

ICMA Certificates in Performance Management: Using Data for Strategic Planning, Budgeting, and Decision Making



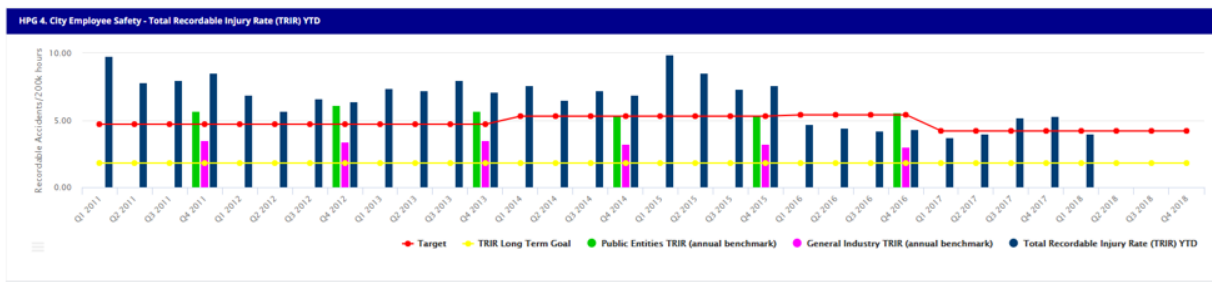
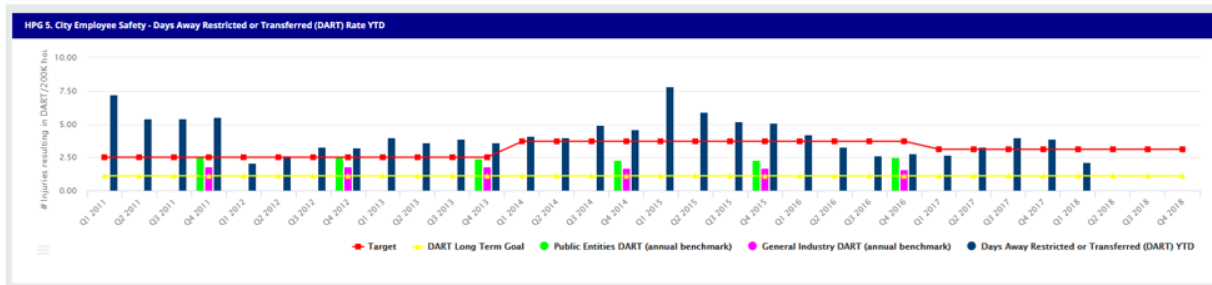
Recipients of ICMA Certificates in Performance Management told ICMA how they have used data for strategic planning, budgeting, and decision making. Here are examples showing how Fort Collins, Colorado, and Kansas City, Missouri, analyzed data to support improvements in transportation, employee safety, and code compliance.

Fort Collins, Colorado

Travel Times: One area we track is travel times between arterial streets for which we have Blue Tooth readers at intersections that are one mile apart from each other. This technology has allowed the City to get real-time data, and a lot of it. That information allows us to adjust traffic signal timing to increase vehicle throughput. Afternoon peak travel times on our arterial streets decreased from 2 minutes 45 seconds to 2 minutes 32 seconds in three years. This result has been achieved because we were measuring this activity and made improvements that allowed us to get data that has driven this result while the population of Fort Collins increased by nearly 9,000 residents (about 5%) over the same time period.

Employee Safety: We have a trio of metrics around safety. Our safety numbers for two industry standards of DART (Days Away Restricted or Transferred) and TRIR (Total Recordable Injury Rate) were significantly above the Public Entities benchmark and the General Industry benchmark. To address this, we created a Safety Director position to focus on reducing injuries to our workforce. The focus this position and their team had on this goal made significant improvements in both of those metrics and the correlated workers comp costs. Looking at the graphs below also shows a degradation in the results of DART and

TRIR that coincided with the retirement of the Safety Director and the position being virtually vacant for almost a year. Our interpretation of this data is that (1) we need to maintain organizational focus on safety to keep our results low and (2) we need to find a way to make this cultural shift permanent so that results don't degrade when the director position is vacant.



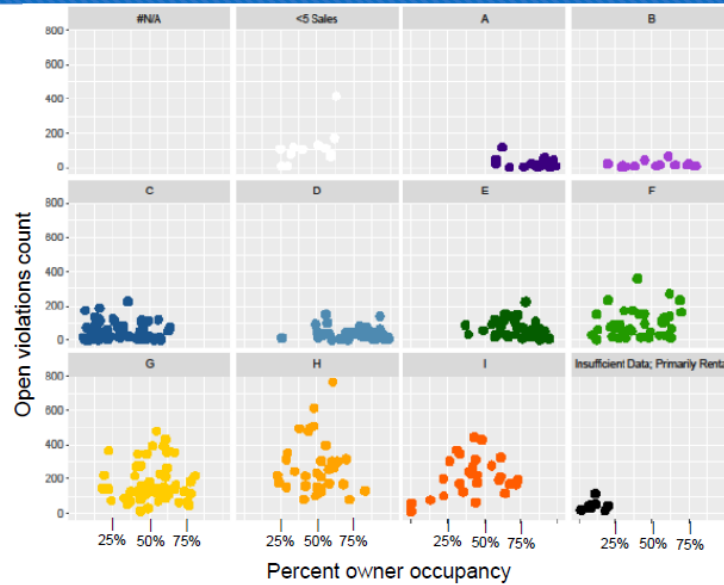
Voluntary Code Compliance: Another example is voluntary code compliance. Once the data started being tracked quarterly, it was analyzed and we learned that there was seasonality in the data. It was clear that our compliance rates continued to miss our set target repeatedly in the cold months of the year, primarily due to snow and ice removal. Initiatives and improved communication strategies were put in place to specifically target those types of compliance issues and improve our results. The results of these efforts are reflected in more recent performance. This effort has increased our results and allowed us to increase our quarterly targets back to 95%, which has continued.



Bus Ridership on Sundays: Anecdotally, since we don't have a graphed metric of this yet, we launched Sunday transit service in 2017, and our ridership is 50% over our forecasted target. This has resulted in an analysis of our routes and submission of a 2019-20 budget request to invest more money into our transit services to meet this welcomed community need, as shown by the data.

MVA Analysis: Higher Rate of Owner Occupancy is Not Related to Lower Code Violations

- An analysis was done to compare number of open code violations and % owner occupancy at the block group level, by MVA category.
- One hypothesis was that higher owner occupancy → lower code violations. This relationship would appear as a line slanting down from left to right.
- These charts show many things. But they do not show a clear linear relationship between % owner occupancy and code violations
- It does show that code violations gradually increase when moving from A/B to C/D to E/F to G/H/I MVA categories. However, there is a lot of variation within each MVA category.



Source: Office of Performance Management