ICMA | conference

CAPACITY BUILDING IN PERFORMANCE MANAGEMENT:
EXPERIENCES OF SMALL AND MID-SIZED CITIES

Introduction of Panelists

- Gerald Young, Senior Research Associate, ICMA

- Rebecca Jackson, Director of Strategic Performance Analytics, Fayetteville, NC

- Michael Walters Young, Budget & Strategic Innovation Manager, Franklin, TN

- Elizabeth Goltry Wadle, Budget Officer, Wichita, KS

- Alfred Ho, Professor, University of Kansas

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CITY SNAPSHOT

40,110 Parks & Recreation participants

City Employees 1,618

7 blighted structures demolished

115,857 feet of creeks and drainage ditches cleaned

741 miles of City streets maintained

7,367 tons of recycling collected

4 single family affordable home units constructed through ECD programs

61,234 households for waste collection

1,394,298 FAST fixed route passengers

896 tons of asphalt for potholes and street repairs

426,274 enplaned and deplaned passengers at the Fayetteville Regional Airport

204,756 calls for service to E911

269 construction plans reviewed

83 parks and recreation facilities

48,399 Priority I calls for service for Police

City Population 209,889

29,707 Fire Department calls for service

SERVE WITH RESPECT **24/7** City of Fayetteville North Carolina

FY 2018

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Office of Strategy & Performance

Aka the "SPA": "Maximizing performance for a positive impact"

- Change agent to build a culture of High Performance
- Developing Strategic Plan
- Organizational performance management and reporting
- Sustaining implementation of strategic priority projects – Project Management support for CMO
- Continuous improvement projects, internal consulting, technical assistance and training
- Data Governance and open data
- Customer research – Surveys and citizen and employment engagement efforts.

Building Data Analytics Capacity

Developing Core Competencies through training & networking

- What's DAT?
- Training in Six Sigma, project management and data analytics

Community collaborative projects and partnerships

- Civil Affairs Data Analytics Partnership
- Fayetteville State University GIS Summer Intern project
- Citizen engagement in open data program-- "Randy the Researcher"
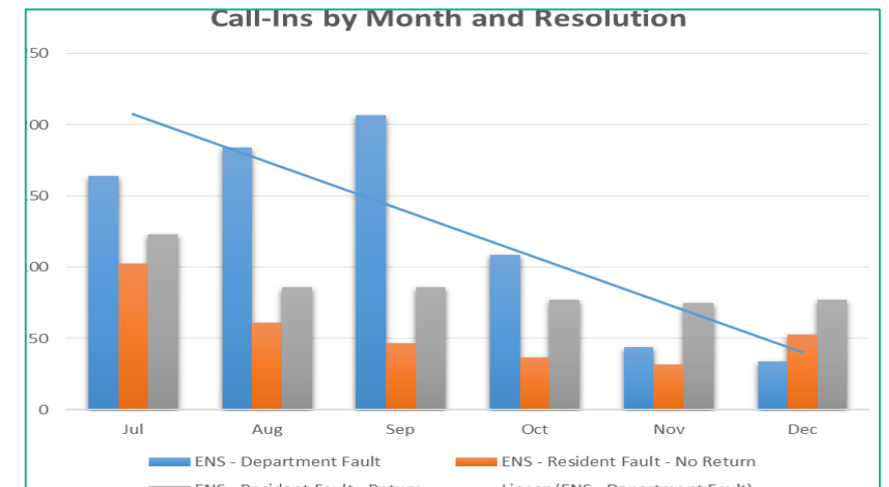- Greater Fayetteville United Social Capital Survey
- What Works Cities, Gov Ex, Sunlight & Results for America.

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WHAT'S DAT?

Data Analytics Team

- Provide guidance & standards

- Data governance policy

- Open data

- Performance measure reviews

- Collaborative data analytics and process improvement projects.

