Performance Management and Benchmarking

Megan Valliere, Management Intern

2022 City Council Retreat
02/05/2022
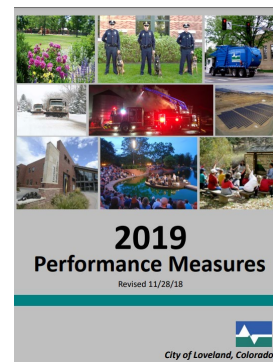
City of Loveland

What are we doing now?

① Performance Management Program

- Prioritizes workload measures
- Static document

② Budget Book

- Serves as a shortlist of measures in the standalone performance management program document

③ Citywide Strategic Plan

- Lists broad objectives/measures for each strategic focus area

Between these three documents, we currently have 354 performance measures across the organization.

Workload Measures

INPUT MEASURE

What are we putting in?

Examples:
- Staff hours
- Dollars
- Equipment/supplies

OUPUT MEASURE

How much are we doing?

Examples:
- Number of affordable housing units created
- Number of library cards issued
- Total Rialto active days

Outcome Measures

EFFICIENCY MEASURE

Ratio of inputs to outputs

Examples:
- Maintenance costs per square foot
- Cost per million gallons of water treated
- Technician hours per lane mile of road repaired
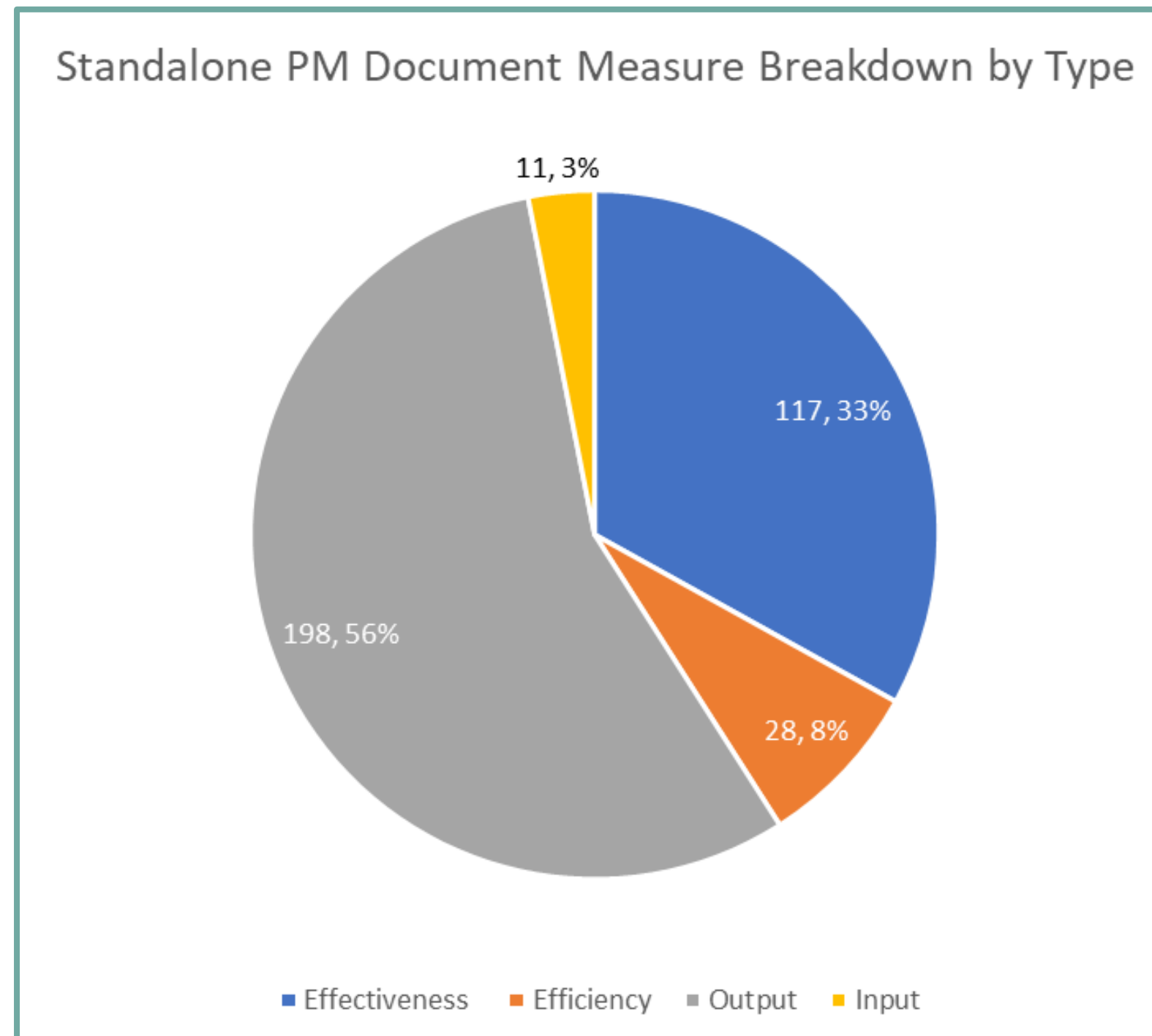
EFFECTIVENESS MEASURE

