

PERFORMANCE MEASUREMENT

RESOURCES FOR LOCAL GOVERNMENT

GOVERNMENT FINANCE
OFFICERS ASSOCIATION

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

The GOVERNMENT FINANCE OFFICERS ASSOCIATION and the INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION have joined together to produce a guide that provides you with resources you need to implement and maintain a performance measurement system in your local government.



Many governments in recent years have employed performance measures to monitor program effectiveness and efficiency. Some are linking their performance measures to resource allocation decisions. Still others are waiting to begin performance measurement efforts, but don't know quite where to start. Yet, regardless as to where your local government is on the performance measurement continuum, resources and services from ICMA and GFOA are available to help.



Government Finance
Officers Association

gfoa.org



International
City/County

ICMA

Management
Association

icma.org

INTRODUCTORY RESOURCES

An Elected Official's Guide to Performance Measurement

Salomon A. Guajardo and Rosemary McDonnell

This guide provides an overview of what performance measurement is and how to develop indicators to evaluate and monitor the effectiveness, efficiency, service quality, and productivity of government programs and services. This booklet features carefully selected and understandable information offered in an easy-to-follow, question-and-answer format. Key sections address: GFOA and National Advisory Council on State and Local Budgeting recommended practices; basic questions; implementing a performance measurement system; measuring performance and outcomes; glossary.

2000, Paperbound, 73 pp. \$10 GFOA members/ \$15 nonmembers

Order from: <http://www.estoregfoa.org/>

Designing a Performance Measurement System Coming Soon!
GFOA Budgeting Series Volume 6

Shayne Kavanagh and W. Anderson Williams

This monograph provides readers with the tools and techniques they need to design an effective, strategic performance measurement system. Steps are covered from selecting functions and performance measures to linking measures with goals and objectives. Hot topics in performance management are explored such as using measures for resource allocation, outcome measures for better decision-making, the balanced scorecard, and aligning measures with employee development and compensation. This book is the first of two volumes dedicated to performance measurement in the GFOA budgeting series.

Paperbound, \$15 members/\$20 nonmembers/ \$13 students

Order from: <http://www.estoregfoa.org/>

Does Your Government Measure Up?

Bill Coplin and Carol Dwyer

This easy-to-read primer introduces the bare essentials for good government in areas of finance, public works, parks and

recreation, police, assessment, building codes, emergency medical services, personnel, and even Web site development.

The authors show how to use benchmarking to increase government efficiency and effectiveness. It is particularly useful as an introduction to performance measurement for elected officials and citizens. Published by Syracuse University Press and also now available from ICMA.

2000. 145 pages, Item # 42627. Price: \$20.

Order from: <http://bookstore.icma.org>

Performance Measures and Benchmarks in Local Government Facilities Maintenance Coming Soon!

Compiled by the Institute of Government at the University of North Carolina/Chapel Hill.

Approximately 80 pages. \$40.

Order from: <http://bookstore.icma.org>

IN-DEPTH RESOURCES

What Works: Management Applications of Performance Measurement in Local Government

This book features an extensive collection of easy-to-read mini-case studies showcasing a broad range of management practices proven effective by local governments participating in ICMA's Center for Performance Measurement. Cases are presented in 14 different service areas, ranging from police and fire to solid waste collection and internal support functions. Designed to meet the needs of performance measurement beginners, veterans, and everyone in between, What Works is full of ideas for choosing performance targets, reporting and sharing performance information with staff, elected officials, and the public, motivating employees, and much more.

Each self-contained mini-case study includes:

- Bulleted lists and succinct paragraphs explaining the featured practice(s)
- Mini-profile of the jurisdiction described

- Contact point for additional information
- The book is printed in a user-friendly, loose-leaf format to permit easy insertion of future updates. The Center plans to add new case studies periodically.
- To further assist busy managers and staff, the book also features an informative introductory chapter that provides:
 - Tips for using the case studies with your staff
 - Step-by-step suggestions for implementing management changes

2001. 112 pages, Item # 42687 Price: \$35. Updated annually.

Order from: <http://bookstore.icma.org>

Comparative Performance Measurement: FY 2000 Data Report

This 6th annual report of the ICMA Center for Performance Measurement provides comparative data on police, fire, neighborhood and support services for cities and counties participating in the ICMA Center for Performance Measurement.