Call-Ins by Month and Resolution

ENS - Department Fault   ENS - Resident Fault - No Return
ENS - Resident Fault - Return   Linear (ENS - Department Fault)

Civil Affairs Collaborative
N.I.C.E.Stat
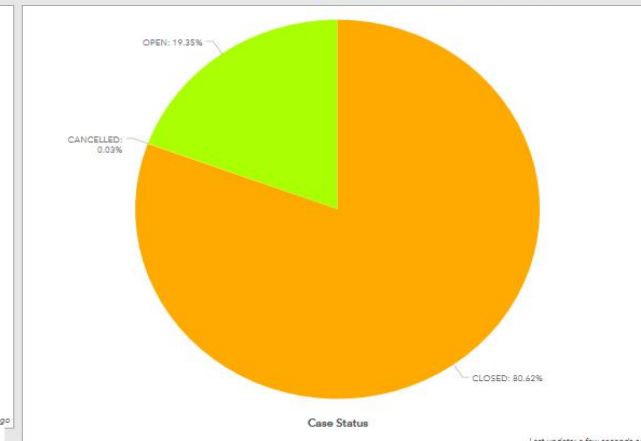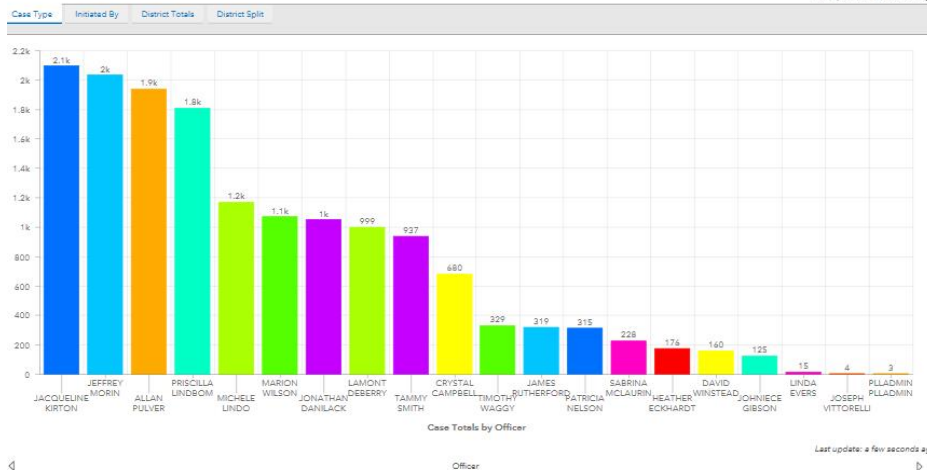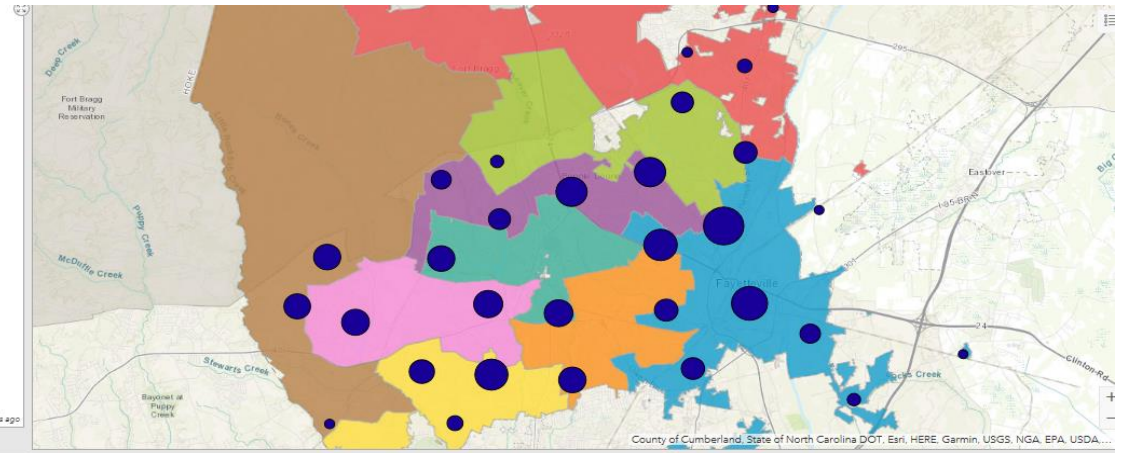