
CITY OF
SCOTTSDALE

EVALUATING RESULTS

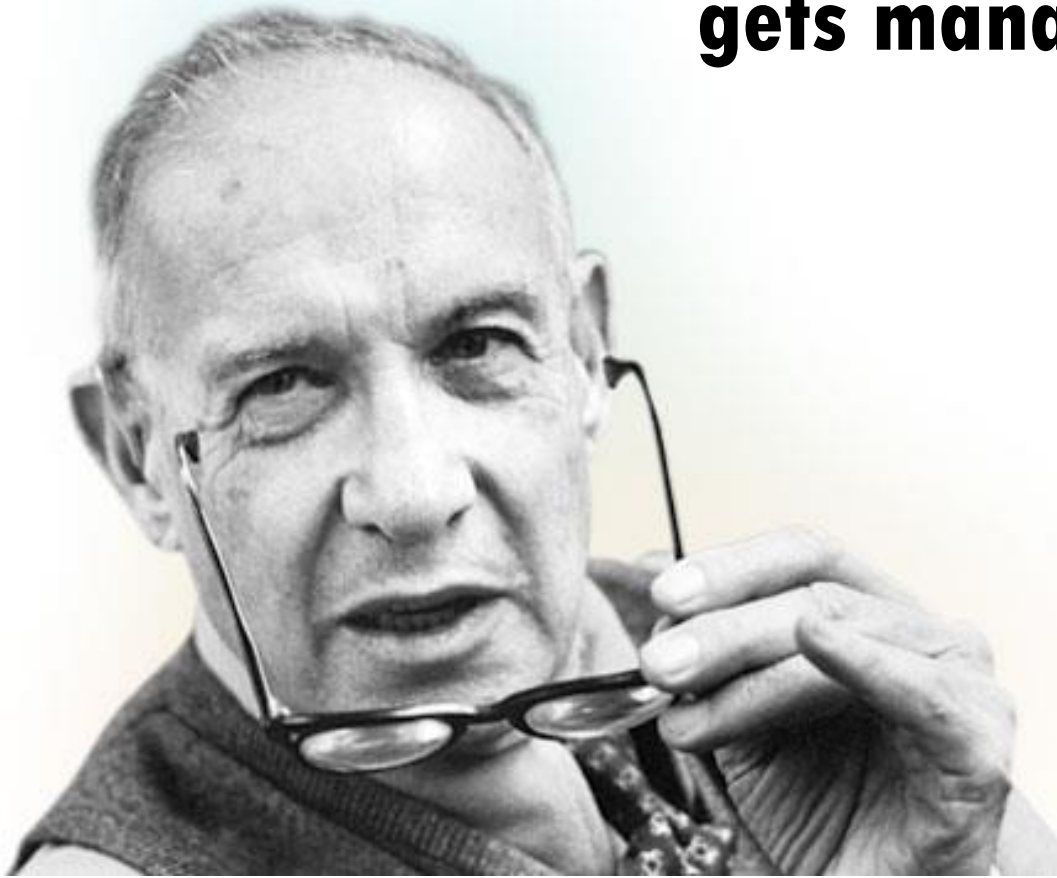


“..the only measure of a great team – or a great organization – is whether it accomplishes what it sets out to accomplish.”

Patrick Lencioni

How can we manage performance in local government?

**“What gets measured,
gets managed.”**



Peter Drucker

Performance management is an organization-wide effort to improve results by integrating objective evidence with decision-making processes



