

Roadmap to Success: Measurement in the Municipal Government Strategic Plan

Presented by :

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Agenda

- Link between strategic planning and performance measurement
- Developing strategic performance measures
- Benchmarking
- Key conditions for ensuring success

Measurement in Context

Great Leadership:

“....What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your results, then tracking your trajectory with rigor.”

-- Jim Collins, *Good to Great and the Social Sectors*, p. 8

Measurement in Context

- Measurement alone isn't enough-need a holistic framework to provide a process where it can be used
- Determining how the information will be used will guide what measures are needed
- Senior management needs to use the information which is collected in the decision making process

What is a Strategic Planning?

Identifying the long range vision of where the organization is headed and developing goals and priorities to reach this end state

Strategic Planning Framework

- Clear Vision
- Environmental scanning to identify key emerging issues/priorities
- Detailed plan
- Performance tracking process and ability to measure success

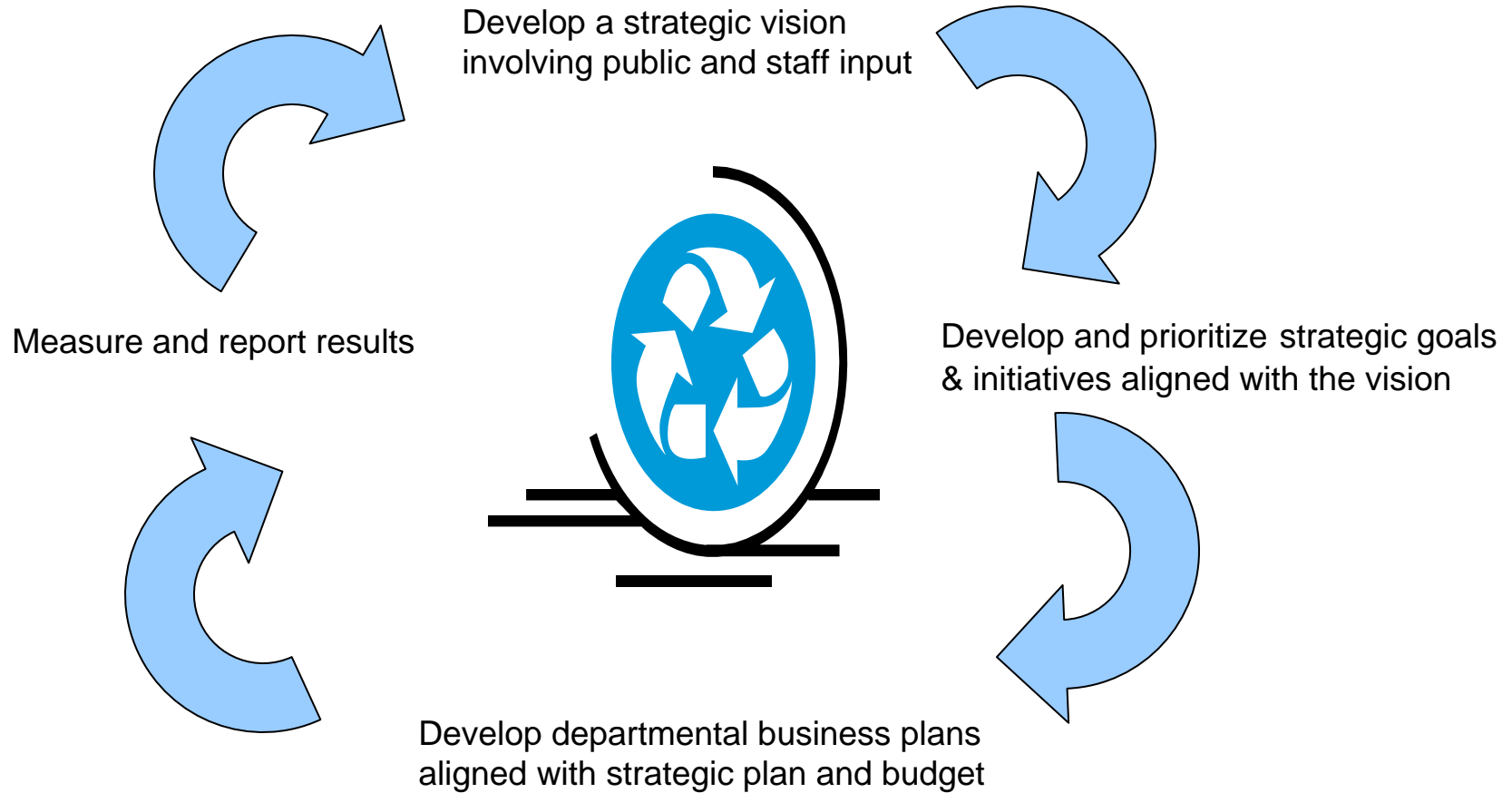
Benefits of Strategic Planning

- Establish a collective vision
- Plan for the future
- Identify priorities
- Establish a process to think strategically
- Mechanism to link the operations with the strategic direction

Characteristics of Strategic Planning in the Public Sector

- Less Goal Congruence
- Multiple and often unrelated lines of business
- Difficult to measure success – i.e. service excellence
- Resource allocation is a challenge
- Low public engagement

HOLISTIC STRATEGIC PLANNING MODEL



Eight Purposes that Public Managers Have for Measuring Performance

- **Evaluate**- How well is my public agency performing?
- **Control**- How can I ensure that my subordinates are doing the right thing?
- **Budget**- On what programs, people, or projects should my agency spend the public's money?
- **Motivate**- How can I motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders, and citizens to do the things necessary to improve performance?

Behn, 2003

Eight Purposes that Public Managers Have for Measuring Performance

- **Promote-** How can I convince political superiors, legislators, stakeholders, journalists, and citizens that my agency is doing a good job?
- **Celebrate-** What accomplishments are worthy of the important organizational ritual of celebrating success?
- **Learn-** Why is what working or not working?
- **Improve-** What exactly should who do differently to improve performance

Behn, 2003

How Performance Data is Used

An industry survey of small municipalities by Rivenbark and Kelly, 2003, demonstrated that performance data was used in the following ways:

<u>Data Use</u>	<u>Percent</u>
● Budget presentation	39
● Planning organization wide and at program level	35
● Tracking progress towards goals and objectives	30
● Employee Evaluations	27
● Analyzing performance trends over time	24
● Allocation of resources	16
● Citizen Education	15
● Performance Auditing	9
● Monitoring External Contracts	7
● Other	2

Link between strategic planning and performance measurement

- Performance measures at strategic level only effective if there is a link with the operational level
- Measures should communicate success in achieving the strategic vision and goals
- Focus on quality not quantity

Challenges in developing strategic measures

- Are the organizational goals clearly defined?
- Pursue Excellence in Service Delivery- to deliver a high quality of services within approved service standards to all City stakeholders e.g. staff, citizens and businesses
- What is high quality? Meeting service standards 100% of the time? 90%? In all services across the Corporation?

Challenges in developing strategic measures

- Developing a measure which is understandable to the public and can also be linked to the operational level
- Establishing a representative measure which can be easily tracked i.e. how to measure “Lead and Promote Environmental Sustainability”? Measuring the City’s carbon footprint? % of open spaces per hectare? Annual energy consumption savings for the Corporation?

Challenges in developing strategic measures

- How is the measure linked to the strategic plan?
- Will the information be used by decision makers for prioritization purposes? Resource allocation decisions?
- Are performance indicators in departmental business plans submitted with the operating budget?
- How are strategic measures reported back to the public?

Strategic Measurement Benchmarking

- City of Coral Springs, Florida
- City of Kitchener
- City of Toronto
- City of Austin, Texas
- Emerging Trends

Coral Springs, Florida

Customer-Involved Government

Develop innovative ways to make participation in local government activities possible for all residents and foster a sense of engagement among the citizenry by effectively communicating a common identity, actively seeking insight into the needs of the community, aligning City services with customer expectations, and continuing to strive for excellence.

Directional Statements

The City will focus its financial and human resources on the areas most important to its customers; safety, education, and aesthetics.

Brand Coral Springs by promoting the City's identity as a Community of Excellence, consistent with the City's mission.

Increase and promote citizen volunteerism with a focus on maximizing operational impact.

Promote voter turnout and education on relevant issues.