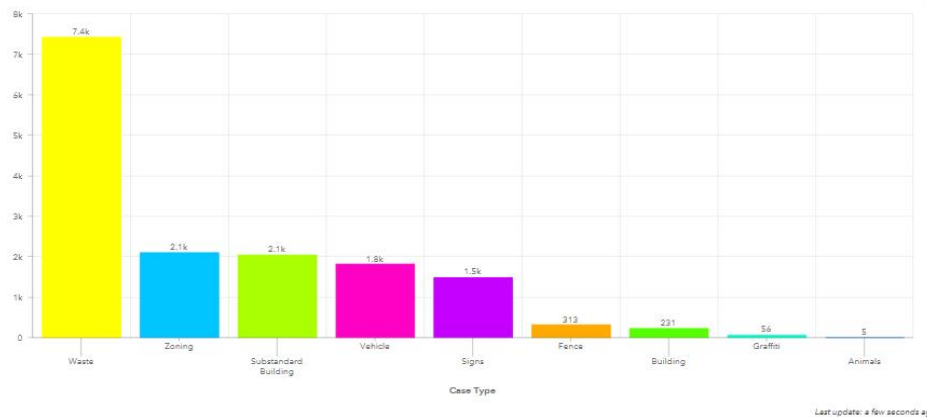**N**eighborhood **I**ndicators and **C**ommunity **E**valuation
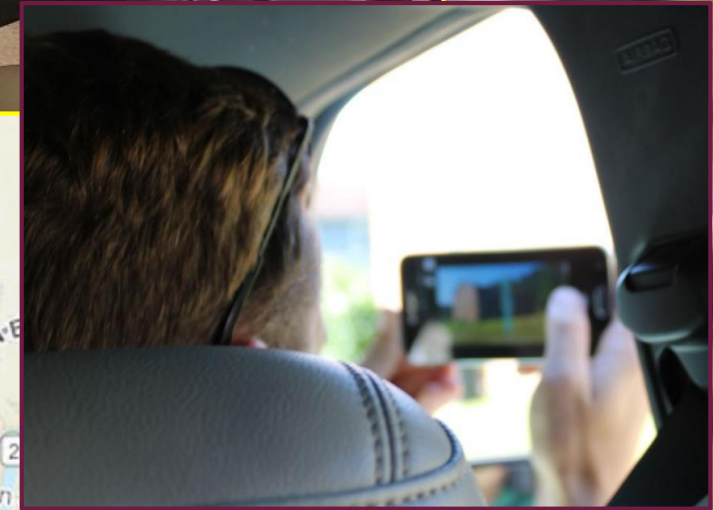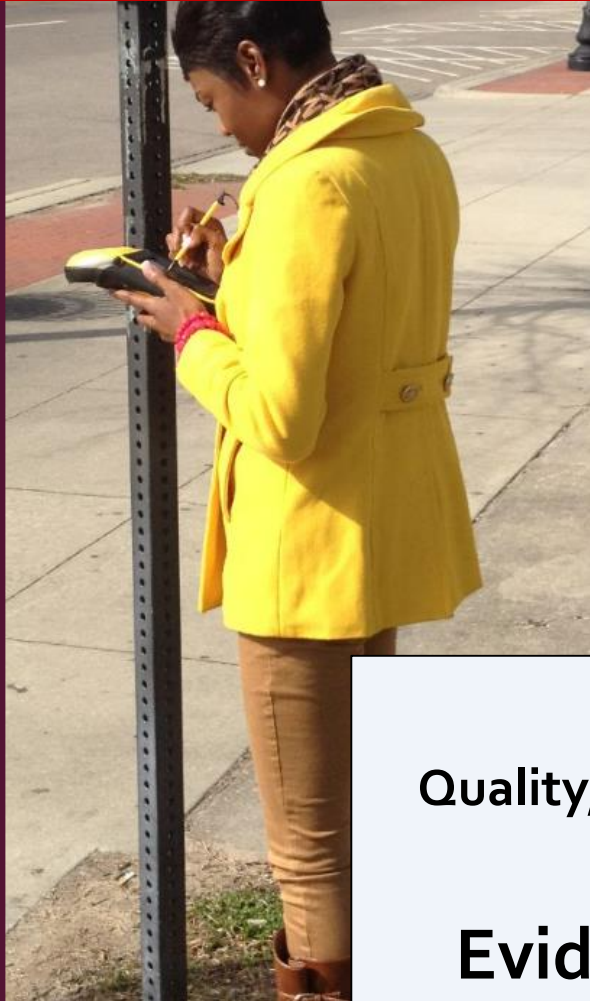
QuEST PROJECTS
Quality, Engagement, Sustainability and Training
Process Improvement and Evidence-Based Decision Making

