



Leaders at the Core of Better Communities



Performance Measurement: Overview, What's New, ... and What's in it for me?

August 12, 2013

ICMA Center for Performance Measurement
Gerald Young



Training objectives

1. Why Measure Your Performance?
2. Overview of ICMA and CPM
3. Performance Measurement Terms & Concepts
4. Entering Data
5. Communicating Performance
6. So What Does That Mean for Me?





Leaders at the Core of Better Communities



Why Measure Your Performance?

How much time does your jurisdiction spend on...

- Budgeting
- Accounting
- Auditing
- Managing money
- Managing people



How much time does your jurisdiction spend on...

- Budgeting
- Accounting
- Auditing
- Managing money
- Managing people
- Understanding expectations
- Measuring efficiency
- Measuring effectiveness
- Measuring satisfaction
- Comparing to last year
- Comparing to other LGs
- Comparing to private sector



Performance measurement doesn't
necessarily answer questions.

Performance measurement helps you
ASK the right questions.



Answering questions

1. What's affecting our performance?
 2. How much should it cost?
 3. Where do we target our resources?
 4. How can we generate community support?
 5. How do we know what good performance is?
 6. How do others achieve high performance?
- 



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Overview of ICMA and CPM

ICMA and CPM

International City/County Management Association

- Nonprofit supporting professional development and local government research

Center for Performance Measurement

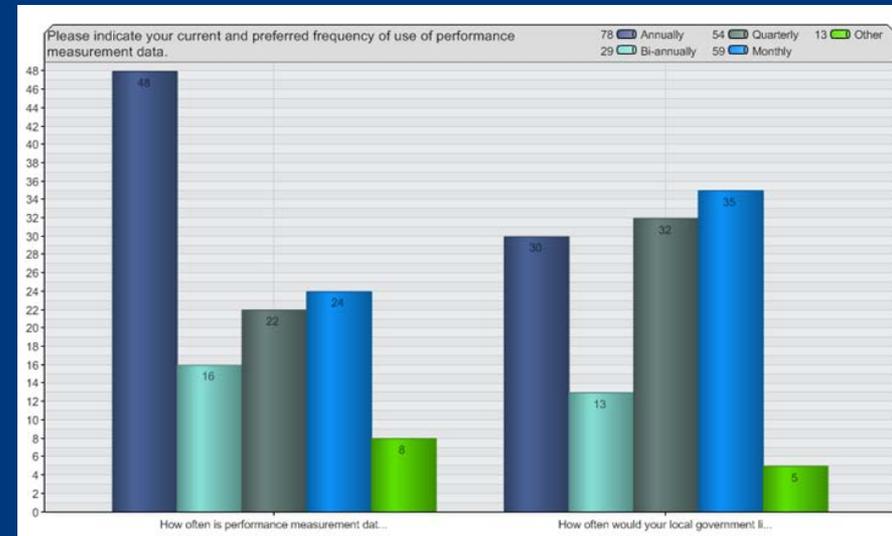
- Developing common measures that facilitate comparisons
 - Identifying effective management practices
- 

CPM National Service Areas

- Police
 - Fire & EMS
 - Code Enforcement
 - Permits & Land Use
 - Parks & Recreation
 - Highways & Roads
 - Solid Waste
 - Library Services
 - Housing
 - Youth Services
 - Facilities Management
 - Fleet Management
 - Purchasing
 - Human Resources
 - Information Technology
 - Risk Management
 - General Government
 - Sustainability
- 

Surveys are driven by participant input

- Developed by you - managers, department heads, budget staff, and line employees
- Changes in technology or service provision?
- Detailed discussions on “CPM New” – software and service changes for FY2014



Detailed instructions

- What is overhead, when are funds expended?
 - When is a case “closed”?
 - Are staff counted as budgeted or filled? With overtime? What about exempt employees and volunteers?
 - How should special circumstances be reported (e.g., Do police calls for service include officer-initiated actions?)
- 

Data cleaning

How do you know your data (or anyone else's) is reliable?

- Verification of outliers and logical inconsistencies
- Opportunity to add full text comments
- Database reviewed/updated prior to data reporting





Performance Measurement Terms and Concepts

Key terms

- Descriptors
- Inputs
- Outputs
- Efficiencies
- Outcomes



Descriptors

- Tell about the “state of being” of the jurisdiction or program, the way services are provided, or how resources are used
- Do not tell how much or how well
- Examples:
 - Service area or daytime population
 - General/special fund expenditures (libraries, utilities?)
 - Service delivery methods
 - Military base, convention center, water park

Inputs

- “Money and people power”
 - Resources used to produce a program or provide a service, generally expressed in expenditures or labor units
 - Examples:
 - O&M expenditures for road rehabilitation
 - Expenditures for library materials
 - Hours paid to code enforcement personnel
 - Volunteer and grant support
- 

Outputs (aka Workload Measures)

- Usually expressed as
 - Units of service provided
 - Number of items produced
- Examples:
 - Tons of residential refuse collected
 - Number of new low-moderate income housing units completed
 - Number of lane miles swept



Efficiency Measures

- Tell how well the organization is using its resources
- Expressed as ratio between input and output (or outcome)
- Examples:
 - Number of transactions per purchasing FTE
 - Cost per work order completed
 - Expenditures per code violation case closed