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

Jim Collins



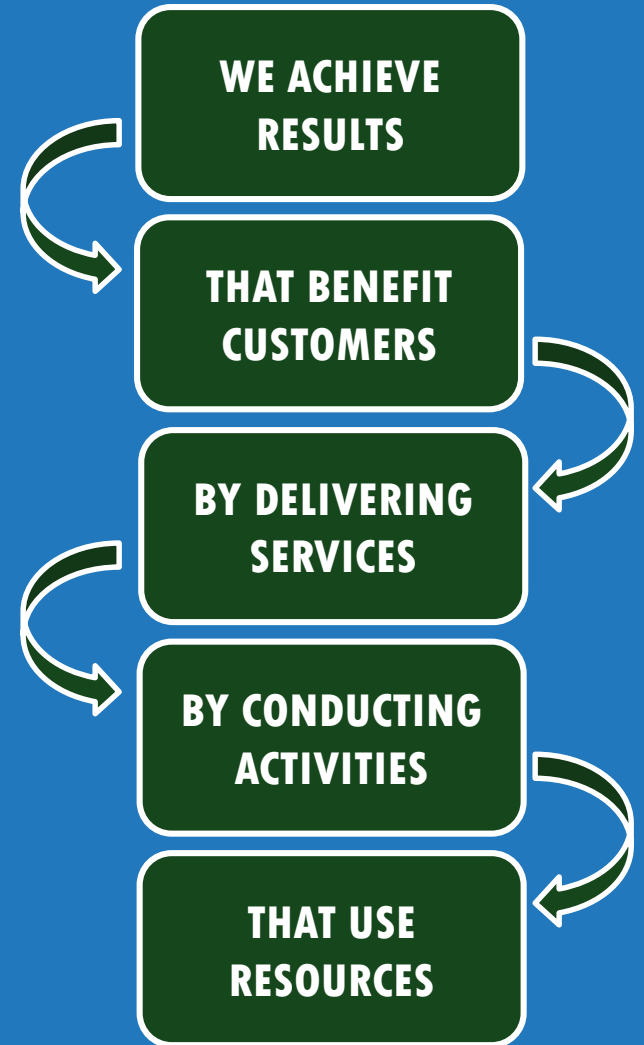


**DEFINE
RESULTS**

**ACHIEVE
RESULTS**

**ASSESS
RESULTS**

**IMPROVE
RESULTS**





**WE ENCOURAGE A
CLEAN, SUSTAINABLE
ENVIRONMENT**

**FROM EVERY
HOUSEHOLD**

**BY COLLECTING REFUSE
AND RECYCLING**

**BY DRIVING TO EACH
HOUSE TWICE A WEEK**

**WITH DRIVERS AND
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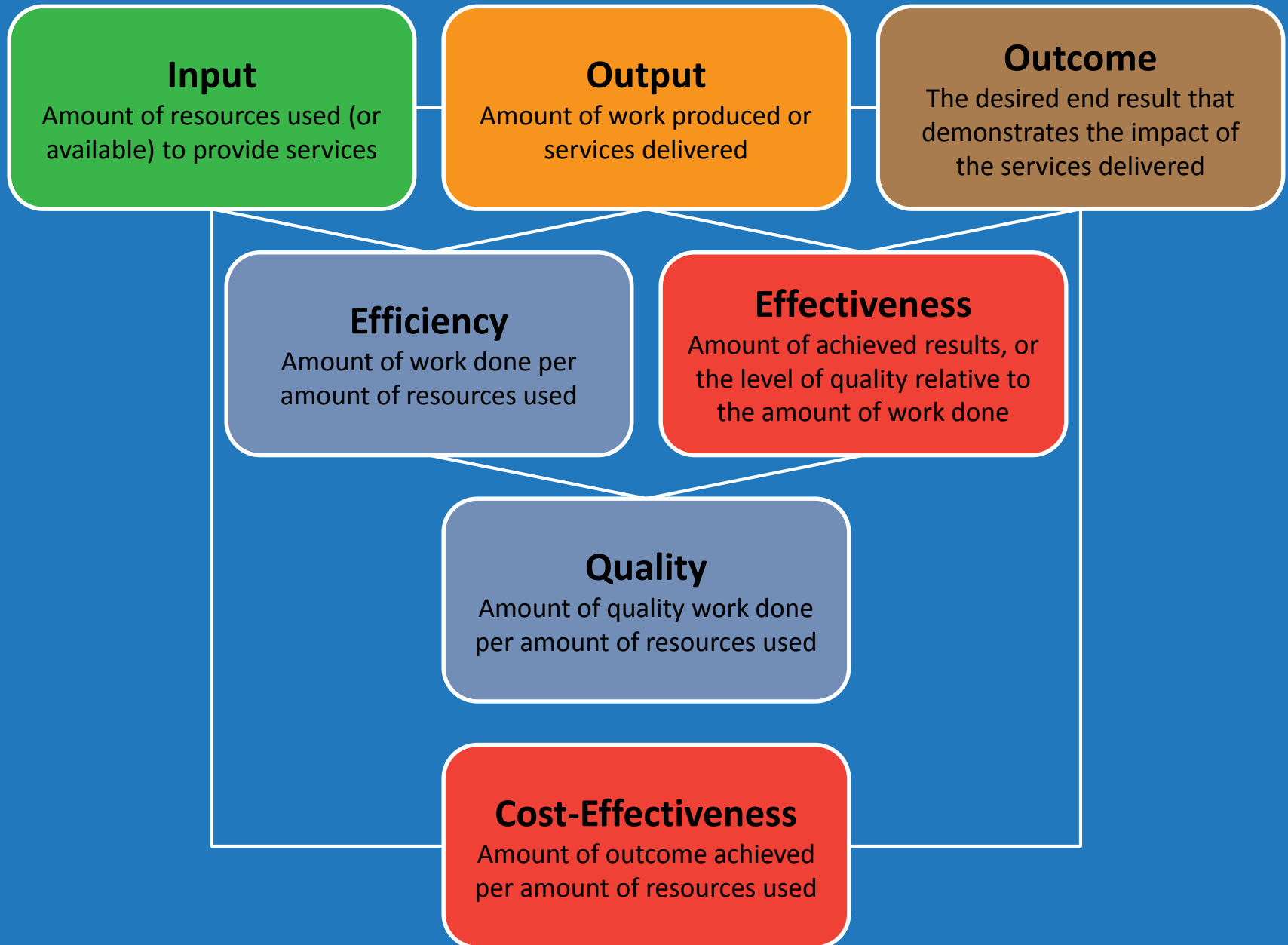
**WITH DRIVERS AND
TRUCKS**

**WITH ANALYSTS,
COMPUTERS AND
WEBSITES**

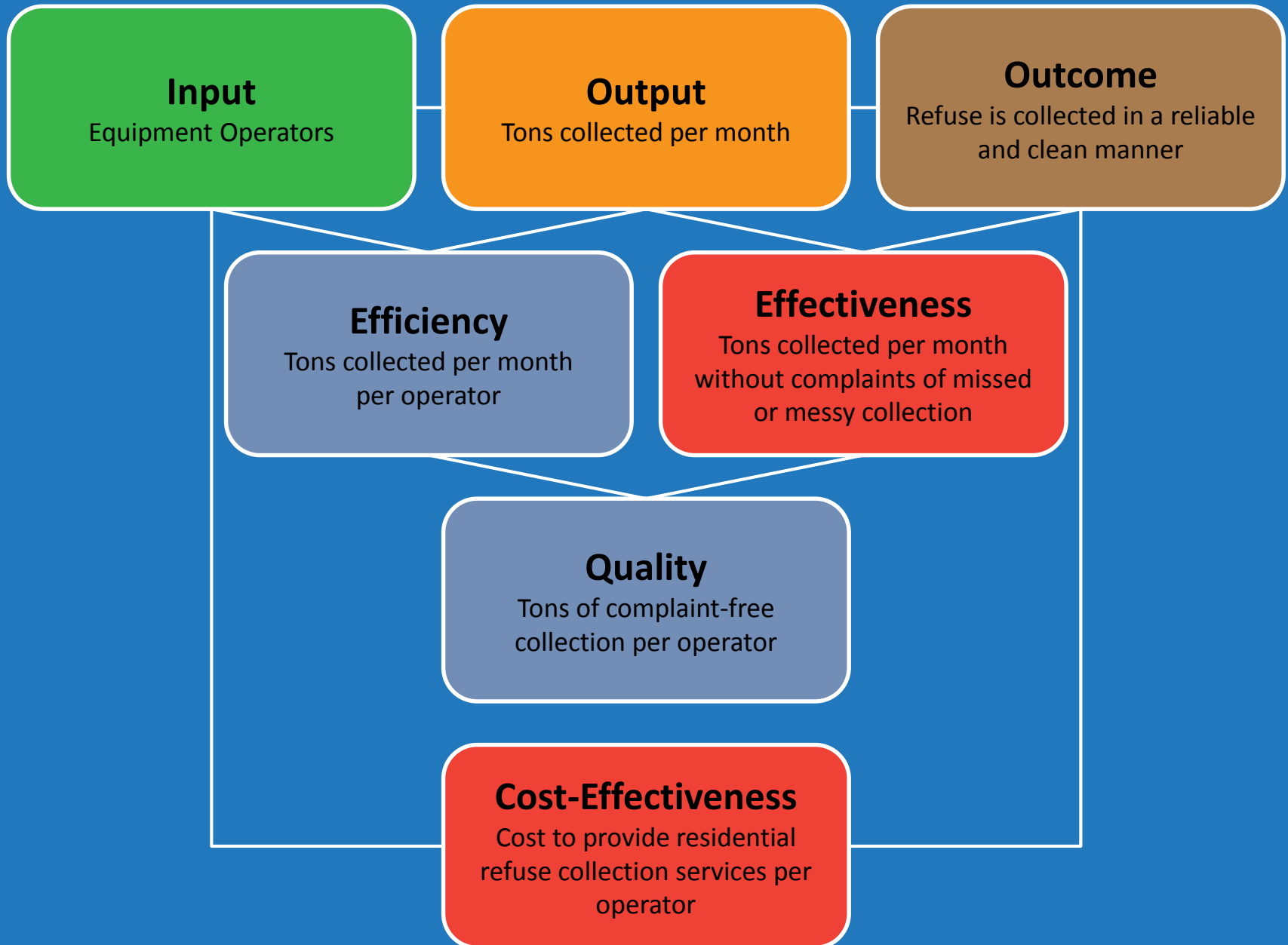
**BY RECRUITING
APPLICANTS**

**THAT ARE QUALIFIED
DRIVERS**

Types of performance measures



Solid Waste Example



Program Evaluation

SCIENTIFIC METHOD FOR EVALUATION

PURPOSE

What problem are you trying to solve?

RESEARCH

What can you find out about the problem?

HYPOTHESIS

Why do you think the problem is occurring?

EXPERIMENT

How might you test your hypothesis?

ANALYSIS

What results did you receive from your analysis?

CONCLUSION

What is the best way to report your conclusions?