Operational Dashboards

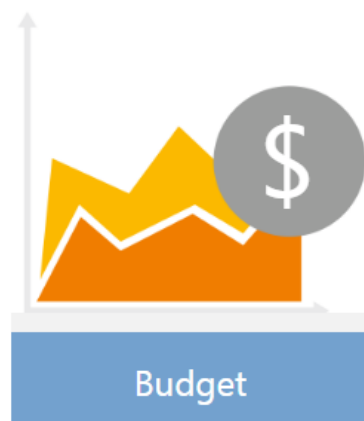Aligning organizational strategy to employee performance

Code Enforcement

Fayetteville TRACstat

Transparent **R**eporting and **A**nalytics for **C**itizens

Performance

Budget

Targets for Action

Methodology

https://tracstat.fayettevillenc.gov

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About Franklin

- 748 Employees (FTE)

- Mayor-Aldermanic-City Administrator Form of Government

- Full-Service City

Franklin

- Founded in 1799

- Rapid Population Growth:
    1970 Population: 9,497
    1990 Population: 20,098
    2020 Population (est): 80,000

- County Seat of Williamson County
- 7th Wealthiest County in America, 2016
- 6th Best Place to Live in America, 2019 (Money Magazine)
- Best Southern Town (Garden and Gun)
- Most Romantic Main Street (National Trust for Historic Preservation)
- #7 best place for STEM jobs in the U.S., 2018 (Livability.com)
- #1 in Nation for Image & Reputation (2019 National Citizens Survey)

Man we collect a lot…but…

- As City rapidly grew, different departments had different approaches to using data…or not all. Even today, the use of analytics ranges from being nearly non-existent in some departments to quite advanced in others

- As of 2014, at least 12 different performance measurement initiatives were running in the City (ICMA, GFOA, TMBP, AWWA, APWA, TRPA, APA, CALEA, ISO, Sustainable Franklin, Departmental Workloads, etc…etc…etc…)

**Key** Centralize, Normalize and Standardize information and performance measurement efforts in one place: ***The Budget!*** Budget analysts & department heads became intimately involved, and thus proficient, in performance measurement and in turn, changed the culture.

HISTORIC
FRANKLIN
TENNESSEE
17 99

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Moving the Needle

- Beginning in 2014, *all departments* were required to have performance measures within their respective budget documents. Standardized look and feel of all sections

Measurement/Goal	FY11 *(Actual)*	FY12 *(Actual)*	FY13 *(Actual)*	FY14 *(Projected)*	FY15 *(Proposed)*
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.					
Errors/10,000 Bills	5.5%	5.1%	5.0%	4.9%	4.8%
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending					
E-Payment %	72.6%	75.7%	76.6%	79.9%	81.0%
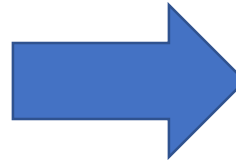
Workload (Output) Measures					
	2016	**2017**	**2018**	**2019***	**2020***
Bills					
Number of property tax bills issued	30,366	31,287	31,930	33,000	37,500
Number of water & sewer bills issued	327,318	339,302	347,972	369,150	376,533
New requests for service (Total)	2,857	2,492	2,500	2,500	2,550
Water (Monthly Average)	$ 45.07	$ 47.60	$ 48.18	$ 50.75	$ 51.77

- Beginning in 2015, all departments also were required to tie their department operations to the City's adopted Strategic Plan – ***Franklin Forward***

A Safe, Clean, and Livable City

Quality Life Experiences

Effective and Fiscally Sound City Government Providing High-quality Services

Sustainable Growth and Economic Prosperity

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From Thought to Finish...

- Beginning in 2016, City launched its first Open Performance Website for the Strategic Plan: **https://performance.franklintn.gov**. *Data in Context.*

- Also launched a Data Analytics Team with IT & Finance spearheading to create MetaData collections and begin the processing of getting our various data sets to talk to one another so analytics can actually occur.

- Beginning in 2017, all Departments had to tie all new requests for funding to a theme within the Strategic Plan.
  No theme? *No money!*

FY2020 PROGRAM ENHANCEMENT REQUEST FORM

Department Priority: 1 of 5

Department:	**41500 FINANCE**
Division:	**Budget & Analytics**
Franklin*Forward* Theme:	A Effective and Fiscally Sound City Government Providing High Quality Service
Title:	

A Safe, Clean, Livable City
A Effective and Fiscally Sound City Government Providing High Quality Service
Quality Life Experiences
Sustainable Growth & Economic Prosperity

Purpose: Use this form to spell out your request for and create a prioritized list.