How well are we doing what we do?

Examples:
- Police/fire response times
- Employee turnover rate
- Building permit average days for review

Current Measure Overview

- The graphic below depicts the breakdown of measures by type **before** our proposed revisions:
- 354 measures

Standalone PM Document Measure Breakdown by Type

11, 3%

117, 33%

198, 56%

28, 8%

Effectiveness   Efficiency   Output   Input

Where are we going?

① Benchmarking

- Sunset PM document
- Move from static reporting to dashboard tool
- Prioritize outcome measures

② Budget Book

- Report benchmark measures as well as city-specific measures that are not suitable for benchmarking

After our proposed program revisions, we have <u>85 benchmark measures and an additional 14 budget book measures (99 total across the organization).</u>
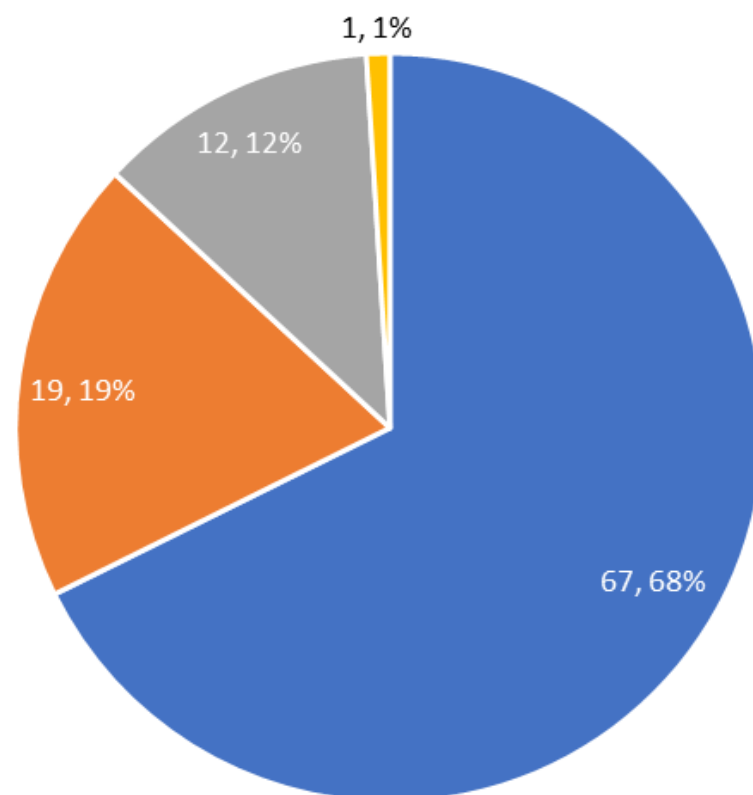
Benchmarking

- Allows us to compare our own performance with similarly-sized and/or similarly-situated municipalities across Colorado and the U.S.

- Helps us understand our regional competitiveness across key service delivery areas.

