CITY OF
SCOTTSDALE

ACCOMPLISHING RESULTS

"JACK KNIFE"

ED MELL
1993

Best wishes to Omri
Gene & ? Bea
From

1 Mayor

6 Council Members

6 Appointed Officers

153 Board and Commission Members

Scottsdale's **231,200** Citizens are Served by

531 Part-time Employees

2,148 Full-time Employees

6,804 Volunteers

CITY OF SCOTTSDALE

Citizens of Scottsdale

Mayor and City Council

Boards, Commissions, Task Forces

City Attorney
- Civil
- Prosecution
- Victim Services

City Auditor

City Clerk

City Manager

City Treasurer
- Accounting
- Budget
- Business Services
- Finance
- Risk Management

Presiding Judge
- City Court

Public Safety
- Police
- Fire

Administrative Services
- Communications
- Human Resources
- Information Technology
- Purchasing

Community & Economic Development
- Airport
- Economic Development
- Planning & Development
- Tourism & Events
- Transportation
- WestWorld

Community Services
- Human Services
- Libraries
- Parks & Recreation
- Preserve

Public Works
- Capital Projects
- Facilities
- Fleet
- Solid Waste
- Street Operations

Water
- Planning & Engineering
- Reclamation Services
- Water Quality
- Water Services

1951	1960		1970	1980		1990		2000	2010	2016		2040
2,021	10,026		67,841	88,364		130,069		202,705	217,365	231,200		296,300

CAVE CREEK

TONTO
NATIONAL
FOREST

CAREFREE

SCOTTSDALE

31
MILES LONG

MCDOWELL
MOUNTAIN
REGIONAL PARK

184.5
SQUARE MILES

PHOENIX

FOUNTAIN
HILLS

PARADISE
VALLEY

SALT RIVER PIMA
INDIAN COMMUNITY

TEMPE

11.4
MILES WIDE

WINTER

▲68°
▼43°

SPRING

▲77°
▼50°

FALL

▲87°
▼61°

SUMMER

▲103°
▼78°

HIGHEST
POINT
4,877 ft
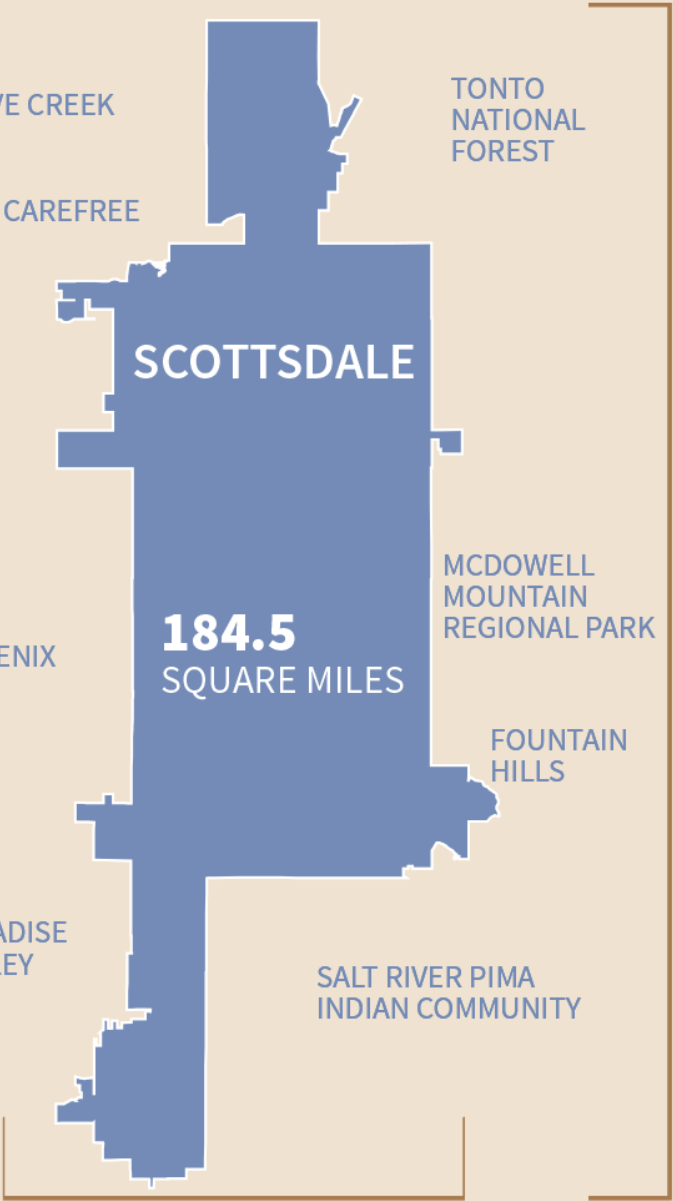
SCOTTSDALE
AIRPORT
1,510 ft

