time-bound** (What is the timeline for achieving your objectives?)

Consider a suite of metrics

Sample Performance Measures: Facility Maintenance

Input	Expenditures and staffing for custodial maintenance and repair
Output	Square footage maintained; number of emergency and nonemergency repairs completed
Efficiency	Ratio of square footage maintained per full-time employee; expenditure per square foot; utility usage (BTUs) per square foot. (Make sure you're not being efficient just by underfunding the activity – look at outcomes too)
Intermediate Outcome	Percentage of emergency work requests completed within 2 hours
Outcome	Are you achieving strategic goals? Satisfaction with the quality or timeliness of custodial services
Description	Civic Center is a LEED-certified facility open 16 hours/day, and includes courthouse, library, theater, and food court. Custodial is provided via contract. Facility users include other county residents (average 220/day).
At different levels	How do these relate to organizational, team, and individual goals?

Data quality

- Don't assume that all data are accurate - Engage in regular data cleaning, auditing, and follow-up discussions
- Respect normal variation
- **Data dictionaries** ensure year-to-year consistent definitions and clear lines of responsibility
- Network with benchmark jurisdictions around comparison data



Do you communicate steady performance?

Percent of Time Water Meets Regulatory Standards



Dry, technical data (parts per billion)?

PRIMARY DRINKING WATER STANDARDS											
Substances we detected (units)	When we checked	What's allowed? (MCL)	What's the goal? (MCLG)	Dublin Road Water Plant		Hap Cremean Water Plant		Parsons Avenue Water Plant		Violation?	Where did it come from?
				Level Found	Range	Level Found	Range	Level Found	Range		
Fluoride (ppm)	2015	4	4	0.92	0.80 - 0.99	0.91	0.75 - 0.96	0.92	0.82 - 1.05	No	Water additive – protects teeth
Nitrate (ppm)	2015	10	10	12.3 ¹	<0.5 - 12.5	1.7	<0.5 - 1.7	ND	ND	Yes ¹	Agricultural fertilizer runoff
Simazine (ppb)	2015	4	4	<0.10	<0.10 - 1.17	<0.10	<0.10 - 0.18	ND	ND	No	Agricultural herbicide runoff
Atrazine (ppb)	2015	3	3	0.33	<0.10 - 1.35	0.12	<0.10 - 0.46	ND	ND	No	Agricultural herbicide runoff
Alachlor (ppb)	2015	2	0	ND	ND	ND	ND	ND	ND	No	Agricultural herbicide runoff
Metolachlor (ppb)	2015	No set level	No goal set	<0.20	<0.20 - 0.72	<0.20	<0.20 - 0.33	ND	ND	No	Agricultural herbicide runoff

...or perspective?

- Number of days of boil-water orders
- Number of days of pool closures
- Percentage of residents affected
- Duration of service outages

Include narrative and graphics

SERVICE AREA 1: PUBLIC SAFETY

7. DRIVING WHILE INTOXICATED (DWI) ARRESTS & ALCOHOL-RELATED TRAFFIC ACCIDENTS

Target: 4,464 arrests/1,538 accidents

About this measure:

This measure reflects the total number of people arrested for driving while intoxicated compared to the number of alcohol-related traffic accidents.

Why it is important:

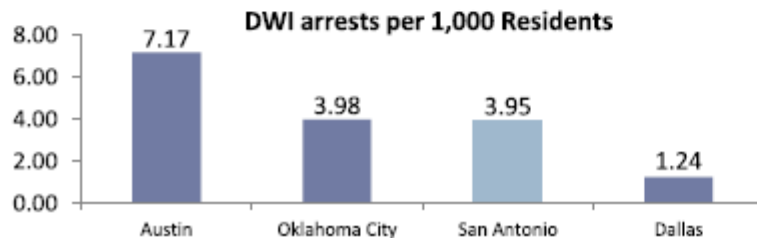
High numbers of DWI arrests demonstrate the San Antonio Police Department's commitment to safety in our community and emphasize the proactive approach to addressing the issue of drunk driving in the City.

What is being done:

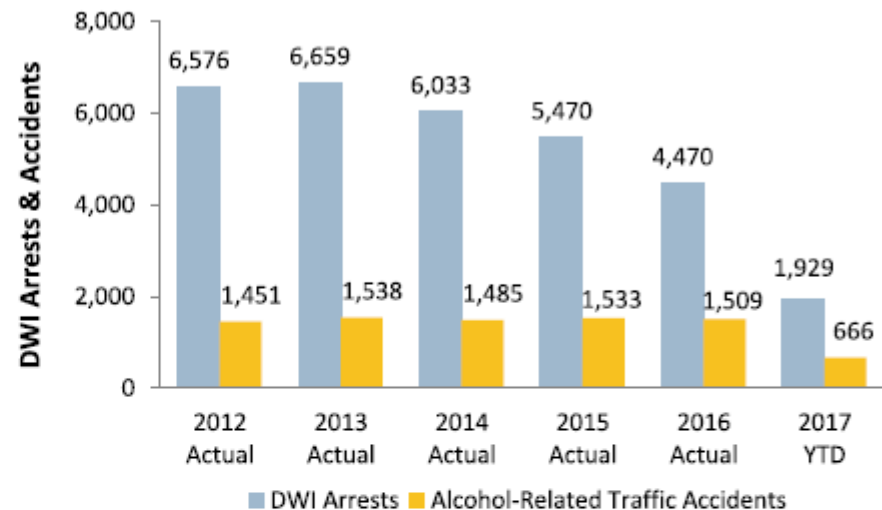
The Department continues to maximize the use of the DWI Unit as well as grant-funded DWI STEP officers to deploy resources at peak times during the week and on specific holidays using a data-driven approach. San Antonio Fear Free Environment officers promote the message of not drinking and driving with community outreach, and social media is used to spread the message and encourage followers to stay sober and plan ahead. Fewer DWI arrests are attributed in part to increased community outreach efforts to spread the message of not drinking and driving.

Responsible Department: Police

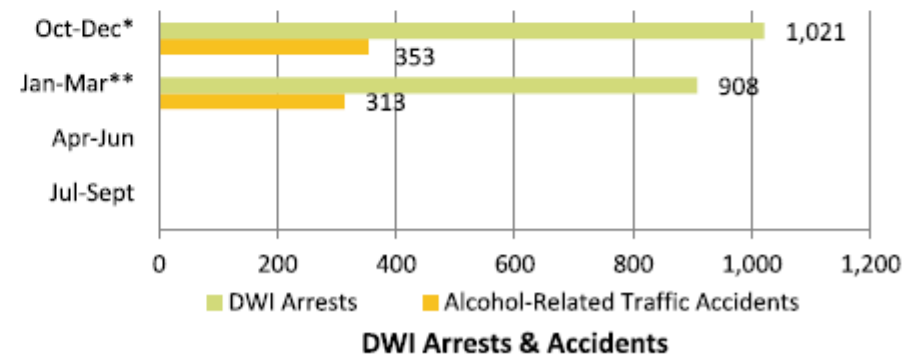
COMPARATIVE ANALYSIS (ICMA 2015 DATA)



HISTORICAL PERFORMANCE (BY FISCAL YEAR)



CURRENT YEAR PERFORMANCE (BY QUARTER)



*Results updated based on revised data.

**2nd Quarter results include only partial data through March and may be revised at a later date.

Questions?

Visit:

icma.org/topics/performance-management
or contact gyoung@icma.org