The report includes more than 150 tables and graphs of efficiency, input, output, and outcome measures, citizen survey data, mean and median values for jurisdictions of various population sizes, explanatory information, and time-trend data compared to prior years' results.

2001. 570 pages, Item # 42688, Paperback. Price: \$70 for local governments, academics, libraries, non-profits; \$350 for all others. Updated annually.

Order from: <http://bookstore.icma.org>





The Use of Performance Measures in City and County Budgets

Patricia Tighe and Dennis Strachota

This research report examines the use of performance measures in a sample drawn from operating budget documents submitted by state and local governments to the GFOA's Distinguished Budget Presentation Awards Program. It also includes a list of quality and efficiency measures reported by city and county governments in the study.

1994, Paperbound, 153 pp. \$16 GFOA members/ \$20 nonmembers/\$14 students

Order from <http://www.estoregfoa.org/>

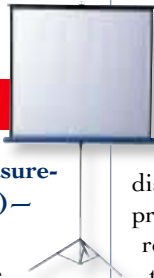
TRAINING

Designing Performance Measurement Systems (Introductory)— (2 days), 16 CPE Credits

This introductory-level course presents the fundamentals of performance measurement. It is intended to provide basic tools, strategies, and techniques for developing and implementing an effective performance measurement system. The seminar will include discussions on designing a performance measurement process and approaches to engage stakeholders. Using realistic exercises and class discussions, participants are taught how to identify, construct, and critique goals, objectives, and measures of efficiency, effectiveness, and quality. It is recommended that this course be skipped by those that have taken one of GFOA's performance measurement courses over the past three years.

Fee: GFOA Member \$350 Nonmember \$475

For training dates and locations, visit www.gfoa.org.



Implementing Performance Measurement Systems (Advanced)— (2 days), 16 CPE Credits

This second-level course gets beyond the basics by presenting tools, strategies, and techniques to integrate performance measures with resource allocation, long-term financial and strategic planning, and process improvement. The course will be taught in a laboratory-type setting where participants will develop and critique various performance measures. Instructors will also present benchmarking techniques to compare service and performance levels across jurisdictions. In addition, participants will review best practice illustrations of performance measurement information in government budgets.

Fee: GFOA Member \$350 Nonmember \$475

Visit www.gfoa.org for training dates and locations.

Measuring Up: Using Performance Measures to Improve Your Organization (1/2 Day)

Learn how to make the most of performance measures so that you can use them to their full advantage. Broad organizational issues, such as where outcome measures fit into your management system and how to use comparative data as a continuous improvement tool, will be discussed along with strategic and process benchmarking. Be prepared to roll up your sleeves and use an interactive case study approach to work with performance data. This workshop will be useful even if your current reliance on performance measurement is limited.

Fee: \$125 per person

Schedule: TBA; Available for planning in conjunction with state/regional meetings.

Contact: flogan@icma.org

ICMA and GFOA Annual Conference Seminars on Performance Measurement

In connection with our annual conferences, both ICMA and GFOA offer performance measurement seminars. Topics are covered such as designing advanced measures for decision-making, benchmarking in the public sector,

use of the balanced scorecard, performance budgeting, and many more.

For conference and workshop dates and locations, please see www.gfoa.org or www.icma.org.

Measurement for Results: Implementing Performance Measures in Local Government

Training Package

This training package is designed to help local governments develop a set of performance measures for managing, assessing, and improving local government programs and activities. The training package shows you how to:

- Implement a step-by-step process for measuring local government services
- Customize a performance measurement system that meets the needs of the community
- Address and overcome staff concerns
- Identify sources of information for performance measures and their strengths and weaknesses
- Use data collection and analysis techniques
- Use performance information to show citizens how their local government works and how it's continually improving operations

This innovative training package is packed with examples from local governments so you can see how communities like yours are implementing performance measurement to improve service delivery. There is also room in both the leader's guide and participant's handbook for you to customize this training package by incorporating definitions and practices that are specific to your local government!