What's most efficient might not be the best quality



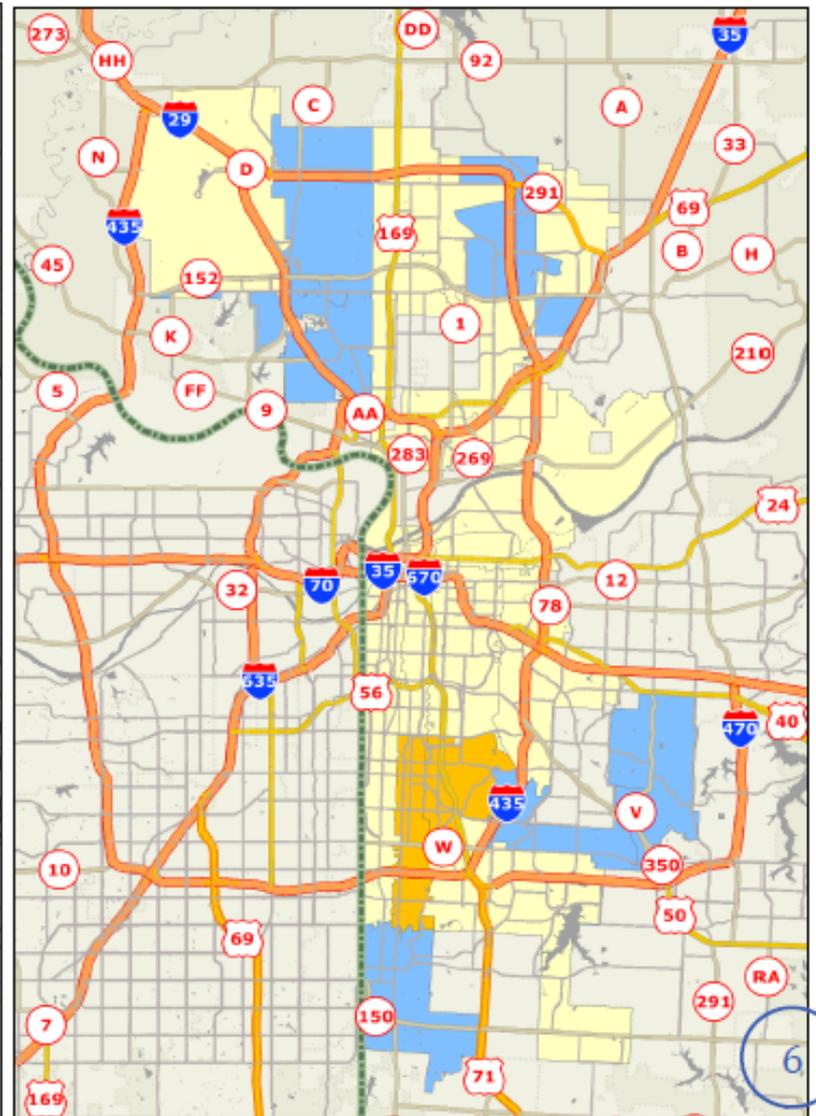
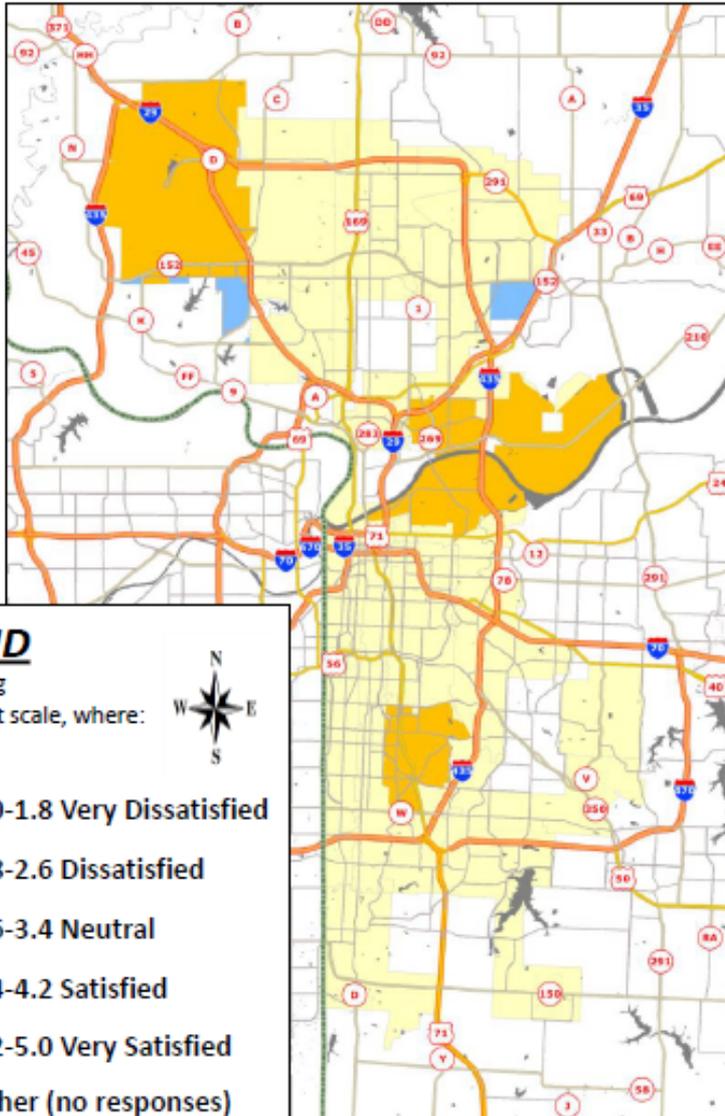
Outcome Measures

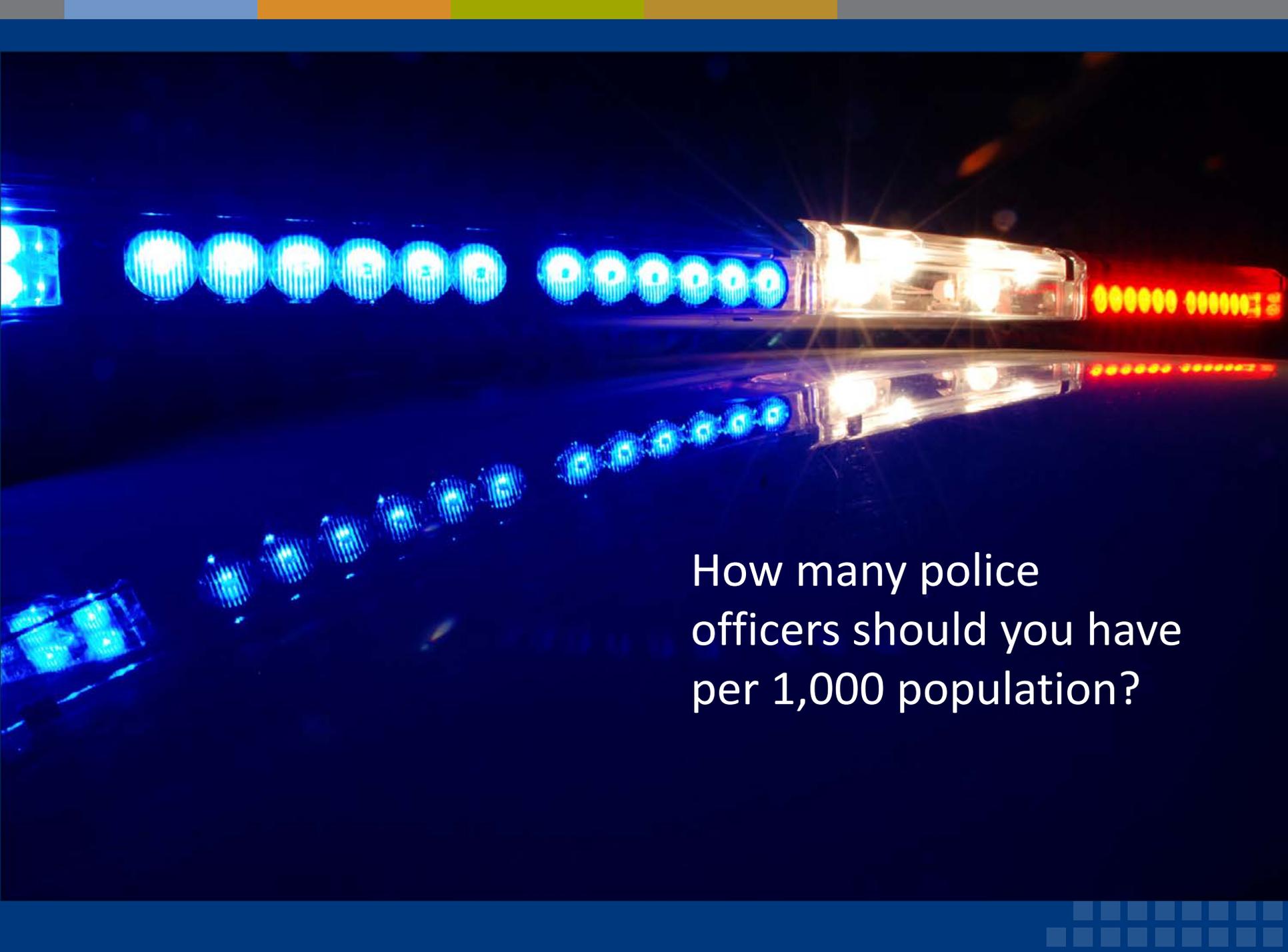
- How well is the program accomplishing its mission?
 - Aligned with mission and community priorities
 - Examples
 - Citizen and customer satisfaction ratings
 - Road ride quality index
 - Percentage of patients delivered with a pulse
 - Percent of residents who feel safe in the jurisdiction
 - Fires confined to room of origin
- 

MAP OF MID-YEAR SATISFACTION WITH MAINTENANCE OF STREETS IN YOUR NEIGHBORHOOD

FY2011-12 Mid-Year by Zip

FY2012-13 Mid-Year by Zip





How many police officers should you have per 1,000 population?