FIVE ELEMENTS OF A FINDING

CONDITION

What is the problem? What is happening?

EFFECT

Why should anyone care? What is the impact?

CAUSE

Why did the condition happen?

CRITERIA

How do we know this is a problem? What should be?

RECOMMENDATION

How do we improve the condition?
How do we address the cause?

The problem (or opportunity) is x .

I recommend doing y .

The benefit of this is z .

I also considered doing a or b .

They fall short of y ,

because of d and e .

So Smart But..., Weiner, 2007

core values for analysts:

empathy

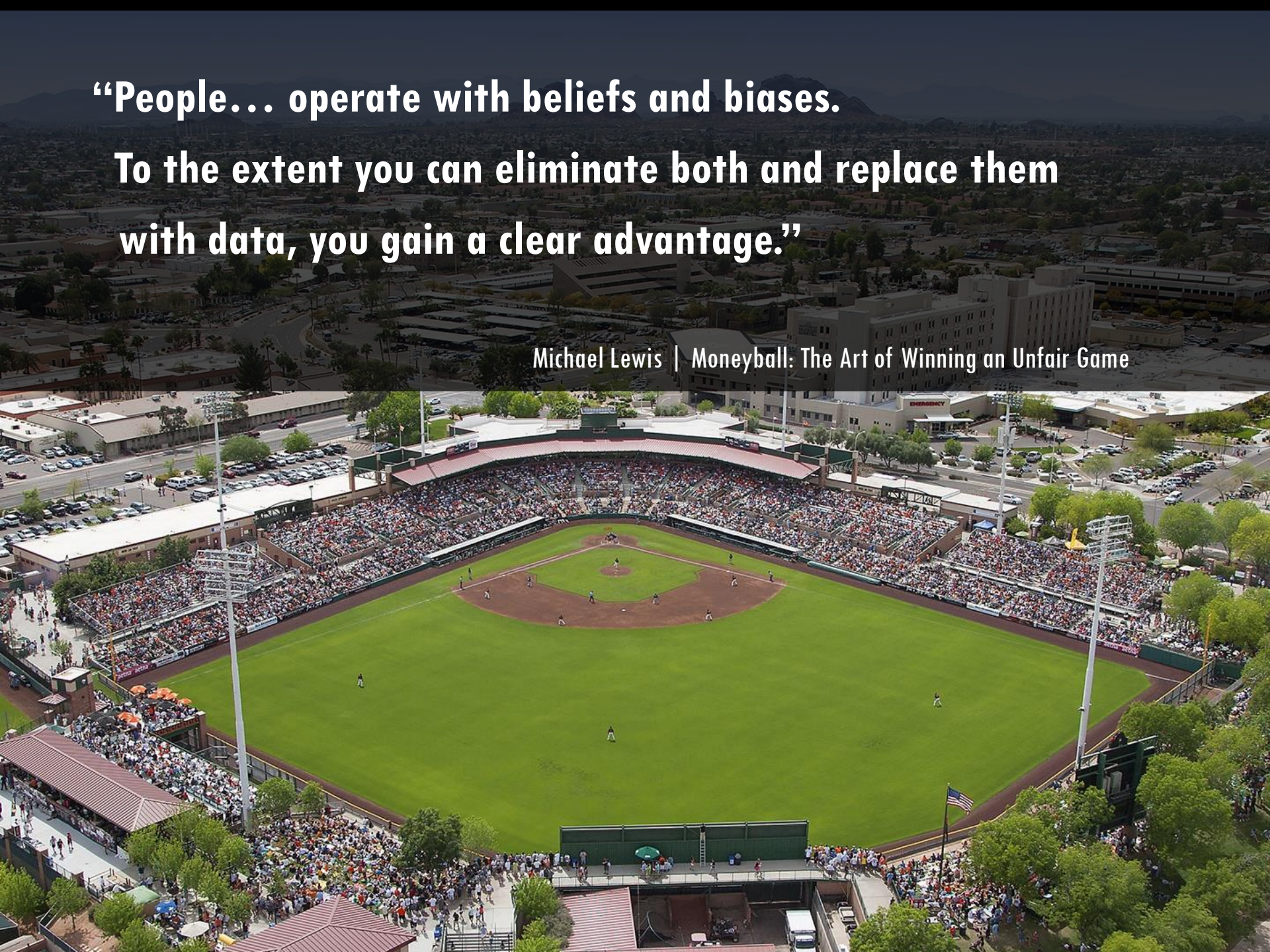
humility

curiosity

“People... operate with beliefs and biases.

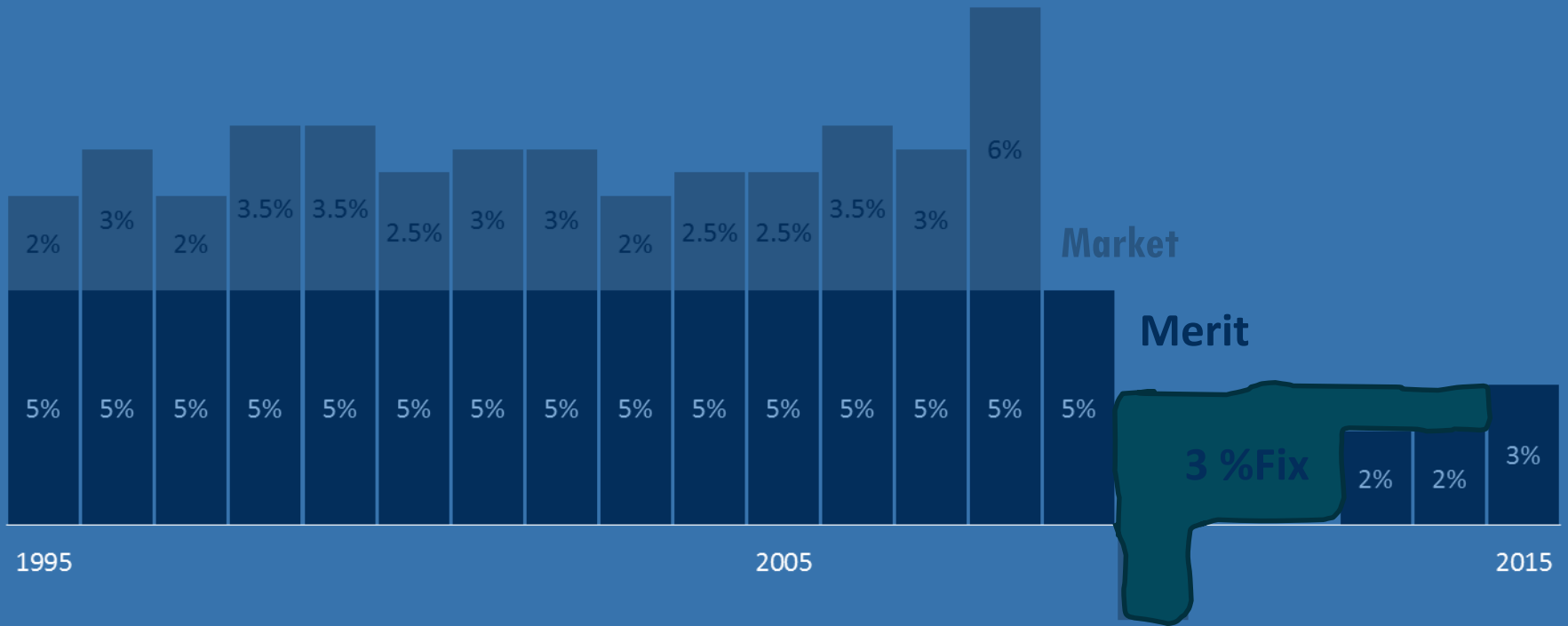
**To the extent you can eliminate both and replace them
with data, you gain a clear advantage.”**