REQUESTED PROGRAM ENHANCEMENT FUNDING

Account Description	One-Time Cost (FY20 Only)	Ongoing Annual Cost (FY20 & Future)	TOTAL FY20 Request
Compensation			
81110 REGULAR PAY		$63,000	$63,000

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Act Locally...Think Regionally

Old **Tennessee Municipal Benchmarking Project**

- Led by MTAS (UT-Knoxville) for nearly 20 years
  - Dozens of municipalities participated
  - $4,000 annual subscription service
  - 1206 different measures collected
  - Suddenly dropped in May 2019

**New** **Benchmarking Alliance of Tennessee**

- Led by City of Franklin
  - *60* data points
  - *50* measures
  - *Free* to participate
  - Data will be open to all who wish to see throughout the state

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Today and Beyond...

- Departments are increasing using analytics in their daily decision making.

- The use of dashboards, especially those using GIS have continuously grown throughout the City.
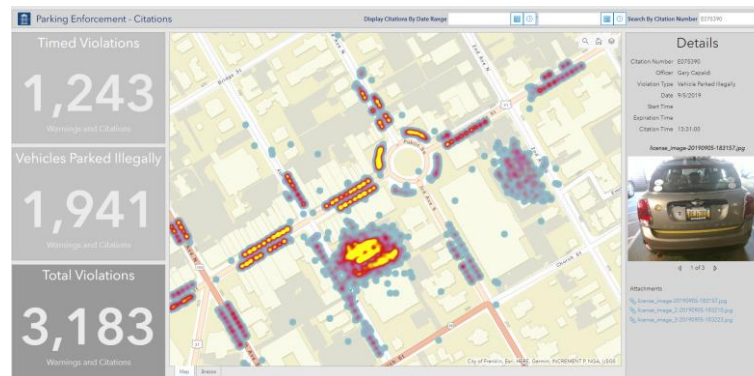
- Budgets are consistently turned in with updated performance measures, elected officials and citizens alike utilize the Strategic Plan website to see "how we are doing" and departments by in large only ask for new people, programs and equipment if they have the statistical data justifying the expense.

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The Wichita, KS Story

Elizabeth Goltry Wadle

Budget Officer
Wichita, Kansas

About Wichita

- 3,200 Employees

- 390,000 Population

- Council-Manager Form

- Budget Office located in Finance Department

- No full-time employees dedicated to performance measurement

- GFOA Special Recognition for Performance Measures for seven of past nine years

- ICMA Certificate Program for nine years

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City of Wichita Program

- Current program since 2009

  - First Steps:

    - Rejoined ICMA-CPM

    - Built Performance Measure Inventory

    - Developed Annual Report

- Heavy focus on benchmarking

- Data used for initial research and analysis

- Collecting and reporting data is the start of the budget development process

FIRE   WICHITA.GOV/ANNUALREPORT

ARRIVED ON THE SCENE IN LESS THAN FOUR MINUTES 67% OF THE TIME

RESPONDED TO MORE THAN 52,000 EMERGENCY CALLS

CONTAINED FIRES TO ROOM OF ORIGIN 77% OF THE TIME

City of Wichita Progress

Effort has been institutionalized

- ➤ Organizational leadership
- ➤ Departments have built capacity
- ➤ Using data to tell stories has become part of the organizational culture
- ➤ Operating departments are transitioning to using data analysis for ongoing decision making

Low-cost and no-cost tools have been used

- ➤ Still using Microsoft Excel and Publisher
- ➤ File Sharing
- ➤ Ongoing data inventory

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Tips for Expanding Your Program

1

Consistency

Organizational leadership is key to a program that becomes institutionalized

2

Leverage

Inventory existing data collection and reporting efforts

3

Collaboration

Identify a staff coordinator who is collaborative and analytical

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Tips for Expanding Your Program

4
Thoroughness
Apply the program throughout the organization

5
Longevity
Develop datasets and processes that will outlast particular people or challenges

6
Celebrate
Share success and constantly improve

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Lessons Learned: Key Questions for the Panelists

- How do you pursue performance management (PM) with limited resources?

- Who is responsible for PM? How do you coordinate different departments to do the work?

- How do you analyze performance data from different departments? Who is responsible for the work?

- What types of data do you use? How do you build data analytics capacity over time?

- What are the roles of technologies?

- What kinds of partnership do you have that can be very helpful?

- What are the key lessons learned?

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Questions?