Comparisons on single or multiple variables

Kirkland Bellevue Renton

Officers per 1,000 Population

1.4

1.5

1.6



Comparisons on single or multiple variables

Kirkland Bellevue Renton

Officers per 1,000 Population

1.4

1.5

1.6

Workload: Part I Crimes per Officer

29.2

28.4

63.1

- Staffing may be based on crime rates, community policing or other considerations
- CPM does rank jurisdictions because priorities (police or parks, libraries or composting) are set locally via elected officials and strategic plans

A Best Practices Suite of Measures

- No single measure tells the whole story.
 - Spotlight is on the customer's perspective.
 - Alignment with the program mission.
 - Focus on comparisons and continuous improvement.
 - Data collection is reasonable.
- 



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Entering Data

Software and Website

- CPM private site: icma.org/cpm
 - Online query and graphing tool
 - More sample reports from CPM participants, contact rosters, links





CPM Participants' Site

[Home](#) [Data & Templates](#) [Publications](#) [Reference Materials](#) [Contacts](#) [Register](#)

New Reporting Tool

CPM SPOTLIGHT: THE *NEW* REPORTING TOOL

A new tool that enables participants to query the live CPM dataset, create reports and tables, and export them to Word, Excel or PowerPoint. Now, that's a "game changer"!

[▶ READ MORE](#)

1 2

DID YOU know?

PC Tip of the Month

ICMA UNIVERSITY

LATEST NEWS

 Performance Management in the 21st Century

 Did You Know? Memos to Managers take a deeper slice...

UPCOMING EVENTS

[▶ More events...](#)

DID YOU KNOW? MEMOS TO MANAGERS TAKE A

INTERNAL DATA DEADLINES

ATTEND A WEBINAR ON PERFORMANCE

 CPM Spotlight: Cold-Weather

<http://cpm.icma.org/register>

Center for Performance Measurement™

[Center for Performance Measurement](#) [About](#) [Participants](#) [Resources & Partnerships](#) [Services & Publications](#) [CPM Participants' Site](#)

[ICMA Results Networks](#) / [Performance Measurement](#) / [Participants](#) / [Register to Access the CPM Private Site](#)

Participants

[View Participants by Location](#)

[View Participants by Population](#)

[Consortia](#)

[Already a Participant?](#)

[Register to Access the CPM Private Site](#)

Register to use the CPM Private Site

Staff working for jurisdictions that are enrolled in the CPM program can register for access to the CPM Participants' private site.

If your jurisdiction is enrolled in the CPM program, you can register to have access to the CPM private site to view and submit data. Here's how it works:

- Make sure your jurisdiction is actively participating in the CPM program.
- Visit cpm.icma.org/register to indicate the service areas you'll be working with and to be recorded as a staff member contact for your jurisdiction. If you don't already have an account on ICMA.org, you'll be asked to create an account first.

During the signup process, you'll have to sign up with your work email address so we know which local government you work for. ICMA stores the email domains for its CPM participants -- for instance, the town of Anytown, USA, might use email addresses in the form of user@anytown.gov or user@dept.anytown.gov. If you find that your email address isn't recognized or you have difficulty signing up, please contact cpmail@icma.org for assistance.

CPM Comprehensive

Home Program Information Resources **Surveys** Results Reports News Events Contacts Register

ICMA Program Centers / Performance Measurement / CPM Comprehensive / Surveys / **FY 2013 Survey**

FY 2013 Survey



The ICMA Center for Performance Measurement™ is pleased to work with you during the FY 2013 data cycle.

*Please check with your primary coordinator for your jurisdiction's schedule and deadlines.

Important Notes

1. DATA SUBMISSION

CPM has moved to a simpler PDF plus Excel based platform. The FY 2013 survey is a new chapter representing one of the traditional CPM service areas. The file is available for all of the FY 2013 survey questions, as well as places to do your in-house data collection of your responses. This year you will use a separate Excel response form for recording CPM. The response form will be available for download early September 2013.

2. HOW TO DOWNLOAD THE PDF SURVEYS

Please click the following link to the surveys you want to view or download. To save a file, choose "save as", and place the file in the location of your choice.

[FY13 CPM Survey for the Comprehensive Program](#)

Surveys

FY 2013 Survey

FY 2012 Survey

Previous Years

Core Measures

National Citizen Survey/National Employee Survey

- PDF survey
- Tabbed sections
- All data sent, saved, and printable in Excel

Fleet Management

FY13 Response Form

Key:

Core Measure

Total Miles Driven (if applicable)

89,734

Average Miles Driven per Vehicle

7,478

0

Total Hours Used if applicable)

Average Hours Used per Vehicle

0

0

Total Hours Unavailable for Service

204

Average Unavail. Hours Per Vehicle

17

0

3.5 Fleet Maintenance Administration

Police Vehicles

Fire Apparatus

Select A Choice

Select A Choice

Select A Choice
Central Fleet Operation
Operating Department
Combination
Not Applicable

Fire Apparatus

Select A Choice

3.6 Replacement Criteria



Leaders at the Core of Better Communities



Communicating Performance

How do you measure and communicate performance?



“No one knows what it means, but it's provocative...”

Two ways to tell a story:

8-YEAR ANALYSIS PERFORMANCE MEASURES

HOUSEHOLD RECYCLING SERVICE FY2000-2001 to FY 2007-2008

Performance Data	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
1. Population	85,839	86,494	90,494	89,203	90,363	92,491	95,638	98,806
2. # tons recycling collected-city crews	4,130	4,565	4,343	5,210	5,249	4,968	5,655	5,774
-contract crews	-	-	-	0	0	0	0	0
-drop-off sites	n/a	n/a	1,625	38	428	411	434	376
Total tons recycling collected	4,130	4,565	5,968	5,248	5,677	5,379	6,089	6,150
3. # collection points	28,581	28,642	28,642	32,511	32,511	34,171	35,332	35,332
3-a collection points participating	#VALUE!	#VALUE!	#VALUE!	13,980	13,980	16,402	18,019	24,026
4. # tons residential solid waste collected	32,729	33,026	42,730	43,507	44,433	44,257	36,805	33,644
5. Total Costs	\$566,360	\$671,264	\$1,429,734	\$1,648,036	\$1,492,129	\$1,467,531	\$1,658,118	1,726,600
6. # Recycling FTEs-collection	10	10	10	10	10.25	10.25	10.25	10.25
#Supervisory/support FTEs						2	2	2
# Other FTEs	1	1	1	19	20	18	18	18
TOTAL FTEs	11.00	11.00	11.0	29.0	30.3	30.3	30.25	30.25
7. # Tons solid waste disposal in "base year"								
(a) Base Year	1989	1989	1989		1997	1997	1997	1997
8. Frequency of service	1 x week	1 x week						
9. Recycling Fees	\$0	\$0						
10. Revenue from recycling	\$264,007	\$219,721	\$200,020	\$201,400	\$422,121	\$310,410	\$330,000	\$330,000
11. Total # Complaints	215	227	274	398	163	222	198	197
Total # Valid Complaints	-	-	-	-	57	60	109	82
12. # drop-off sites	12	12	12	12	13	13	13	13
13. % of service contract	0%	0%	0%	0%	0%	0%	0%	0%

Is this how you "communicate" with your residents?
Do your readers know what it means?



YOUTH SPORTS

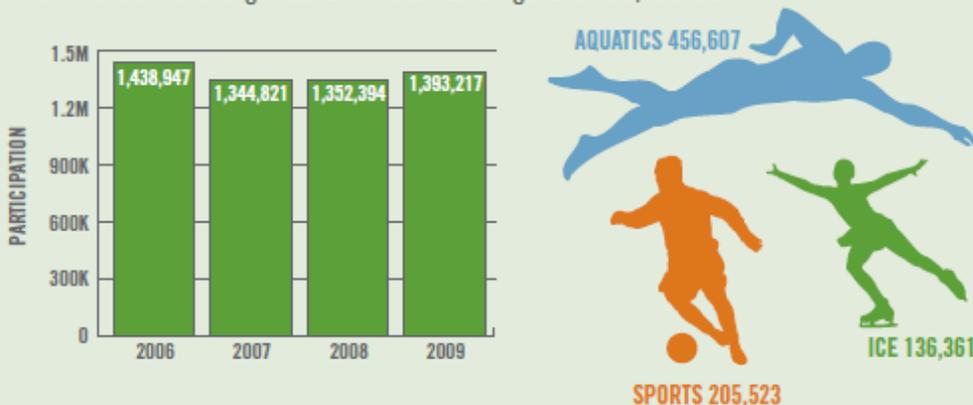
In 2009 the Recreation Department began offering Poudre School District 6th-graders a variety of team sports programs that emphasize teamwork, sportsmanship and respect. This partnership between the City of Fort Collins and Poudre School District provide 6th-graders with the opportunity to participate in a variety of sports. After realizing that 6th-grade sports programs may be at risk due to grade reassignments, School District Athletic Directors and Recreation staff members convened to discuss the potential of a youth sports collaborative effort.