- Serves as a visual tool for residents to evaluate the performance of the city organization.
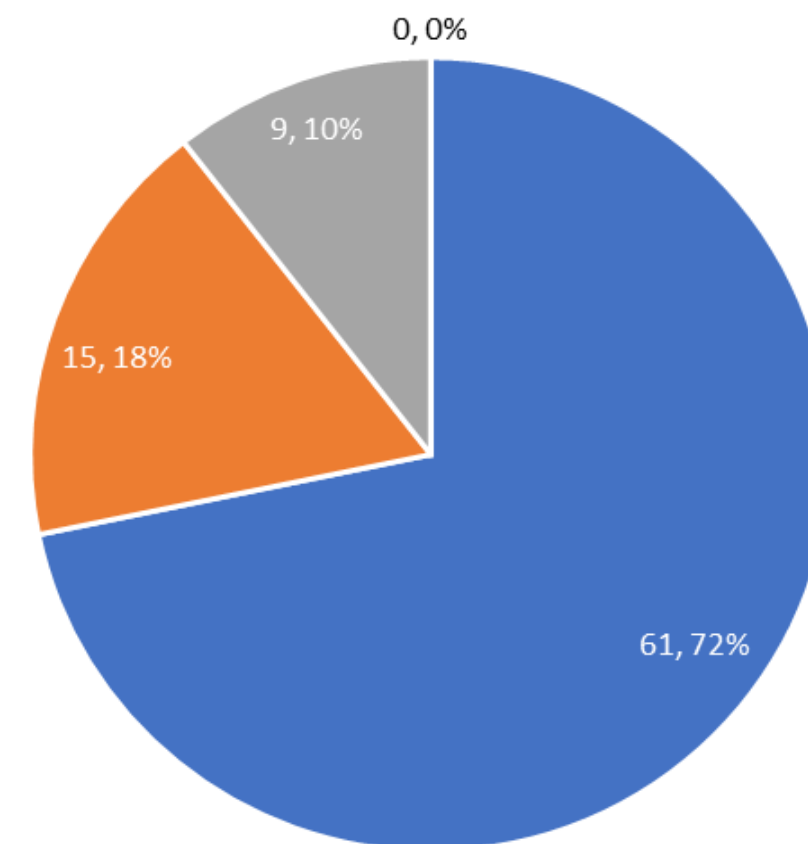
Revised Measure Overview

- The graphics below depict the breakdown of measures by type **after** our revisions:
- 99 measures
  - 85 benchmarkable measures
  - Additional 14 measures for the budget book

Revised Program Measure Breakdown by Type (Including Budget Book Measures)

1, 1%
12, 12%
19, 19%
67, 68%

Effectiveness Efficiency Output Input

Benchmark Program Measure Breakdown by Type

0, 0%
9, 10%
15, 18%
61, 72%

Effectiveness Efficiency Output Input

Project Timeline

✓ **Research & Measure Development - CMO Intern**
- August 2021 - October 2021

✓ **Gather Feedback from Departments & Make Revisions - CMO**
- November 2021

✓ **Check in with Steve & Rod - CMO**
- December 2021

In Progress

Presentation to City Council
- February 5th, 2021

Gather 2021 Benchmarking Data - Departments
- Spring 2022

Review Data & Produce 2021 Benchmarking Report - CMO Intern
- Spring 2022

Universe of Benchmark Communities

- In-state
  - Arvada
  - Brighton
  - Broomfield
  - Castle Rock
  - Estes Park
  - Fort Collins
  - Golden
  - Grand Junction
  - Greeley
  - Lone Tree
  - Longmont
  - Louisville
  - Parker
  - Pueblo
  - Vail
  - Westminster
  - Windsor

- Out-of-state
  - Flagstaff, AZ
  - Palo Alto, CA
  - Olathe, KS
  - Rio Rancho, NM
  - Roswell, NM
  - Bismarck, ND
  - Albany, OR
  - Rapid City, SD
  - Irving, TX
  - New Braunfels, TX
  - South Jordan, UT
  - St. George, UT
  - Cheyenne, WY

Why these benchmark communities?