Evaluate and enhance the methods of communicating with citizens and businesses to provide information on City news and issues to the widest possible audience by leveraging technology.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Overall quality rating for City services and programs (Resident Survey)	—	92%
Overall quality rating for City services by business owners (Business Survey)	92%	—
Employee satisfaction rating (Human Resources Survey)	90%	90%
Number of citizen volunteer hours	42,000	42,000
Overall rating of the City in terms of communicating with residents (Resident Survey)	—	88%
Overall rating of the City in terms of communicating with businesses (Business Survey)	88%	—
Customer service rating by residents (Resident Survey)	—	90%
Customer service rating by businesses (Business Survey)	90%	—

Coral Springs, Florida

- Malcolm Baldrige National Quality Award winner in 2007. First state or local government to receive the award
- Obtain input from community on citizen priorities. Key intended outcomes linked to staff performance agreements
- Strategic plan linkage with operational budget allowing for allocation of resources strategically through data-driven decision making

City of Kitchener



COMPASS KITCHENER

Citizens' Report Card: A Report to Citizens from Citizens

What is it?

Introducing the first annual City of Kitchener Citizens' Report Card. The report card will track the success of the City of Kitchener and its council in meeting the important targets and long-term goals outlined in the Plan for a Healthy Kitchener. The plan follows the 20-year strategic plan (2007 - 2027) from 2003, the citizens of Kitchener, following one of the most ambitious and inclusive in the City's history - the Whose-are-Kitchener? Strategic Study in 2005. This study was followed closely by the Whose-are-Kitchener? campaign conducted by Compass Kitchener in early 2006. More than 1,000 citizens took part.

It should be noted that the grades presented in this report measure the city's progress against the community vision in the Plan for a Healthy Kitchener and do not attempt to measure everything that the city does in the course of its day-to-day operations. The city tracks and accomplishes many initiatives which are outside of the scope of the Plan for a Healthy Kitchener.

Who are we?

Compass Kitchener is a small group of citizens who advise council as members of the community. Our purpose is to create and lead a public engagement process to enhance the community vision and direction. Our goal is to assist council in establishing their long-term agenda, ensuring that it follows the community's best interests. And finally, we report annually on the performance of council and city in meeting their agenda. The results in this report card to both council and the citizens of Kitchener.

How was the report card created and graded?

The report card is organized into six community themes outlined in the Plan for a Healthy Kitchener which are: Quality of Life, Leadership and Community Engagement, Diversity, Innovation, Development and the Environment. It also comments on the overall corporate theme, Efficient and Effective Government, although specific analysis is not provided.

To create our view of municipal progress in each of the themes, we reviewed supporting documents, spoke with city staff and advisory committees, and came up with a long list of possible measurements. Through a focused process we reduced that list to a few key facts and metrics based on relevance and clarity of indicators, ease and cost of collection, and statistical collection. Our list of metrics continues not complete, but we see this report as an opportunity to gain insight and to benchmark the City of Kitchener's progress toward accomplishing our community's health and well-being. It is a living document and therefore can be updated as time goes on.

Compass Kitchener members reviewed each theme's progress and assigned grades as a group. The results show room for improvement, but in its first year of the 2007 plan, Kitchener is off to a great start.

That year on before year is a summary of the highlights in each theme and the opinions on the findings. For a complete list of metrics and results please refer to the "Annual Status Report" located at www.kitchener.ca.

How is Kitchener doing?

The results of the following report show that Kitchener is off to a great start with the first completed year of its 20-year plan called A Plan for a Healthy Kitchener. As this is the first year for measuring results, it is not expected that all accomplishments in A Plan for a Healthy Kitchener will be completed. As such the individual grades assigned to each theme were given for improvement in the areas as more and progress is made in line with the plan.

Rating Scale and Description for Compass Kitchener Report Card

Star rating	Grade description
★★★★★	Met expectations with excellence
★★★★☆	Met most expectations
★★★☆☆	Met some expectations
★★☆☆☆	Met few expectations
★☆☆☆☆	Met very few to no expectations

Quality of Life ★★★★★

Citizen's Vision, 2027: "Our shared vision for Kitchener is to be a community that invests in its people, provides a high quality of life, offers a vibrant, diverse, safe and healthy environment, and is a place where everyone can thrive."