The goal was to offer 6th-grade sports programs to students while also giving them a sense of community and association within their respective middle schools.

The City of Fort Collins Recreation Department is now offering football, volleyball, basketball, cross country, wrestling and softball to more than 1,200 students per year. Team sports can play a vital role in the development of children and teach valuable life skills such as confidence, cooperation and respect.

TOTAL PARTICIPATION IN RECREATION PROGRAMS

In 2009, the City of Fort Collins Recreation Division offered programs and activities to nearly 1.4 million participants. The top three activities were aquatics, sports and ice programs. More than 60,000 registrations were made online through Recreation's web-based registration tool, RecTrac.



Source: City of Fort Collins Recreation Dept.

REDUCED RECREATION FEE PARTICIPANTS

The Recreation Department offers a reduced fee program for participants on limited or low incomes. Reduced fee program eligibility is based on State and Federal low income guidelines. In 2009 Recreation experienced a 43 percent increase in reduced fee program participants.

	2007	2008	2009
FEE REDUCTIONS	21,393	22,237	31,870

CUSTOMER SERVICE FIRST

The Recreation Department is working hard to improve customer service. The new Super-Pass offers community members discounted access to nearly all Recreation facilities, and Recreation staff members receive comprehensive customer service training to ensure visitors enjoy their experience.

DID YOU KNOW?



Recreation benefited from 69,670 volunteer hours in 2009.

Focusing on fewer measures in greater depth may say a whole lot more

What do you report?

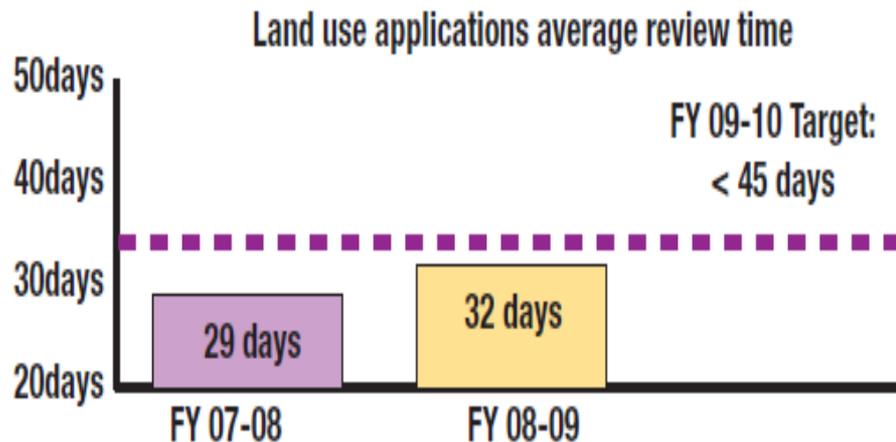
- Ask your audience
- Give them context
- Choose those measures that tie most directly to your strategic plan, department goals
- CPM identified core measures for each service



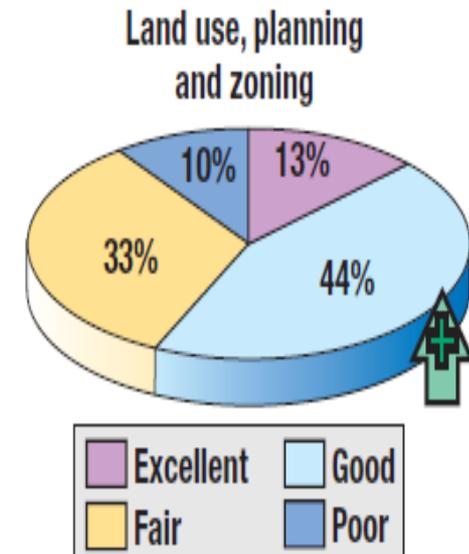
Compared to goals...

Land Use and Planning

An important aspect of economic vitality is timely review of land use applications. Community Development Department strives to meet or exceed the State requirement for administrative land use application review time, which is 45 days or less.



The quality of new development was rated as excellent or good by a majority of respondents, and there is a 5% improvement in excellent/good scores from last year's survey.



Strategic...

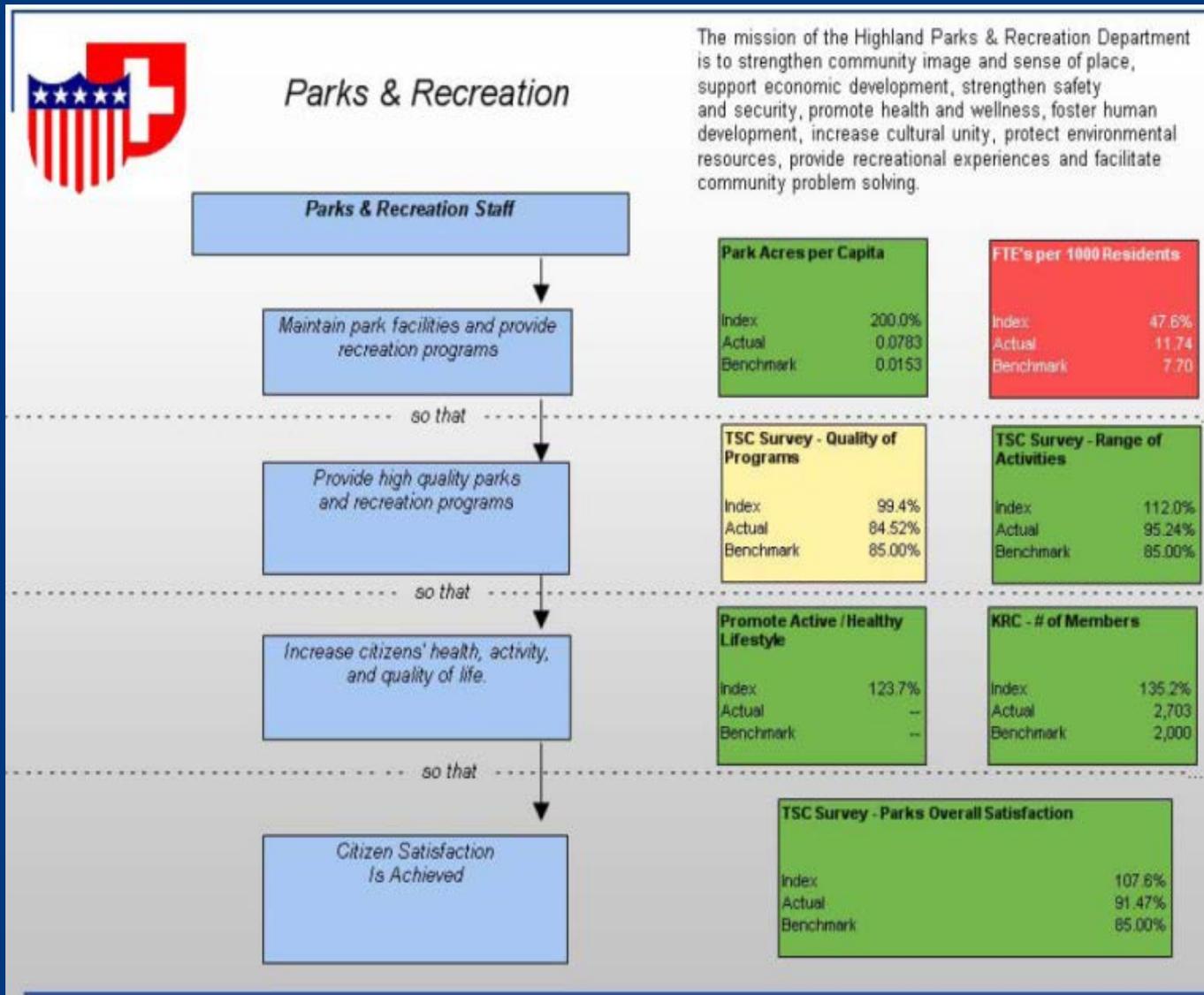
2. Key Performance Measures

White: No goal; Green: Fully met the goal; Yellow: Missed the goal, but are close OR provided limited service; Red: Clearly missed the goal OR a very bad trend; FPY = From Previous Year; up= trend better; down= trend worse; ≤ is "less than or equal"; ≥ means "greater or equal"