Michael Lewis | Moneyball: The Art of Winning an Unfair Game



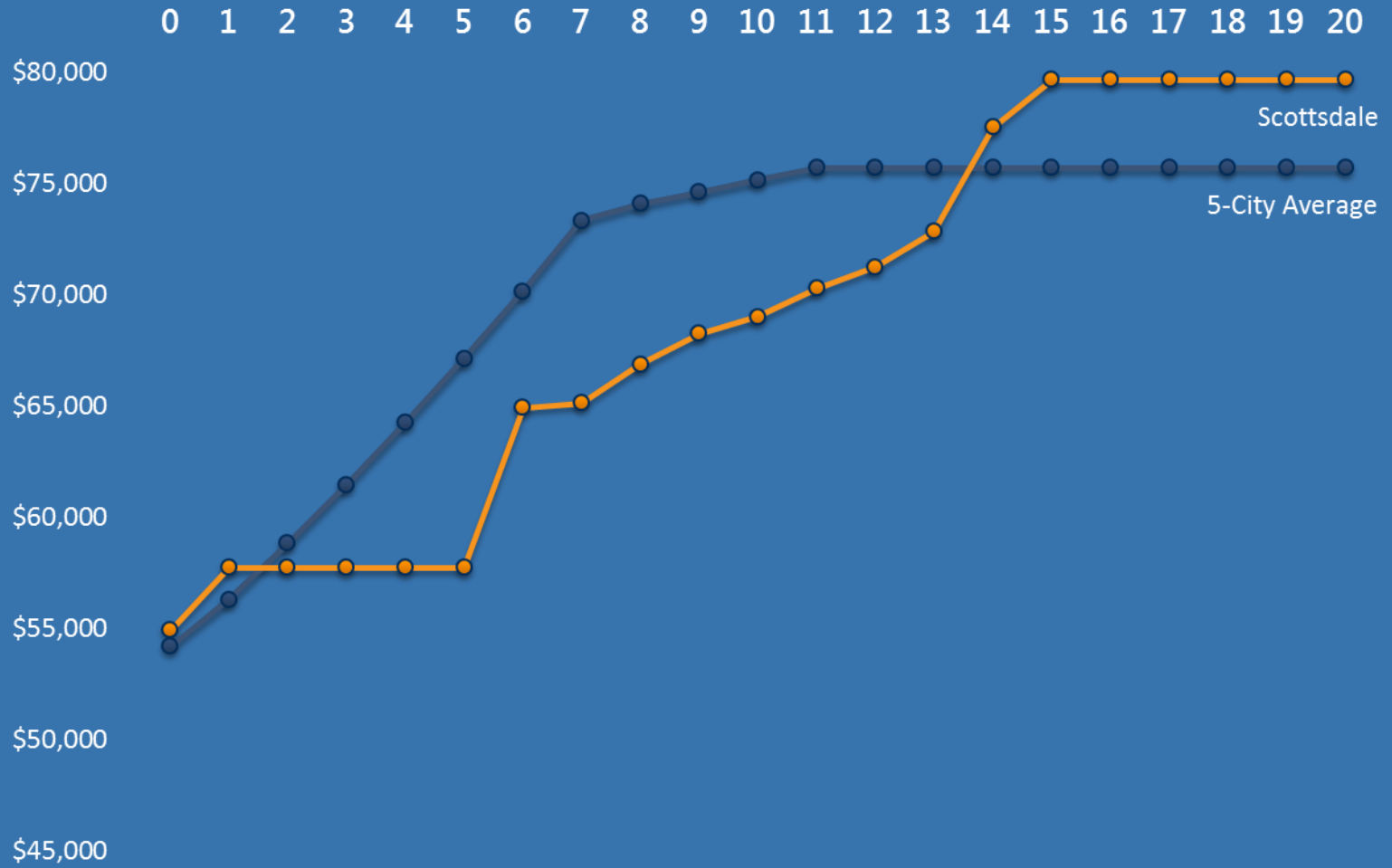
Is police officer pay fair?

History of Market and Merit Increases



Scottsdale Typical compared to 5-city step average base salary

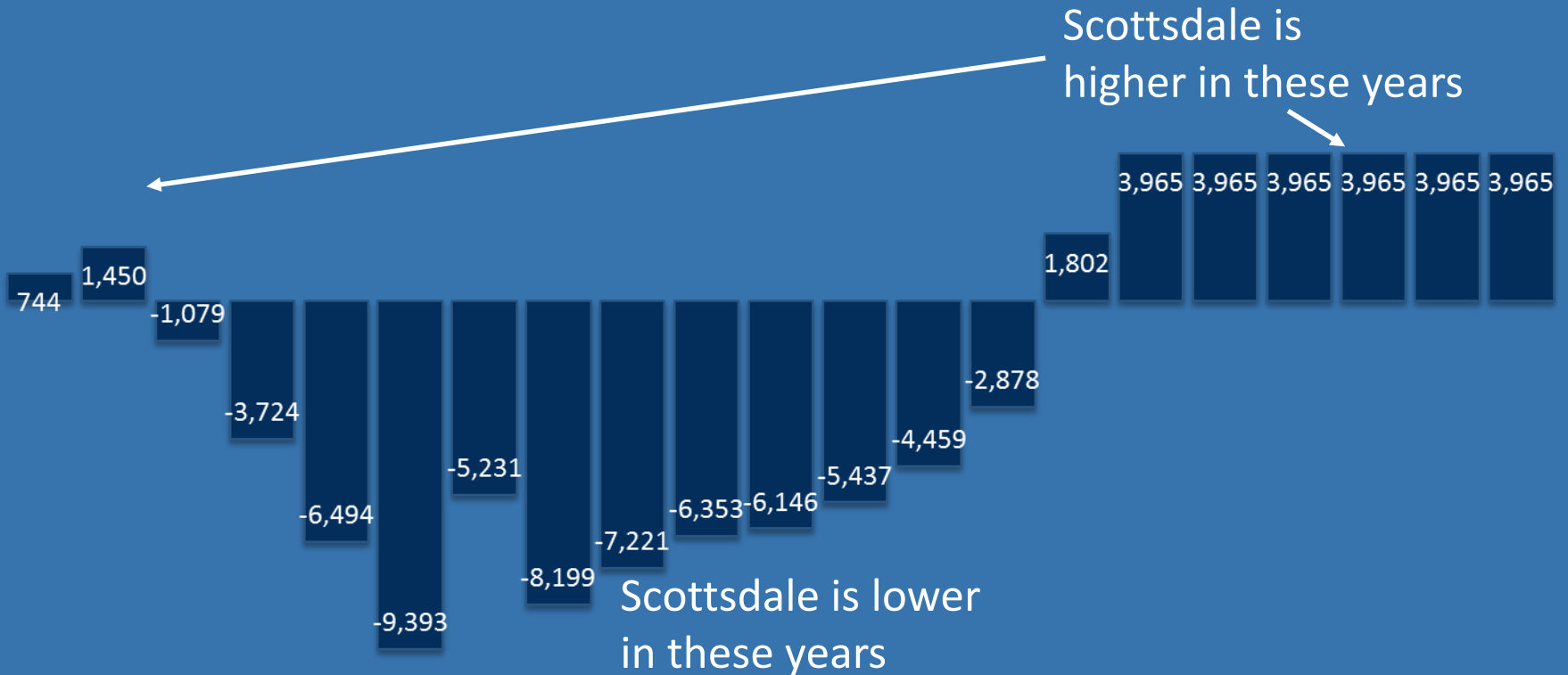
Completed Years of Service



Because of step programs and increases there is a gap between the Valley average and current Scottsdale salaries