1 Cursory Review

- Community attributes (population, land area, climate, geography, governance, service delivery, etc.)
- Leaders in performance management

2 Dept. Revision & Approval

- Departments reviewed and revised our suggestions and provided final approval

Department and division managers had more industry-specific knowledge of their service areas - their input heavily guided these final recommendations!
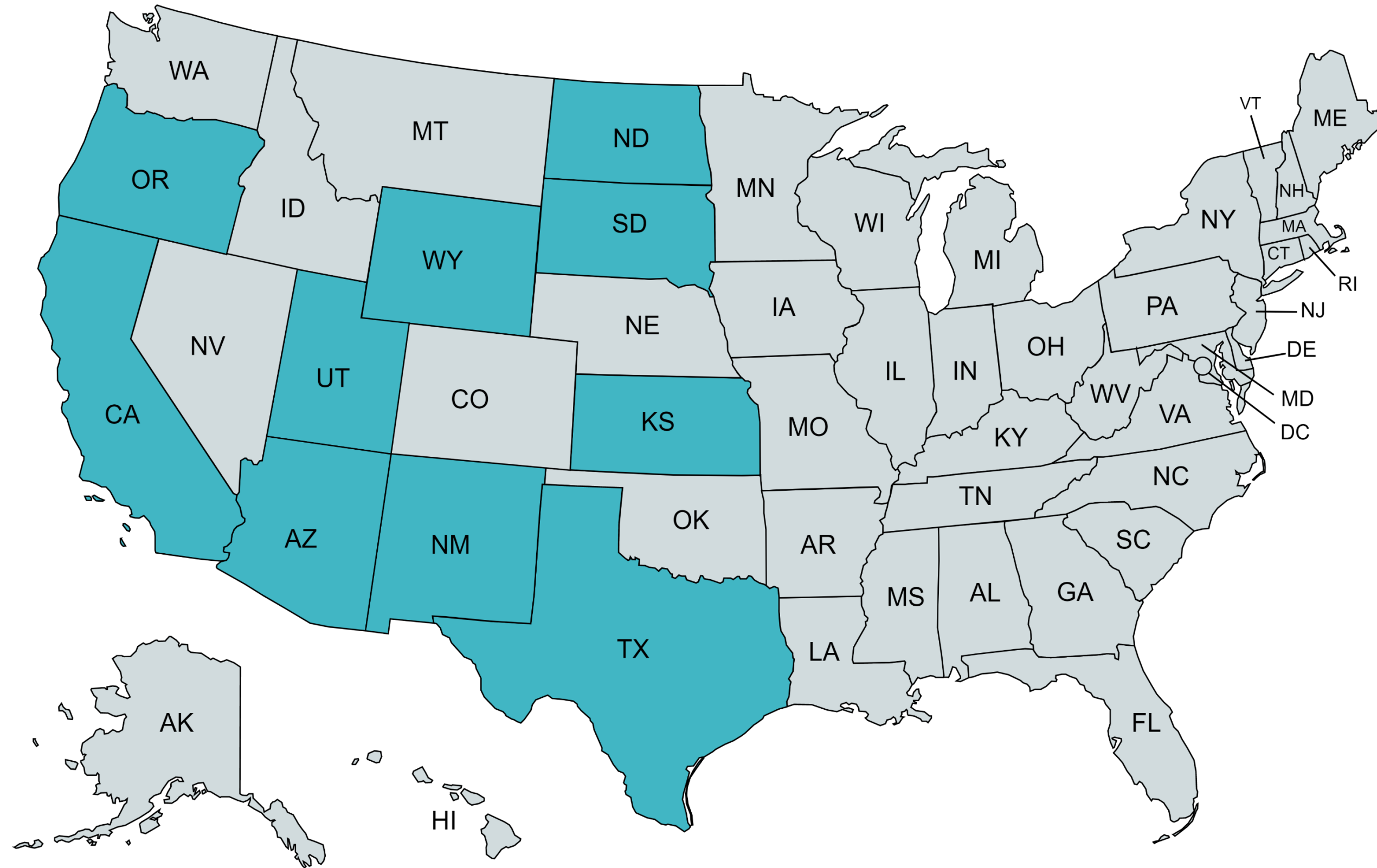
In-state