Outcomes and Performance Measures	Current Goal	2006	2007	2008	Trend	Comments or Analysis
We recruit and identify a quality workforce						
Calendar days to complete an external recruitment	≤ 60	61	61	54		
Internal customers' rating for recruiting on biannual survey (4 point scale)	≥ 3	2.7	Survey due 2008	3.0		Based on overall recruitment measures in 2008 Support Services Survey
We train and retain a quality city workforce						
Participants rating Leadership Institute and Building Blocks of Supervision (≥ 4 on a 5 pt scale)	≥ 4	NA	4.37	4.47		
Job classifications whose salaries are within 95% of market median	100%	96%	Survey due 2008	82%		Market criteria changed in 2008; market expanded and employer paid retirement costs from Oregon jurisdictions included in comparisons.
Employee turnover (includes Public Safety)	≤ 3%	5.4%	4.6%	4.3%		
Annual manager's performance reviews completed within 30 days of rating period end (periods vary)	≥ 95%	100%	100%	98%		
Annual non-manager performance reviews completed by December 31st	≥ 90%	New for 2007	97%	69%		As of 2-5-09, 87% of evaluations have been submitted.
Our customers are satisfied						
Number of grievances filed	< 10	14	6	13		Increase from 2008 but consistent with 2006 level

- Vancouver, WA

Cascading...



We spend funds

so that

We provide programs

so that

We accomplish goals

- Highland, IL

CLEANLINESS OF NEIGHBORHOOD STREETS

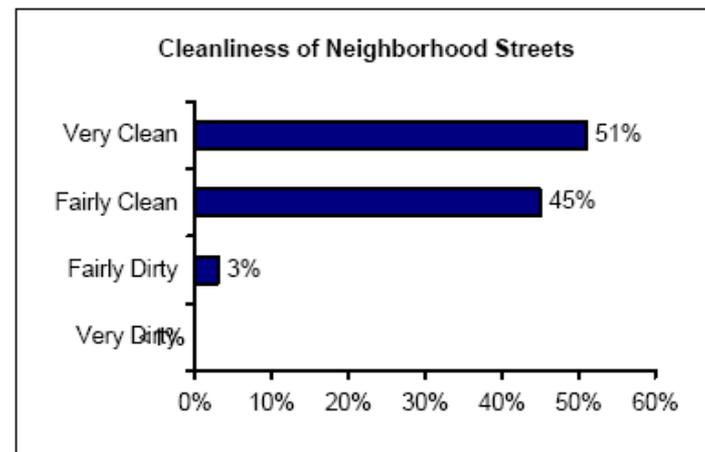
Slightly more than half (51%) of respondents rate the cleanliness of the streets in their neighborhood very clean, and 45% rate the cleanliness fairly clean. This is a slight shift from previous years, in which respondents were either fairly evenly split between ratings of very and fairly clean, or more likely to rate the cleanliness of neighborhood streets only fairly clean. Very few respondents report their neighborhood streets are fairly dirty (3%) or very dirty (<1%).

DIFFERENCES BETWEEN SUB-GROUPS

The majority – 70% - of respondents in zip code 98005 rate the cleanliness of the streets in their neighborhood ‘very clean’, significantly higher than all other zip code areas.

Multi-family residents are more likely than single-family residents to say streets in their neighborhood are very clean (59% compared to 45%), while single-family residents are more likely to give ‘fairly clean’ ratings (49% compared to 39%) on this measure. No other differences exist between demographic sub-groups.

Respondents who rate their neighborhood as an excellent place to live are most likely to say their neighborhood streets are very clean (59%); decreasing by significant increments, only 47% of those who say their neighborhood is a good place to live and 26% who say their neighborhood is a fair or poor place to live also say their neighborhood streets are very clean.



*Summarized
... With good
back-up*

And communicating where it counts:



- County of Sarasota, FL

Regional Consortia

- Arizona
 - Atlanta metro
 - Boston metro
 - California (Bay Area) counties
 - Chicago metro
 - Colorado
 - Kansas City metro
 - Ohio (Central and Southwest)
 - Oregon
 - Puget Sound
 - Texas
 - St. Louis metro
 - Virginia
- Other consortia:
- Fire/EMS only
 - Smaller communities
 - College Towns
 - Cold Weather
- 

Potential comparison jurisdictions

UNDER 10,000

- Airway Heights, Washington
- Bloomfield Hills, Michigan
- Ellisville, Missouri
- Garden City, Georgia
- Purcellville, Virginia
- South Padre Island, Texas
- Windsor Heights, Iowa

10,000 - 24,999

- Brownsburg, Indiana
- Destin, Florida
- Durango, Colorado
- Hooksett, New Hampshire
- La Vista, Nebraska
- Loveland, Ohio
- Starkville, Mississippi

25,000 - 49,999

- Annapolis, Maryland
- Bettendorf, Iowa
- Germantown, Tennessee
- Mankato, Minnesota
- Monterey, California
- Needham, Massachusetts
- Rome, Georgia
- Twin Falls, Idaho

50,000 - 99,999

- Albany, Oregon
- Auburn, Alabama
- Bowling Green, Kentucky
- League City, Texas
- Livermore, California
- Nevada County, California
- Orland Park, Illinois
- Palo Alto, California
- Portsmouth, Virginia
- Rock Hill, South Carolina
- Sioux City, Iowa
- Sparks, Nevada

100,000 - 249,999

- Bellevue, Washington
- Bridgeport, Connecticut
- Coral Springs, Florida
- Fort Collins, Colorado
- McAllen, Texas
- Olathe, Kansas
- Peoria, Arizona
- Peoria County, Illinois
- Savannah, Georgia
- Scottsdale, Arizona
- Tacoma, Washington
- Vancouver, Washington

250,000 - 499,999

- Aurora, Colorado
- Greensboro, North Carolina
- Henderson, Nevada
- Kansas City, Missouri
- Marin County, California
- Mesa, Arizona
- New Orleans, Louisiana
- Plano, Texas
- Raleigh, North Carolina
- Sarasota County, Florida
- County of Sedgwick, Kansas
- Wichita, Kansas

OVER 500,000

- Austin, Texas
- Bernalillo County, New Mexico
- Dallas, Texas
- Fairfax County, Virginia
- Lake County, Illinois
- Milwaukee County, Wisconsin
- Oklahoma City, Oklahoma
- Miami-Dade County, Florida
- Phoenix, Arizona
- Portland, Oregon
- San Antonio, Texas
- San Mateo County, California

Potential comparison jurisdictions

UNDER 10,000

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- Bowling Green, Kentucky
- League City, Texas
- Livermore, California
- Nevada County, California
- Orland Park, Illinois
- Palo Alto, California
- Portsmouth, Virginia
- Rock Hill, South Carolina
- Sioux City, Iowa
- Sparks, Nevada

100,000 - 249,999

- Bellevue, Washington
- Bridgeport, Connecticut
- Coral Springs, Florida
- Fort Collins, Colorado
- McAllen, Texas
- **Olathe, Kansas**
- Peoria, Arizona
- Peoria County, Illinois
- Savannah, Georgia
- Scottsdale, Arizona
- Tacoma, Washington
- Vancouver, Washington