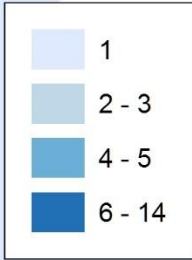
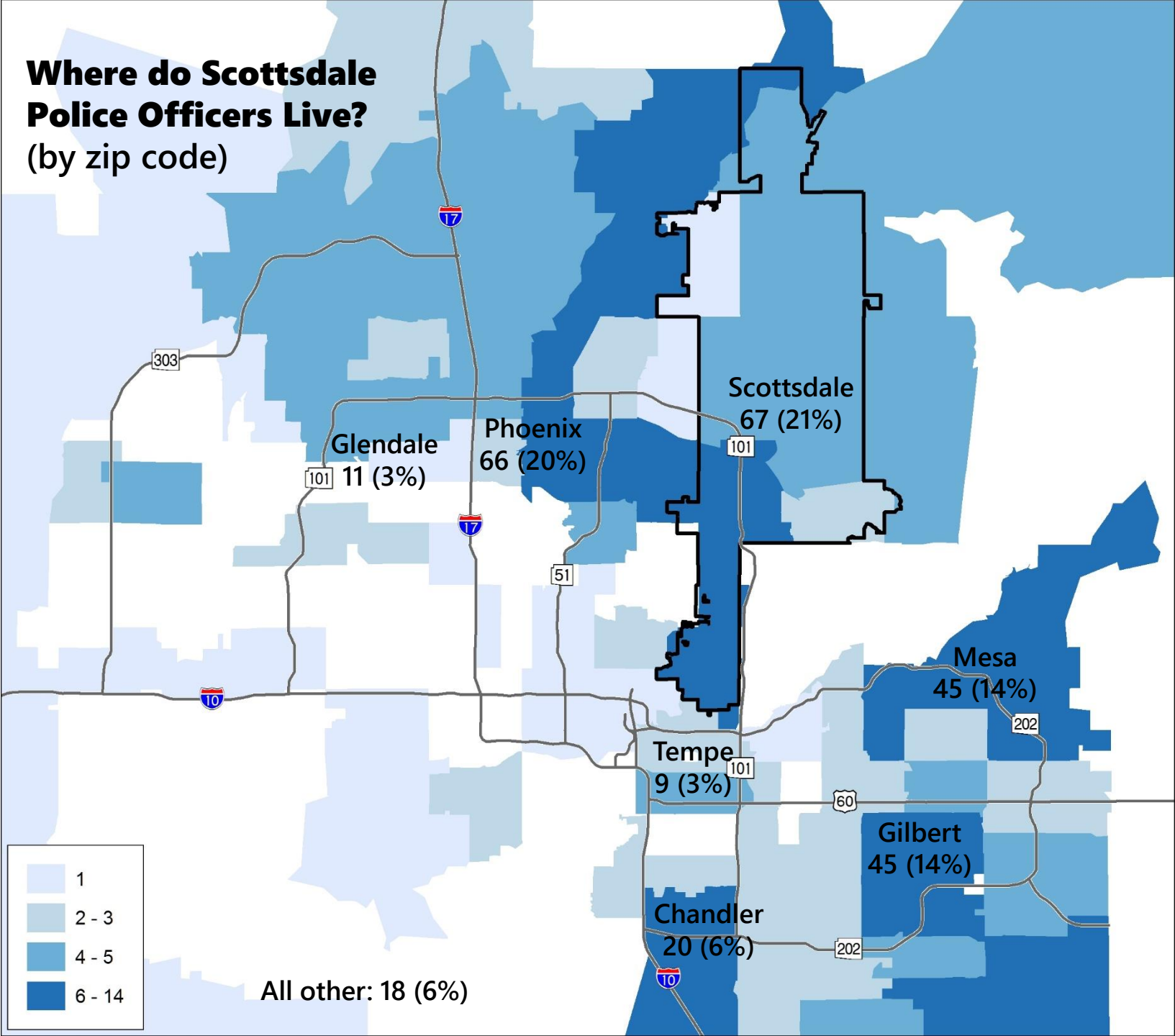
Completed Years of Service

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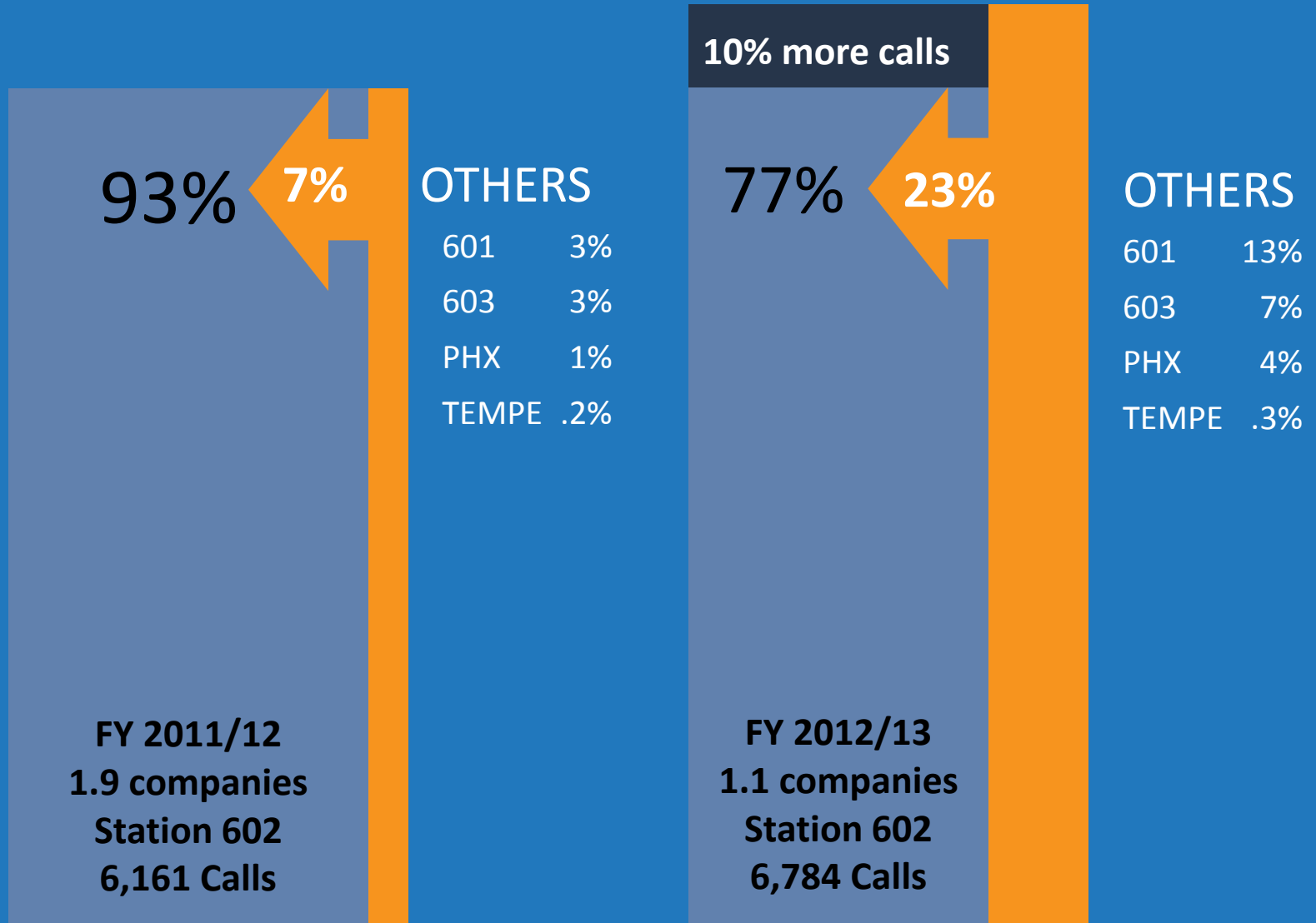
Where do Scottsdale Police Officers Live?