LOWEST
POINT
1,150 ft

709,000
visits to Scottsdale's McDowell Sonoran Preserve

TARGET: 800,000

4.1
million transit riders

TARGET: 3.1 million

43,091
non-local flights at Scottsdale Airport

TARGET: 43,000

464
special event days at WestWorld

TARGET: 268

68.5
million gallons of water produced daily

TARGET: 69.5 million gallons

28.5%
percentage of household waste that is recycled

TARGET: 29%

4:39
minutes for average fire response time

TARGET: 4:35

4:52
minutes for average police response time

TARGET: 5:31

How Our Residents Rate Scottsdale
Percent "excellent" or "good"

As a place to live
94 **96** **98** %
2006 2010 2016

Quality of life
90 94 **96** %
2006 2010 2016

Appearance
87 94 **93** %
2006 2010 2016

How Our Residents Rate Scottsdale
Percent "excellent" or "good"

City services
81 **88** **89** %
2006 2010 2016

City employees
76 83 **90** %
2006 2010 2016

Value of services for taxes paid
69 74 **71** %
2006 2010 2016

Simply Better Service
for a World-Class Community

68.5 MILLION GALLONS OF WATER DELIVERED DAILY

51 SOLID WASTE TRUCKS

6 WATER FACILITIES

4 POLICE STATIONS

344 POLICE VEHICLES

307 TRAFFIC SIGNALS

15 FIRE STATIONS

39 FIRE RESPONSE VEHICLES

2,877 EQUIVALENT 12' WIDE LANE MILES OF ROAD

11,052 FIRE HYDRANTS

2,094 MILES OF WATER MAINS

1,452 MILES OF SANITARY SEWERS

42 PARKS

30,165 ACRES OF PRESERVE LAND

4 URBAN LAKES

975 TOTAL ACRES

2 SKATE PARKS

70 ATHLETIC FIELDS

11 TRAILHEADS AND 120 MILES OF NON MOTORIZED TRAILS

36 PLAYGROUNDS

6 COMMUNITY CENTERS

55 TENNIS COURTS

2 TENNIS CENTERS

4 AQUATIC FACILITIES

1 RAILROAD PARK

45 MILES OF PAVED PATHWAYS

40 BASKETBALL COURTS

30 VOLLEYBALL COURTS

7 SPRAY PADS

5 PUBLIC LIBRARIES

3 OFF-LEASH AREAS

2 SENIOR CENTERS

3 EQUESTRIAN FACILITIES

CITY OF
SCOTTSDALE

Accomplishing Results

"..the only measure of a great team — or a great organization — is whether it accomplishes what it sets out to accomplish."   Patrick Lencioni