250,000 - 499,999

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- Plano, Texas
- Raleigh, North Carolina
- **Sarasota County, Florida**
- County of Sedgwick, Kansas
- Wichita, Kansas

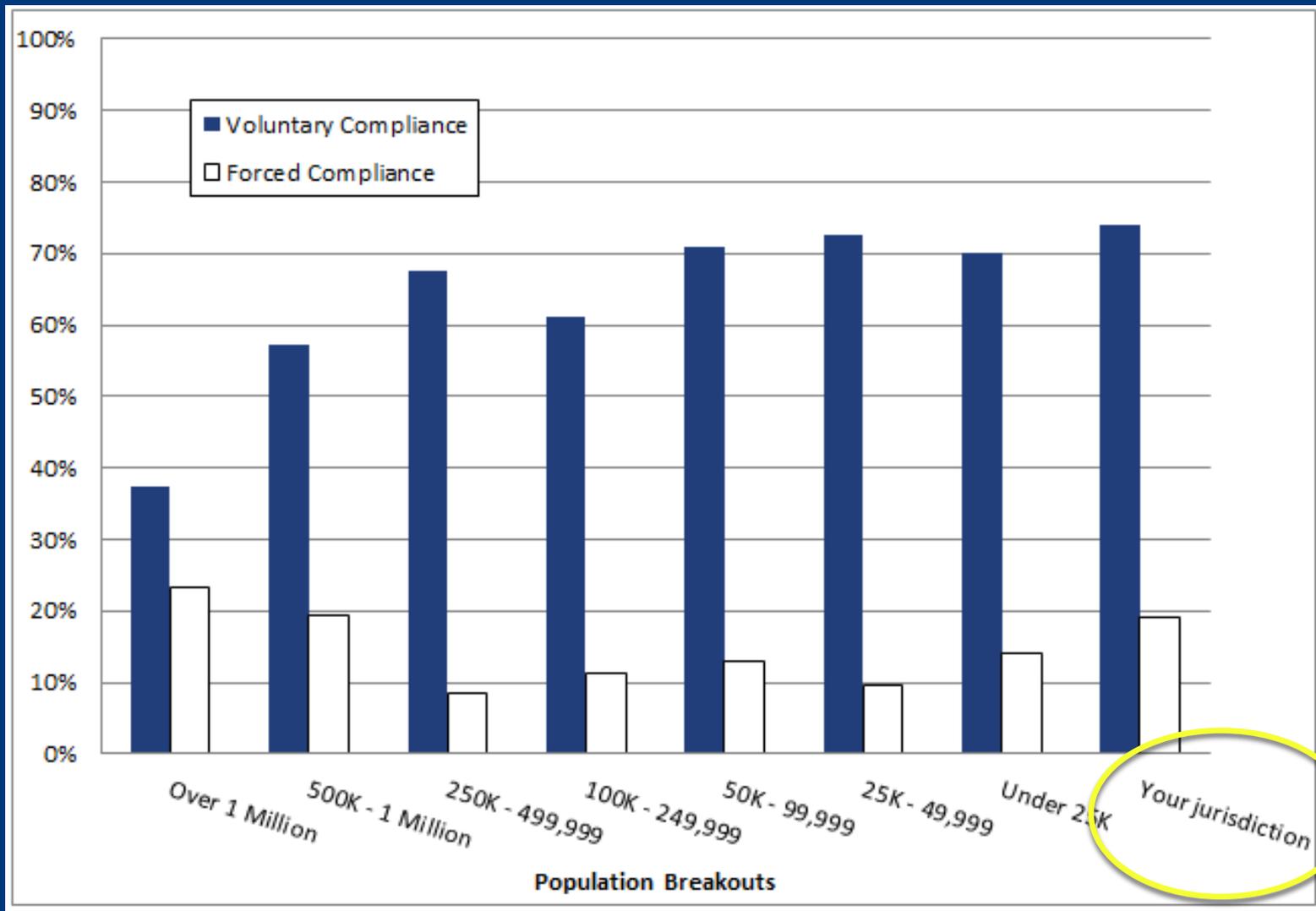
OVER 500,000

- Austin, Texas
- Bernalillo County, New Mexico
- Dallas, Texas
- Fairfax County, Virginia
- Lake County, Illinois
- Milwaukee County, Wisconsin
- Oklahoma City, Oklahoma
- Miami-Dade County, Florida
- **Phoenix, Arizona**
- Portland, Oregon
- San Antonio, Texas
- San Mateo County, Calif

Learn from high performers of all sizes



Comparisons by population



Police Services Jumpstart Report

Save As New Report

A jumpstart report includes core measures with jurisdiction filters which are based upon a selected measure's answer range, relative to your jurisdiction's response.
PLEASE NOTE If your jurisdiction did not respond to the measure, the report includes all jurisdictions with responses, not just those relative to your jurisdiction's response.

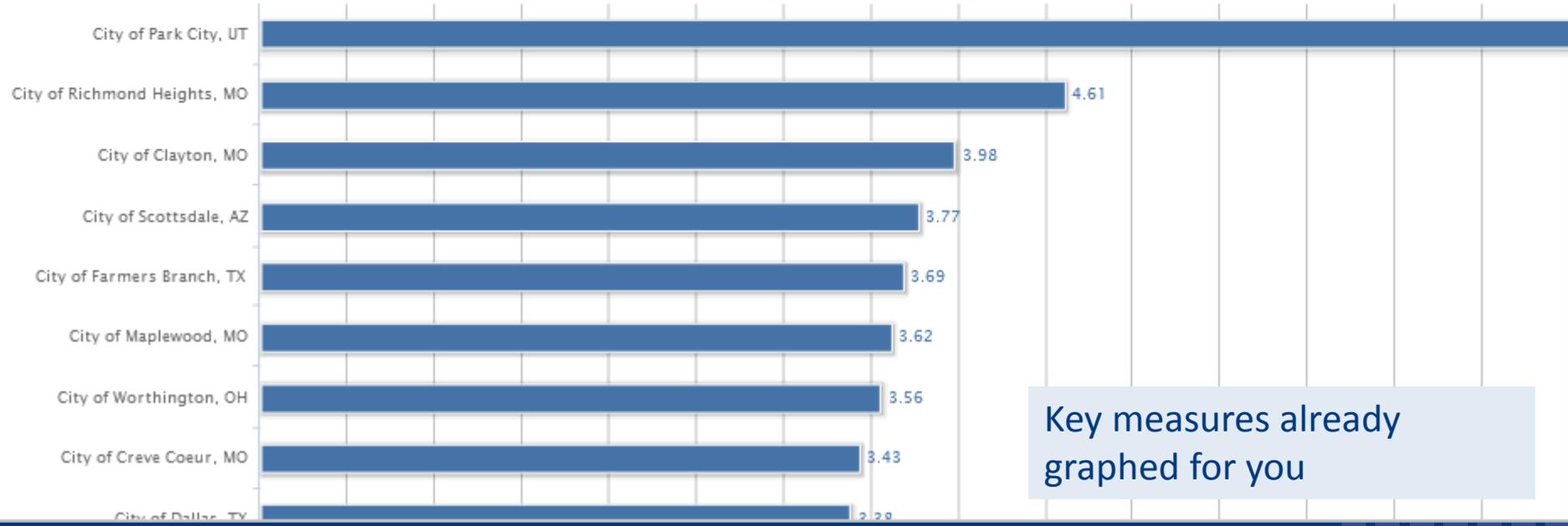
Charts **Table**

POLICE SERVICES
18. TOTAL sworn & civilian FTEs per 1,000 population
1 of 22



163 jurisdiction(s) did not re

2010



Key measures already graphed for you

Years

Measures

Filters

Jurisdictions

Police Services J

A jumpstart report includes core n
PLEASE NOTE If your jurisdiction d

Charts Table

POLICE SERVICES
18. TOTAL sworn & civil
1 of 22

Manage the measures to include in the report.