A Plan for a Healthy Kitchener

The City of Kitchener is contributing to the quality of life that residents want. In fact, the city has accomplished many other achievements which are the happy people in Ontario among the highest. Here are some 2007 indicators:

- Control has enhanced the citizens' "A Plan for a Healthy Kitchener" (PHIK) and city staff have created business plans across the goals of the plan. Kitchener is well on its way to meeting its goals.
- This Report Card is the first annual "check-in" on action toward citizen goals.
- The Heritage Conservation District plan was approved, including a new heritage district which will protect our cultural heritage, ensuring that citizens have identified an important.
- The city launched "Creating a Culture of Safety" focus, including many new partnerships and proactive crime prevention initiatives.

In addition to the specific projects listed above which were assigned as a result of the recommendations in PHIK, the city has accomplished many other achievements which are the happy people in Ontario among the highest. Here are some 2007 indicators:

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Development ★★★★★

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Diversity ★★★★★

Citizen's Vision, 2027: "Our shared vision for Kitchener is to be a multicultural community in which different ethnic groups are encouraged to retain their culture and identity."

A Plan for a Healthy Kitchener

Much more work needed - Diversity is viewed lowest out of all strategic areas. Despite positive steps in the right direction, because the city has much left to do in this priority area.

In a comparison, the city has made great progress with their "Diversity in the Workplace" program, including diversity training for all employees, a partnership with an international networking firm to create networking opportunities, and a multicultural approach to customer service. Indeed the city won a Best Practices Award for its work in promoting diversity in the workplace. In fact, however, diversity across employees and managers has not been tracked for benchmarking purposes, and so the numbers, percentages, and turnover rates of diversity groups working at the city are not known. We are hoping to see this data in the next future.

In collaboration with other local municipalities, the city has established and is implementing its Joint Accessibility Plan for persons with disabilities. A barrier-free future is on our sight.

Work on a community access, equity and inclusion plan is well in hand. A policy framework, including training and opportunities, and tools to help build. However the next work remains in adding services, supports and accommodations in the workplace. We are aware of both the importance and the challenge of creating this in a timely fashion.

An indication of community progress, the 2001 immigrant and settled foreign employment figures show that we have a long road to travel toward equity and acceptance in this community. Reviewing the current data trends in the city, we would like to see the City of Kitchener show even stronger leadership in creating a healthy community for all who live here.

So, a good start? Why or how?

Leadership and Community Engagement ★★★★★

Citizen's Vision, 2027: "Our shared vision for Kitchener is to be a community that invests in its people, provides a high quality of life, offers a vibrant, diverse, safe and healthy environment, and is a place where everyone can thrive."

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This information was prepared by the citizen's group Compass Kitchener.

City of Kitchener

- Compass Kitchener- citizen committee which are a liaison with Council to engage the community on identifying the citizens priorities and rating the City on progress in achieving the priorities
- Strategic objectives tied into staff performance agreements and business plans

City of Toronto

Favourable (green)	<ul style="list-style-type: none">• Service/Activity Levels - Toronto's service levels or standard, the amount of resources approved by Council, or the volume of service delivered to residents, <u>has increased</u> over the time period. This is based on the general assumption for most services that increasing service levels are the favoured or desired goal. For some Social Programs (such as Hostels and Social Assistance) and Emergency Services (Fire and EMS), the colour green represents an increase in the units of service delivered, although this may not be the desired societal goal.• Efficiency, Customer Service or Community Impact – Toronto's result is <u>improving</u> over the time period, or is the best possible result.
Stable (amber)	<ul style="list-style-type: none">• Service/Activity Levels - Toronto's service/activity levels have been <u>maintained or are stable</u> over the period.• Efficiency, Customer Service or Community Impact - Toronto's result has remained <u>stable</u> over the period.
Unfavourable (red)	<ul style="list-style-type: none">• Service/Activity Levels - Service level, standard, the amount of resources approved by Council, or the volume of service delivered to residents, has <u>decreased</u> over the time period. This is based on the general assumption that increasing service levels are the desired goal. For some Social Programs (Hostels and Social Assistance) and Emergency Services (Fire and EMS), the colour red represents a decrease in the units of service delivered, although this may actually be the desired societal goal.• Efficiency, Customer Service or Community Impact – Toronto's result has <u>declined</u> over the time period.