"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."
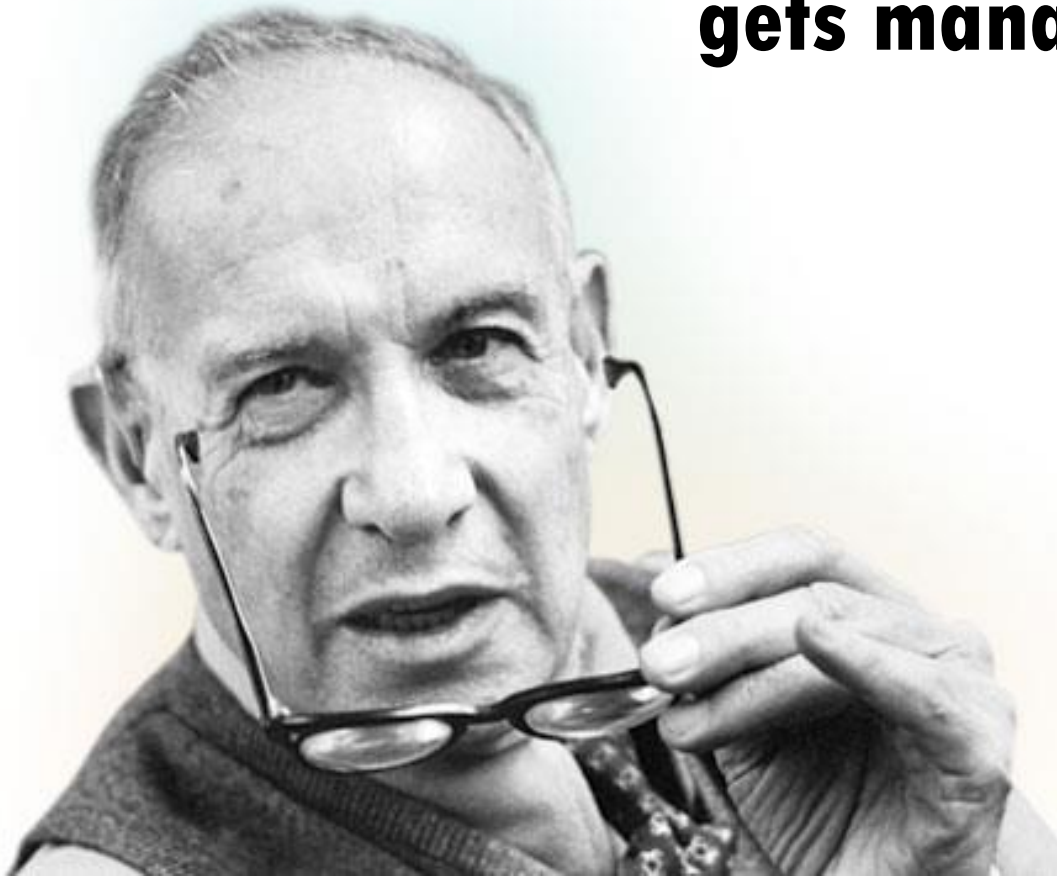
Jim Collins

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

"What gets measured, gets managed."