[Add Measures](#)

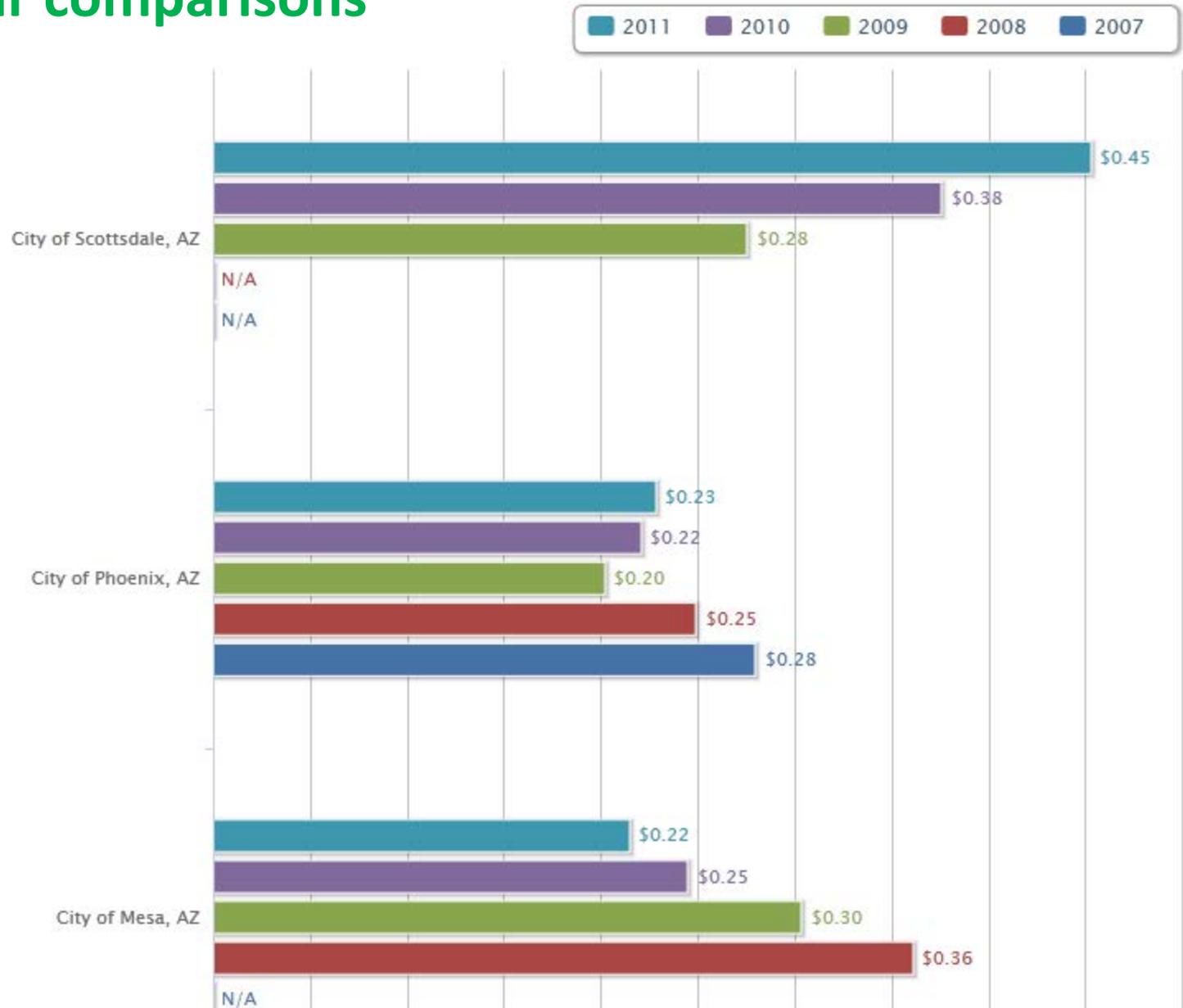
GENERAL GOVERNMENT AND DEMOGRAPHICS	X
13. # of vacant housing units	
GENERAL GOVERNMENT AND DEMOGRAPHICS	X
15. Unemployment rate	
GENERAL GOVERNMENT AND DEMOGRAPHICS	X
16. a. Median household income	
HUMAN RESOURCES	Calculator X
14. # FTEs juris - wide - Calc	
HUMAN RESOURCES	Calculator X
27. e. Empl unions - % all empls who belonged to unions - Calc	
HIGHWAY AND ROAD MAINTENANCE	X
7. Days w/ freezing or snow conditions	
GENERAL GOVERNMENT AND DEMOGRAPHICS	X
10. c. Military Base	

ed measure's answer range, relative to your jurisdiction's response.
ions with responses, not just those relative to your jurisdiction's response.

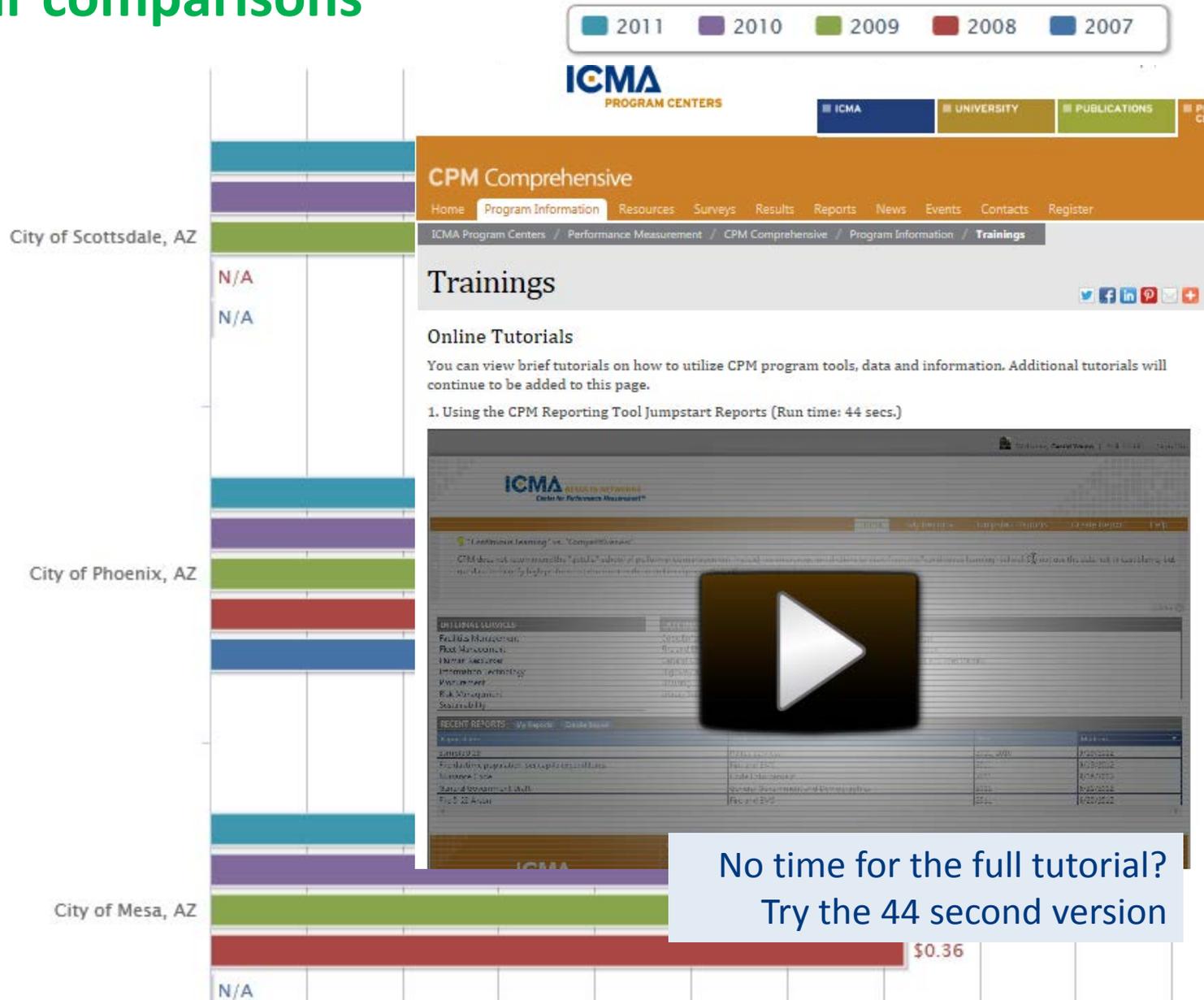


- Click to add measures from that or any survey
- Filter by population, state, or other criteria

Multi-Year comparisons



Multi-Year comparisons





So What Does That Mean for Me?