	Population	Land Area (sq. miles)	Median Age	Median Home Value	Average Household Size	Median Household Income	Unemployment Rate	Educational Attainment Bachelor's or Higher (ratio of population age 25 years and over)
Arvada, CO	124,402	38.80	40.2	$448,800	2.49	$89,523	3.60%	44.80%
Brighton, CO	114,439	21.20	34.7	$369,900	3.15	$96,888	3.50%	29.40%
Broomfield, CO	74,112	33.00	38.9	$474,300	2.5	$111,400	2.00%	56.90%
Castle Rock, CO	73,158	34.30	37	$479,900	2.85	$115,543	2.70%	47.70%
Estes Park, CO	11,542	6.80	57.2	$457,600	2.02	$68,438	4.20%	51.50%
Fort Collins, CO	169,810	57.20	30.6	$438,600	2.28	$70,474	3.60%	57.50%
Golden, CO	20,399	9.60	33.5	$543,300	2.32	$72,349	4.60%	33.50%
Grand Junction, CO	65,560	39.50	37.1	$234,800	2.26	$52,504	6.90%	34.70%
Greeley, CO	108,795	48.80	33.1	$315,400	2.67	$61,492	5.70%	26.20%
Lone Tree, CO	14,253	9.80	40	$625,500	2.43	$120,392	2.80%	70.00%
Longmont, CO	98,885	28.70	40.2	$449,700	2.4	$82,974	2.70%	49.60%
Loveland, CO	76,378	34.40	38.1	$350,800	2.35	$71,740	3.90%	38.40%
Louisville, CO	21,226	8.00	41.6	$603,100	2.49	$103,017	3.70%	69.70%
Parker, CO	58,512	22.20	34.7	$426,700	2.88	$110,934	2.90%	53.20%
Pueblo, CO	111,876	54.90	37.3	$168,500	2.43	$43,148	6.70%	20.20%
Vail, CO	4,835	4.70	43.6	$630,600	2.39	$80,987	2.10%	64.00%
Westminster, CO	116,317	31.60	36.2	$390,200	2.57	$81,322	3.20%	41.30%
Windsor, CO	32,716	25.10	38.9	$403,600	2.78	$99,732	3.20%	45.00%

Out-of-state

	Population	Land Area (sq. miles)	Median Age	Median Home Value	Average Household Size	Median Household Income	Unemployment Rate	Educational Attainment Bachelor's or Higher (ratio of population age 25 years and over)
Flagstaff, AZ	76,831	66.00	25.8	$418,500	2.38	$58,900	8.80%	51.30%
Palo Alto, CA	68,572	25.85	41.3	$2,000,000+	2.57	$160,360	4.50%	84.60%
Loveland, CO	76,378	34.40	38.1	$350,800	2.35	$71,740	3.90%	38.40%
Olathe, KS	141,290	61.60	35	$279,300	2.78	$94,292	2.70%	48.50%
Rio Rancho, NM	104,046	103.40	37.9	$189,200	2.76	$74,130	4.70%	32.50%
Roswell, NM	48,422	29.70	34.9	$121,300	2.64	$43,372	5.10%	18.80%
Bismarck, ND	73,622	34.30	35.9	$270,200	2.36	$64,577	4.50%	35.60%
Albany, OR	56,472	17.50	37	$230,900	2.54	$60,624	6.40%	27.40%
Rapid City, SD	74,703	54.70	39.1	$224,400	2.35	$51,296	5.80%	33.00%
Irving, TX	256,684	67.00	32	$237,300	2.86	$67,263	3.60%	40.80%
New Braunfels, TX	90,403	45.20	35.1	$253,400	2.69	$81,131	2.30%	37.60%
South Jordan, UT	77,487	22.20	31.7	$469,500	3.73	$108,626	2.50%	44.50%
St. George, UT	95,342	76.90	33.5	$327,000	2.88	$62,178	2.30%	30.20%
Cheyenne, WY	65,132	32.10	36.6	$217,800	2.62	$64,598	5.40%	30.40%

Out-of-state Benchmark Community Locations

Example Departments

Development Services

FINAL Development Services Measures	Benchmarking	Budget Book	Measure Type
Residential and Commercial New Building Permit Average Days for Review	x	x	**Effectiveness**
Development Review Applications Average Days for Review	x	x	**Effectiveness**
Voluntary Code Compliance Rate	x	x	**Effectiveness**
Total Collections for Permit Fees/Total Number of Permits Processed Annually	x	x	**Efficiency**

FINAL Development Services Benchmark Communities:
- Greeley, CO
- Longmont, CO
- Fort Collins, CO
- South Jordan, UT