Peter Drucker

Exercise – what might you measure?
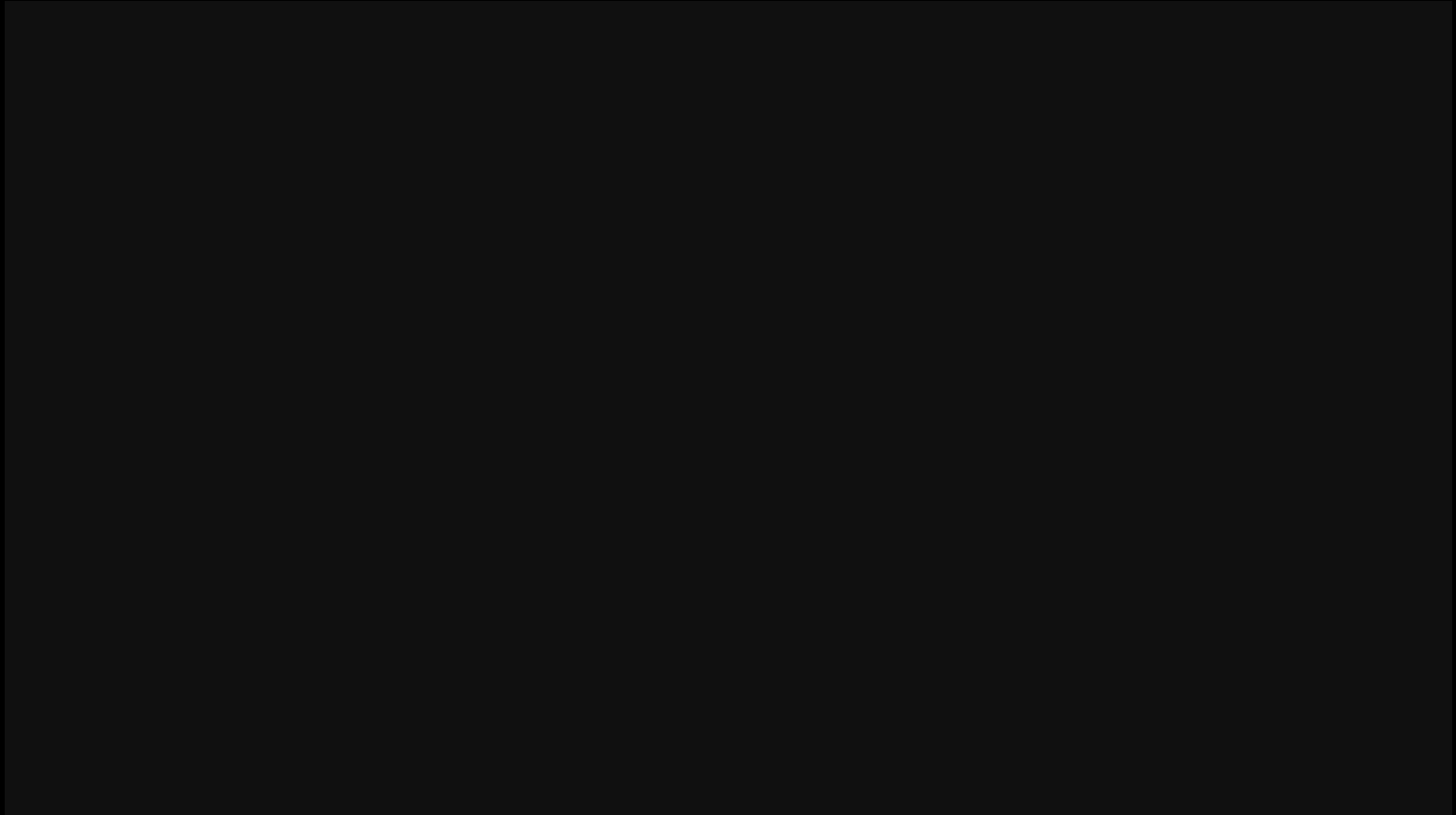