Don't measure something just because you can

Number of quarterly reports: 4

Multi-year data planning

- Focus on low-hanging fruit
 - Identify policy questions you'd like to answer
 - Are you collecting the data you need?
 - If not, what steps are you taking to correct that?
- 

Don't measure something every way you can

Income statistics:

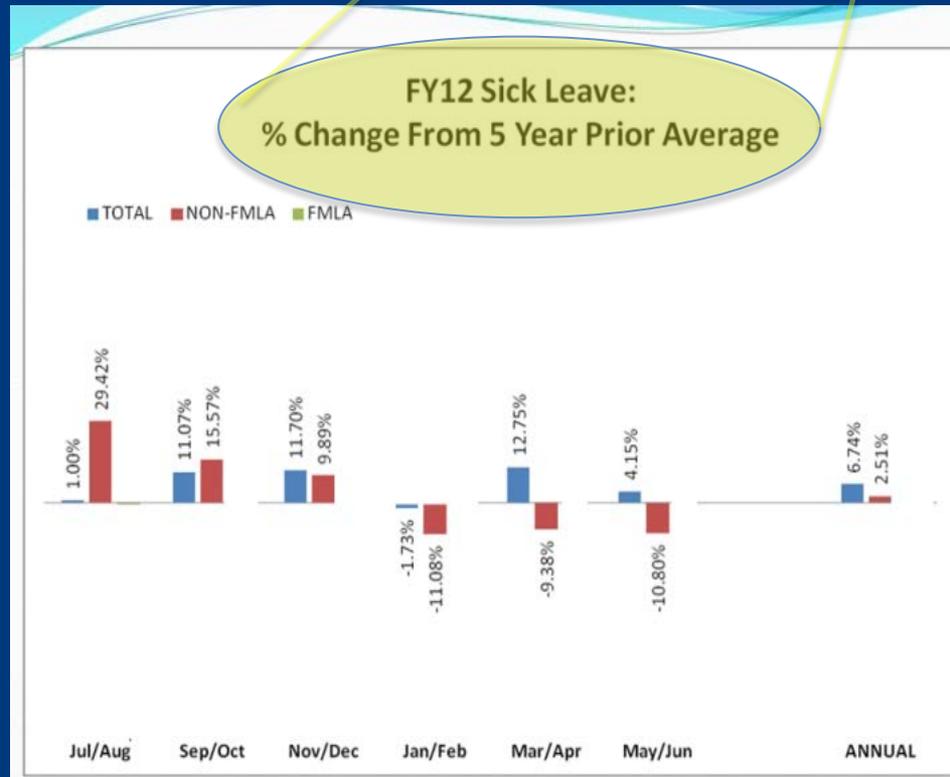
- Median household income
- Average household income
- Per capita income

Consider the return on investment



Data as a Spotlight: Albany, OR

- Sick leave: Tracked usage by individual, dept., season and type
- Fleet management: Identified divisions and individuals that were not submitting full records (mileage, work orders, fueling).



Using the data: Santa Barbara County, CA

- Surveyor: Wasn't meeting performance targets due to staffing vacancies, so some of work was **outsourced**
 - Public Works: Reviewed lane miles paved and \$/lane mile, and **switched method of sealing streets**
 - Fire: Studied response time w/ options for additional **aid agreements** or consolidation among area fire agencies
 - Gen. Services: Cost studies led to **paperless** paychecks and other benefits admin.
- 

How dusty is your shelf?

- Review and correct prior year performance reporting
- Verify data reliability
- Train staff
- Focus on data as an invaluable tool for understanding and communication



Learn from others – Ask questions online

Knowledge Network

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GROUP

ICMA CPM Comprehensive

MEMBERSHIP Private (Invitation required to join)
WEBSITE <http://icma.org/cpm>

- Overview**
- Members
- Questions
- Files
- Calendar
- Wikis
- Join Requests

Participants in the Center for Performance Measurement



Gerald Young says

Post



Rebecca VanRegenmorter said 12 days ago

CPM Webinar Series: Analyzing Sick Leave and Fleet Management Data
Does sick leave usage have you under the economic weather? Are your fleet performance measures stalled? Albany, Oregon (CPM Comprehensive participant) saw a history of citywide sick leave usage higher than most cities participating in CPM and launched a study to diagnose the illness and look for a cure.

QUESTIONS & ANSWERS



Sustainability Template: Proposed Updates
0 answers



Recreation Center Indoor Pools
1 answer



Major template updates? Don't leave it to everyone else
24 answers



Economic Development Performance Measures
2 answers

MEMBERS



Barney, Virginia

MEMBER



Butts, Kimberly
Director of Purchasing, City of Kirkwood
Kirkwood, MO



Roberts, Emily
Auditor, City of Austin
Austin, TX



McDonald, Velton
Chief Financial Officer, City of C

MEMBER

- Edit group settings
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- Start a new group

THIS GROUP

MEMBERS
3343

RELATED TOPICS

Performance Measurement

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CPM Webinar Series

The CPM Webinar Series provides our participants and their staff members the opportunity for in-depth discussion of key performance measurement topics throughout the year. Topics are announced each month in the Performance Measurement Insider newsletter and are posted on the website.



Program Information

[Timeline](#)

[Participation Manuals](#)

[Trainings](#)

[Webinar Series](#)

[Consortia](#)

[CPM Certificate Program](#)

Upcoming Webinars

CPM Webinar: Miami-Dade County, Florida - Lean Six Sigma and Public Works Performance

Miami-Dade County, Florida's budget, public works and waste management staff have partnered on applying the principles of lean six sigma to merging disparate data sources, validating the results, optimizing routes, improving operations, and reducing costs. Trying to figure out how data collection and analysis can directly impact your bottom line? Join us for this webinar to hear more.

Date: Wednesday, July 24, 2013

Time: 2:00 PM - 3:00 PM EDT

To join us for this free webinar, [click here to register](#).

The following webinars have taken place in previous months and are available for download. All webinars are viewable through Windows Media Player. If you have any questions about the series or wish to connect with one of the webinar hosts, please contact Gerald Young at gyoung@icma.org.

Past Webinars

June 2013

[Maximizing the Value of Citizen Surveys \(Led by Rock Hill, SC\) \(Link to recording\)](#)

May 2013

[Customizing Reports Online \(Link to recording\)](#)

April 2013

[Data Reporting - Scorecards and More \(Led by Clayton, MO\) \(Link to recording\)](#)

March 2013

[Training Employees in Business Planning and Performance Management \(Led by Austin, TX\) \(Link to recording\)](#)

All recorded for
download



Next Steps

- Today through Wed: Service area Meetings
- Download 2012 dataset
- **October 1**: Initial deadline for 2013 data
- Preliminary data available in November
- **March 15**: Final deadline for 2013 data
- Beyond:
 - Learn from high performers
 - Tell your story to the community
 - Integrate PM into day-to-day management
 - Participate in discussions on FY14



Leaders at the Core of Better Communities



Questions and Answers

Gerald Young

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icma.org/cpm