(by zip code)



**Do we need another
engine company downtown?**

First Response Unit - Station 602 Area



**How do we increase
voluntary donations?**

Annex 2: Just yes button email

From: Greg Bestgen, City of Scottsdale
Subject: Scottsdale Cares!

Dear neighbor,

[Scottsdale Cares](#) is an easy way for you to give back to your community. 100% of donations go to local non-profits that help Scottsdale residents in need.

Local charities needed more than \$400,000 in funding to support Scottsdale residents, but Scottsdale Cares was only able to fund one-fourth of the need. This year, thousands of your neighbors have stepped up. **But there's more work to be done.**



Would you like to join your neighbors and donate to Scottsdale Cares?



Annex 1: Yes and No buttons email

From: Greg Bestgen, City of Scottsdale

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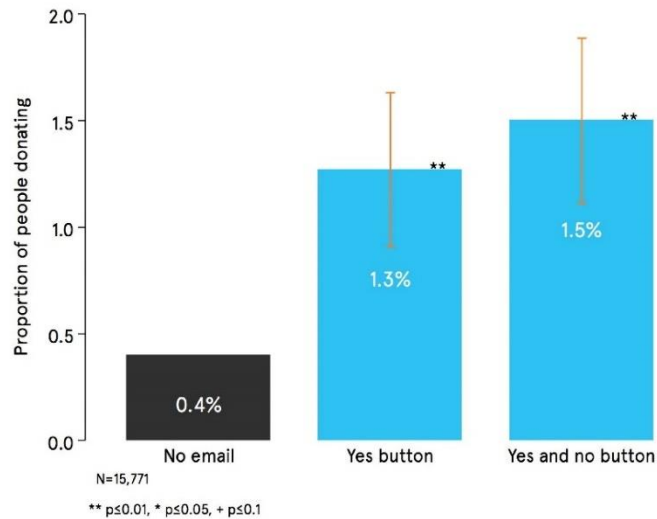
Would you like to join your neighbors and donate to Scottsdale Cares?

NO,
I do not want to donate \$1/month to Scottsdale Cares.

YES,
I want to donate \$1/month to Scottsdale Cares!

Using data on email opening rates, we were able to estimate the effect of the email among those who actually read it. The donation rate for this cohort more than doubled for customers that received the Yes button email, and more than tripled for customers that received the the Yes and No button email.

Figure 2: Effect of receiving different emails on donation rates (amongst those who opened the email)



Improve your reporting



clutter



clarity

“effective information visualization (is) premised on:

simplicity

(complex notions simplified to save time for reader);

transparency

(visual honesty and responsibility in sourcing);

creativity

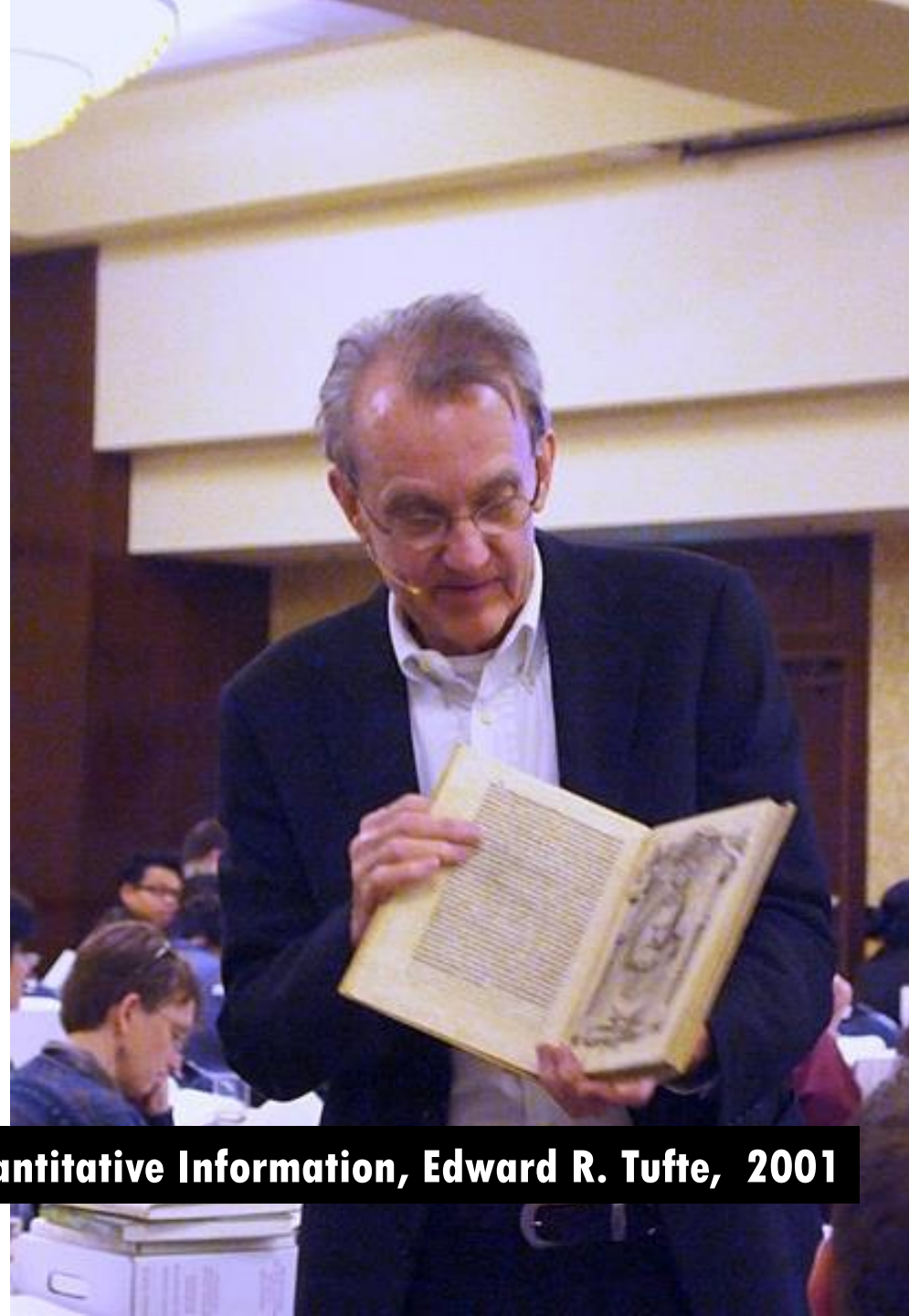
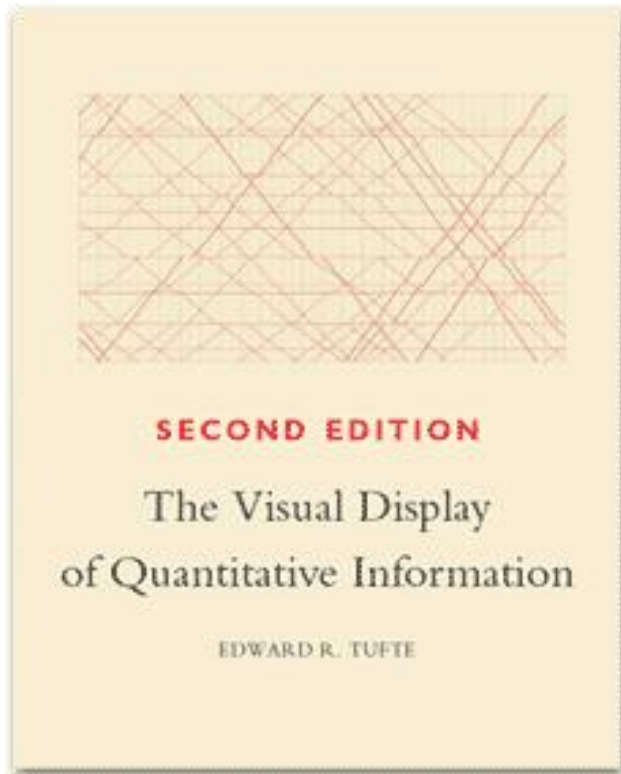
(design that is memorable and understandable);