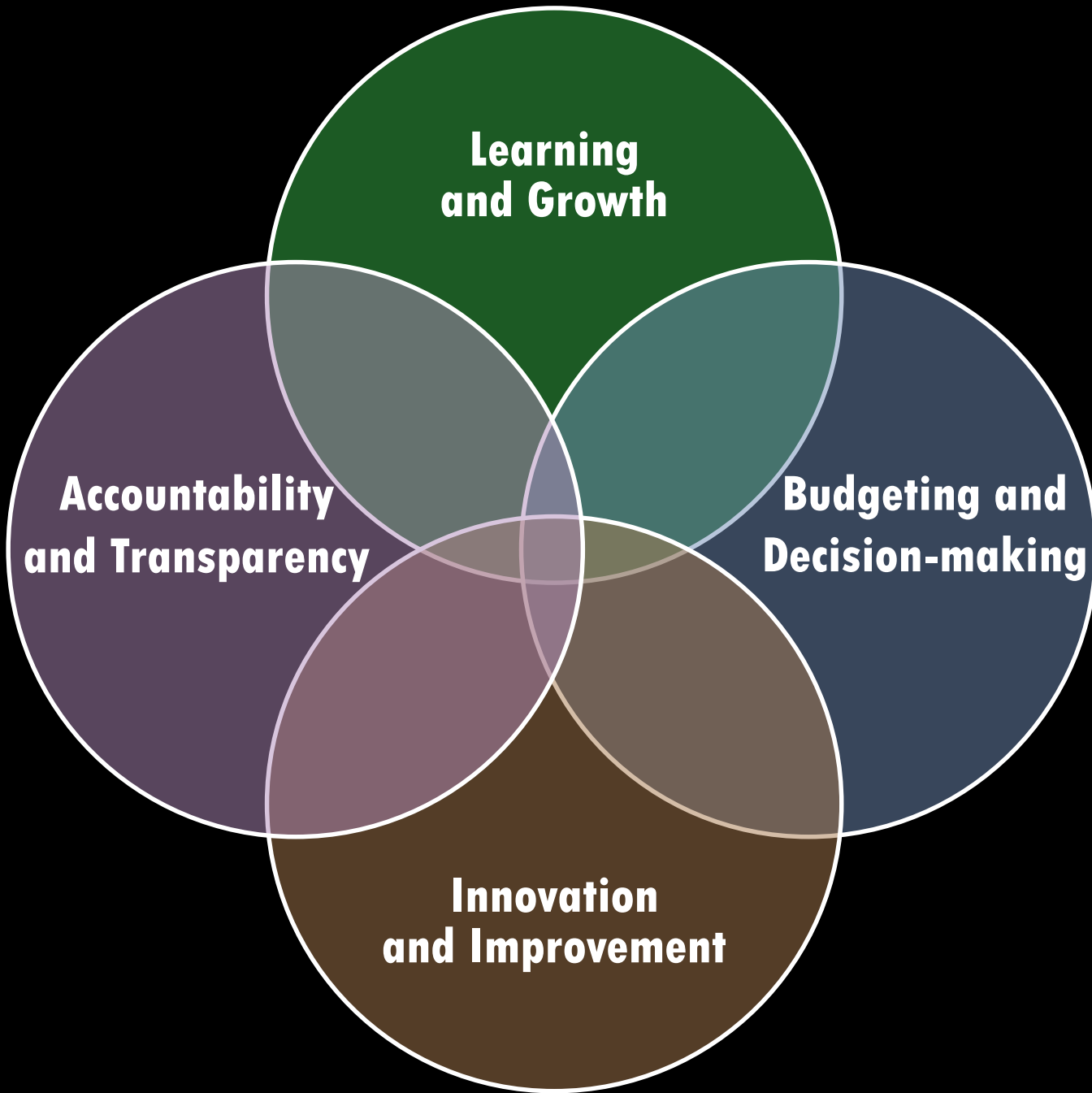
DEFINE RESULTS