City of Toronto

- Objective demonstrate 'value for tax dollar'
- Efficiency and effectiveness measurements provide explanations for Toronto's results measured internally over time and also benchmarked if applicable
- Future application to provide real time indicators which are updated continuously

Austin, Texas

- Use performance measurement information in business plans during budget deliberations for resource allocation decisions
- Developing for March 2011 Annual Performance Report-presents 5 year trend of key departmental indicators and key City indicators- includes analysis and next steps explanations

Emerging Trends- Dashboard

TRANSIT VEHICLE MAINTENANCE REPORT

Report for Week Ending: 14-Jun

Monthly Key Indicators

Average Number of Road Calls per 1000 KM
 Ave Number of Mechanical Changeoffs per 1000 KM
 Number of Basic Interior Cleans
 Average Time per maintenance service (TBD)
 Average Time per 'A' inspection (TBD)
 Average Time per 'B' inspection (TBD)
 Average time per brake job (TBD)
 Average time per engine repair (TBD)

Targets
0.23
0.7
220

Monthly Performance				
Jan	Feb	Mar	Apr	May
0.24	0.21	0.16	0.27	0.26
0.02	0.007	0.006	0.002	0.04
218	161	220	274	234

Average
0.2
0.015
221.4

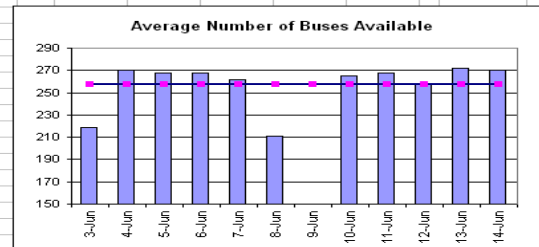
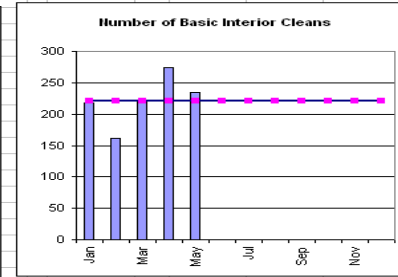
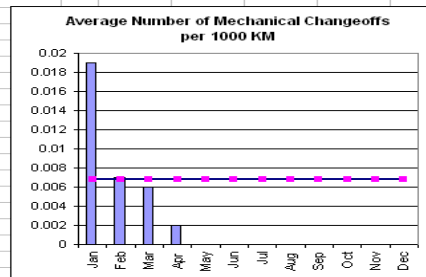
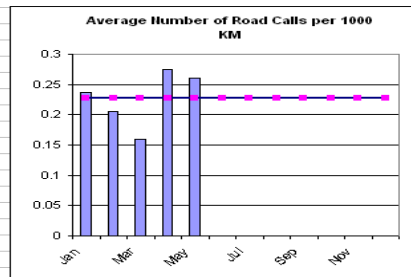
Daily Key Indicator

Average Number of Buses Available

Targets
260

Daily Performance				
10-Jun	11-Jun	12-Jun	13-Jun	14-Jun
265	268	258	272	270

Average
266.6



Emerging Trends-Virtual Town Hall

- Telephone Town Hall- 2010 municipal election
- Gathering representative citizen information through an on-line citizen 'Virtual Town Hall'
- Ability to provide unique, convenient and interactive approach to public engagement

Challenges to Effective Strategic Planning/Measurement in Municipal Government

- Need to create a hybrid strategic plan which includes both strategic and operational initiatives
- Develop council priorities which allow each councillor to take the lead on a major strategic initiative
- Understand the levers of power in the organization

Challenges to Effective Strategic Planning/Measurement in Municipal Government

- How much engagement of employees and citizens in the process?
- Will senior management use the performance information in the decision making process? Dashboards?
- Are performance agreements in place to link with the strategic goals?
- How much information will be provided to the public?

Key Success Factors

- Developing a holistic process to align strategic planning and performance measures
- Customizing the strategic planning process to fit the organizational culture
- Focus on quality not quantity in developing measures
- Establishing a process to use the performance measurement information

Conclusion

Questions?