sociability

(easily shared and improved)”



Edward R. Tufte



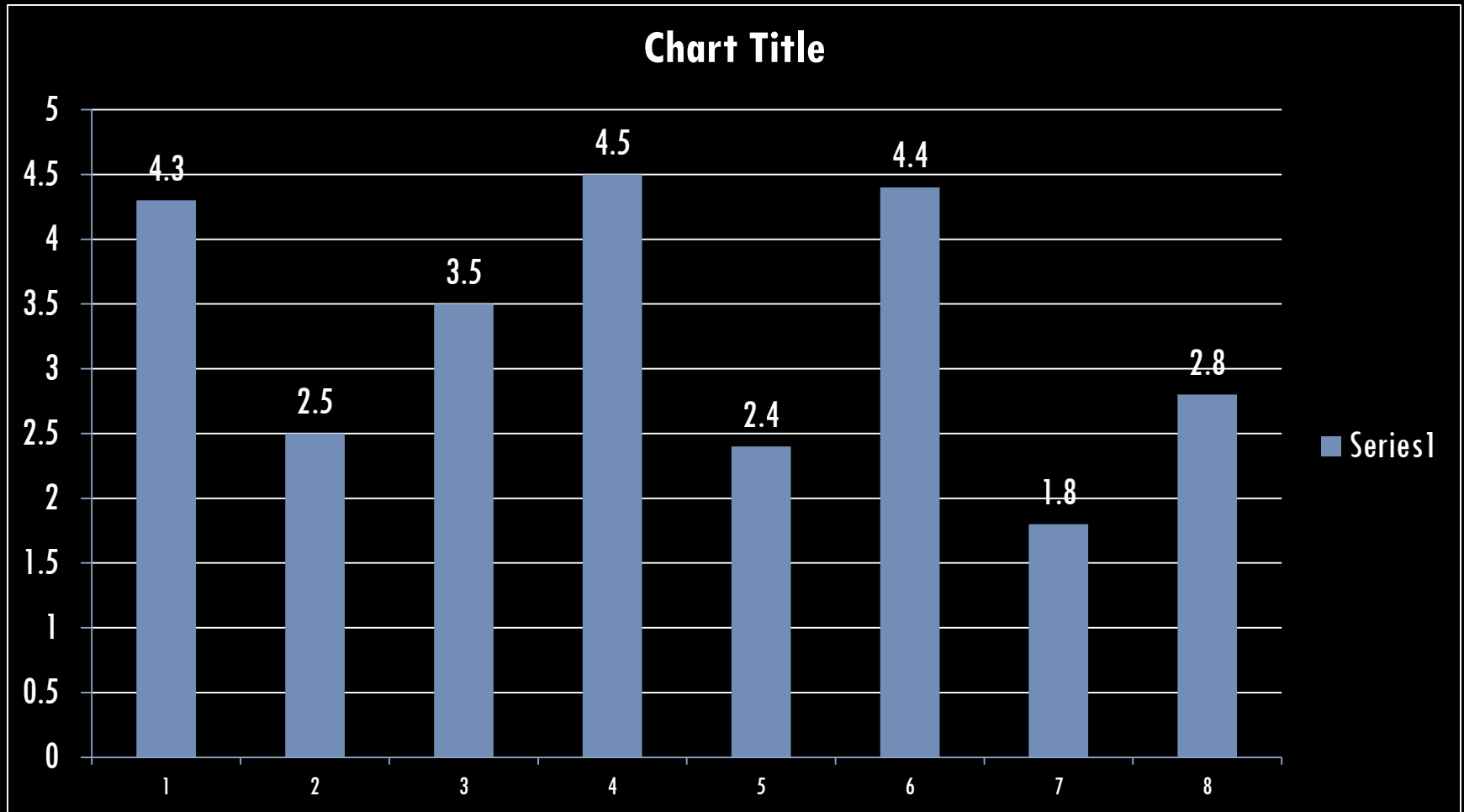
The Visual Display of Quantitative Information, Edward R. Tufte, 2001