Economic Development

FINAL Economic Development Measures	Benchmarking	Budget Book	Measure Type
Median Per Capita Income	x	x	Effectiveness
Average Annual Commercial, Office, and Retail Building Vacancy Rates	x	x	Effectiveness
Average Annual Hotel Occupancy Rates	x	x	Effectiveness
Unemployment Rate	x	x	Effectiveness
Annual Sales Tax Collections Per Capita	x	x	Effectiveness

FINAL Economic Development Benchmark Communities:
- Longmont, CO
- Fort Collins, CO
- Castle Rock, CO
- Cheyenne, WY
- South Jordan, UT

Human Resources

FINAL HR Measures	Benchmarking	Budget Book	Measure Type
Employee Turnover Rate	X	X	Effectiveness
Worker's Compensation Experience Modifier	X	X	Effectiveness
Lost Time Incident Rate	X	X	Effectiveness
Average Employee Tenure	X	X	Effectiveness
Total Citywide FTEs per 1000 Population	X	X	Efficiency
Citywide Engagement		X	Effectiveness

FINAL HR Benchmark Communities:
- Longmont, CO
- Fort Collins, CO
- Greeley, CO
- New Braunfels, TX
- Rio Rancho, NM

LPD

FINAL LPD Measures	Benchmarking	Budget Book	Measure Type
Total Calls for Service per Sworn Officer per Year	X	X	Efficiency
Total Vehicle Crash Fatalities (and Proportion of Crash Fatalities that are DUI-Related)	X	X	Output
Response Times in Minutes and Seconds to Emergency vs. Non-emergency Calls from Time of Call Assignment to Arrival on Scene	X	X	Effectiveness
Clearance Rate for Burglary Offenses	X	X	Effectiveness
Clearance Rate for Larceny Offenses	X	X	Effectiveness
Clearance Rate for Assault Offenses	X	X	Effectiveness
Clearance Rate for Homicide/Attempted Homicide Offenses	X	X	Effectiveness
% of Survey Respondents Rating Favorably Overall Feeling of Safety	X	X	Effectiveness
Percentage of Calls for Service in Which a Mental Health Co-responder is Dispatched		X	Effectiveness
Community Education and Outreach Programs per Year		X	Output

FINAL LPD Benchmark Communities:

- Fort Collins, CO
- Longmont, CO
- Greeley, CO
- Bismarck, ND
- Rapid City, SD

Public Works

FINAL Public Works Measures	Benchmarking	Budget Book	Measure Type
% Potholes Filled in < 3 days	X	X	Effectiveness
Average Pavement Condition Index Rating	X	X	Effectiveness
General Facilities Maintenance Costs per Square Foot	X	X	Efficiency
Number of Square Feet Maintained per Facilities Maintenance FTE	X	X	Efficiency
City Fleet Overall Average Availability Rating	X	X	Effectiveness
% of Waste Diverted from the Landfill	X	X	Effectiveness
Transit Ridership per Capita	X	X	Effectiveness
% of Residents Rating Traffic Flow on Major Streets as "Good" or "Excellent"	X	X	Effectiveness
% of City Fleet Using Alternative Fuel (%CNG and %EV)	X	X	Effectiveness
Volume of debris Removed from Stormwater System Annually	X	X	Output
Level of Travel Time Reliability (LOTTR)		X	Effectiveness

FINAL Public Works Benchmark Communities:

- Longmont, CO
- Grand Junction, CO
- Bismarck, ND
- Cheyenne, WY

19

Water & Power

FINAL Water and Power Measures	Benchmarking	Budget Book	Measure Type
Number of Water Noncompliance Notifications from the State per Year	X	X	Output
Number of Permit Violations at Water Reclamation Facility per Year	X	X	Output
Water Complaints (Taste/Odor/Color/etc.) per 1000 Population	X	X	Effectiveness
Gallons of Water Saved per Household per Year	X	X	Effectiveness
Power SAIFI (Average # of Times a Customer's Service is Interrupted)	X	X	Effectiveness
Power SAIDI (Average Outage Duration in Minutes)	X	X	Effectiveness
Power Employees per Circuit Mile	X	X	Efficiency

FINAL Water & Power Benchmark Communities:
- Water:
  - Longmont, CO
  - Greeley, CO
  - Castle Rock, CO
  - Grand Junction, CO
- Power:
  - Fort Collins, CO
  - Longmont, CO
  - New Braunfels, TX
  - Palo Alto, CA

Questions & Recommendations