Each training package includes:

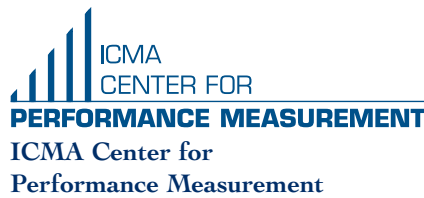
- *Leaders Guide*, which provides four training modules with learning activities, guidelines for conducting group sessions, small group exercises, teaching tips, reproducible worksheets, and step-by-step instructions to help you get across key points.
- *Participant's Handbook*, which features everything needed to complete this course: content, exercises,

worksheets, and room to add your local government's specific policies and practices. The handbook also serves as a reference guide after the training is complete.

Extra participant's handbooks (42580) are \$22 each. 2000. Item # 42579 Price: \$120 for ICMA members; \$160 for non-ICMA members.

Order from: <http://bookstore.icma.org>

SERVICES



The ICMA Center for Performance Measurement provides a means for local governments to share data on a range of programs, benchmark their performance to comparable jurisdictions, and improve service delivery through the application of best management practices and efficient use of resources.

The Center builds on work begun in 1994 by the Comparative Performance Measurement Consortium, an initial group of cities and counties whose managers identified a need for accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. Consortium members asked ICMA to coordinate their work and then undertook the challenges of narrowing the choices of services to be measured, identifying desired outcomes of service delivery, defining indicators, and collecting data.

Today, the Center continues its work to administer and refine the Comparative Performance Measurement Program. This includes:

- Providing on-site training for new program participants
- Coordinating meetings for both managers and departmental specialists
- Refining data collection templates based on suggestions from program participants
- Collecting and "cleaning" program data, to ensure the validity of interagency comparisons
- Compiling information regarding best practices among program participants

- Publishing an annual program report, and
- Providing participants with electronic data and graphs for customizing their own comparisons and reports.

The Center for Performance Measurement has since expanded to more than 130 communities of all sizes, with data collection continuing to provide the ability for interagency benchmarking as well as internal performance improvement comparisons. With the continued growth of the program, participants have the freedom to compare to the full sample or to use the electronic database to customize their own comparisons based on population, climate, urban density, method of service provision, community demographics, and other characteristics.

Service areas evaluated under the program include:

- Police/Sheriff/Jails
- Fire and Emergency Medical Services
- Neighborhood Services
 - Code Enforcement
 - Highways and Road Maintenance
 - Housing
 - Libraries
 - Parks and Recreation
 - Refuse and Recycling
- Support Services
 - Facilities Management
 - Fleet Management
 - Human Resources
 - Information Technology
 - Purchasing
 - Risk Management
- Youth Services

The annual fee to participate is \$5,000 per jurisdiction. Training: For new enrollees, there is an additional, one-time in-your-community training fee of \$3,900. This fee includes books and all other instructional materials for your performance measurement team.

For information: <http://icma.org/performance>

National Citizen Survey™

Citizen opinion is a basic, necessary measure of service effectiveness. ICMA and our partner, National Research Center, Inc., are proud to introduce The National Citizen Survey™ (NCS), a

turnkey service that brings professional survey methods to local governments at a very affordable price. The NCS™ uses a standardized questionnaire that can be customized to your community's interests, and a carefully designed, carefully documented process that also can be customized. The standard survey, plus any optional additional questions, is mailed to 1,200 randomly selected households in your community and the results are then tabulated and cleaned. Cities and counties that use The NCS™ can choose to compare their results to a database of survey norms collected from all over the United States over the past ten years, or to results of their own past surveys.

Fee for basic NCS™ service: \$7,500

Contact: ncs@icma.org.



GFOA Benchmarking and Performance Measurement Consulting

The GFOA Research and Consulting Center has a staff of 22 professionals ready to assist you with the design and implementation of your performance measurement system. GFOA staff members have expertise in strategic planning, budgeting, measurement design, benchmarking, and general financial planning needed to maximize the benefits of performance management. Governments that GFOA has worked with on consulting projects in financial management include the City of Montreal, Canada; Cook County, IL; City of Los Angeles, CA; District of Columbia; Santa Clara Valley Water District, CA; and Washington County, MD.

Contact: Rowan Miranda, rmiranda@gfoa.org

For more information, please visit <http://icma.org/performance> or www.gfoa.org, call ICMA at 202/962-3562, or call GFOA at 312/977-9700.