@EdwardTufte

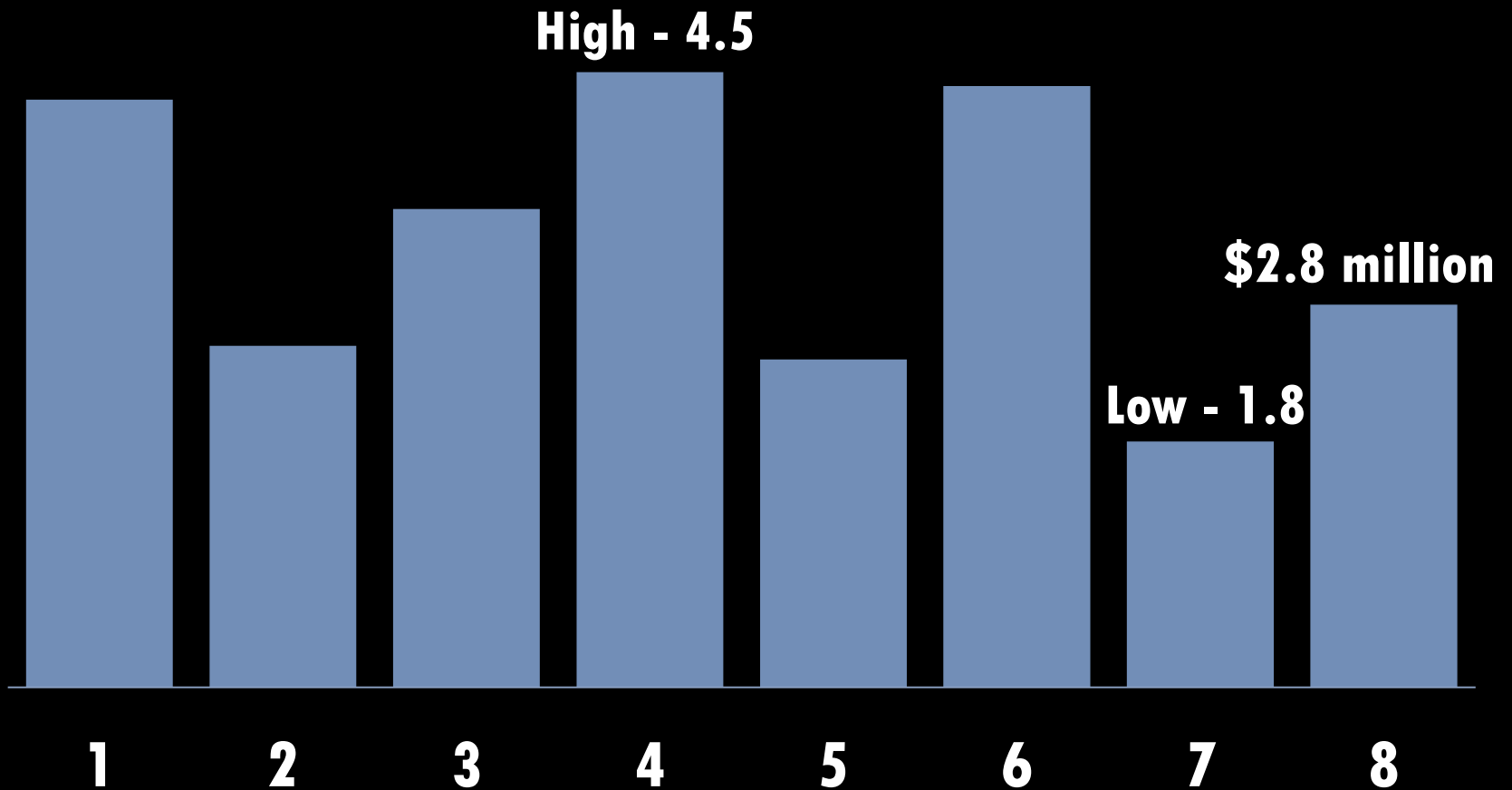
Remove Chartjunk

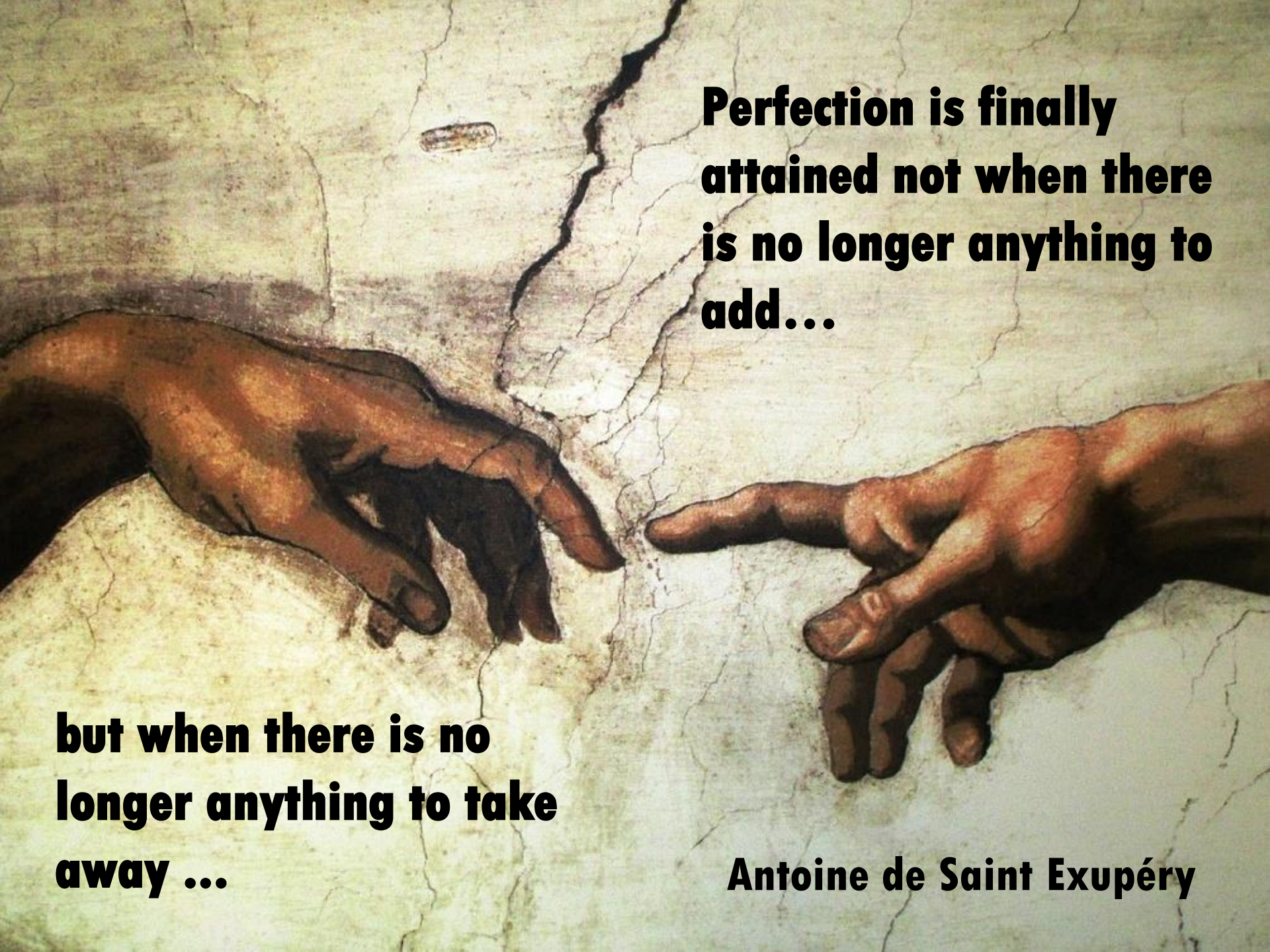
“interior decoration of graphics generates a lot of ink that does not tell the viewer anything new.”



Increase Data-Ink

“data graphics should draw the viewer’s attention to the sense and substance of the data, not to something else.”





**Perfection is finally
attained not when there
is no longer anything to
add...**

**but when there is no
longer anything to take
away ...**

Antoine de Saint Exupéry



CITY OF
SCOTTSDALE



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go to ScottsdaleAZ.gov search "performance"