Mission	Why do we exist? What is our purpose?
Goals	What are our main focus areas to achieve the mission?
Objectives	What specific actions are needed to achieve the goals?
Initiatives	What specific projects are needed to achieve the objectives?
Measures	How will we know if we are achieving results?

- **GOALS** are **results-oriented** and help achieve the mission

- **OBJECTIVES** are **action-oriented** and help attain goals

- **INITIATIVES** are **managed as projects** and support attainment of organizational goals and objectives

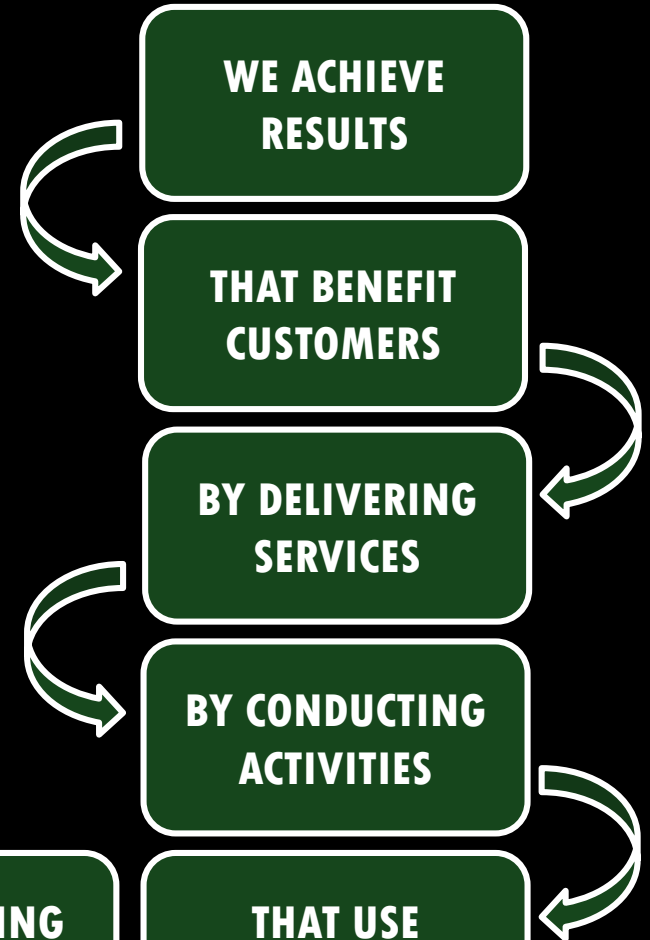WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY HOUSEHOLD

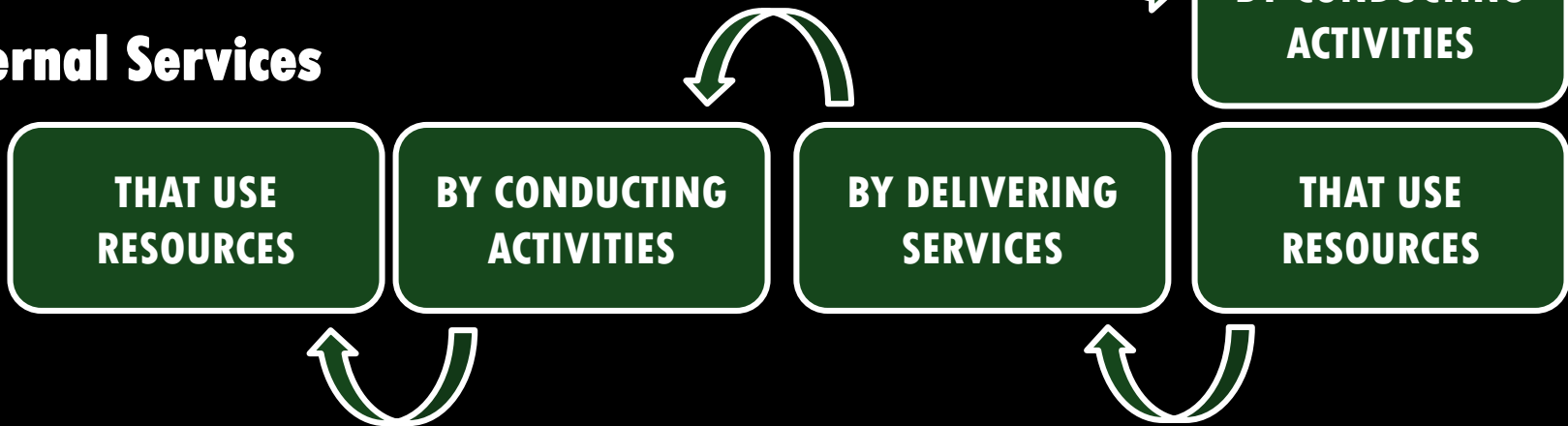BY COLLECTING REFUSE AND RECYCLING

BY DRIVING TO EACH HOUSE TWICE A WEEK

WITH DRIVERS AND TRUCKS

WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY HOUSEHOLD

BY COLLECTING REFUSE AND RECYCLING

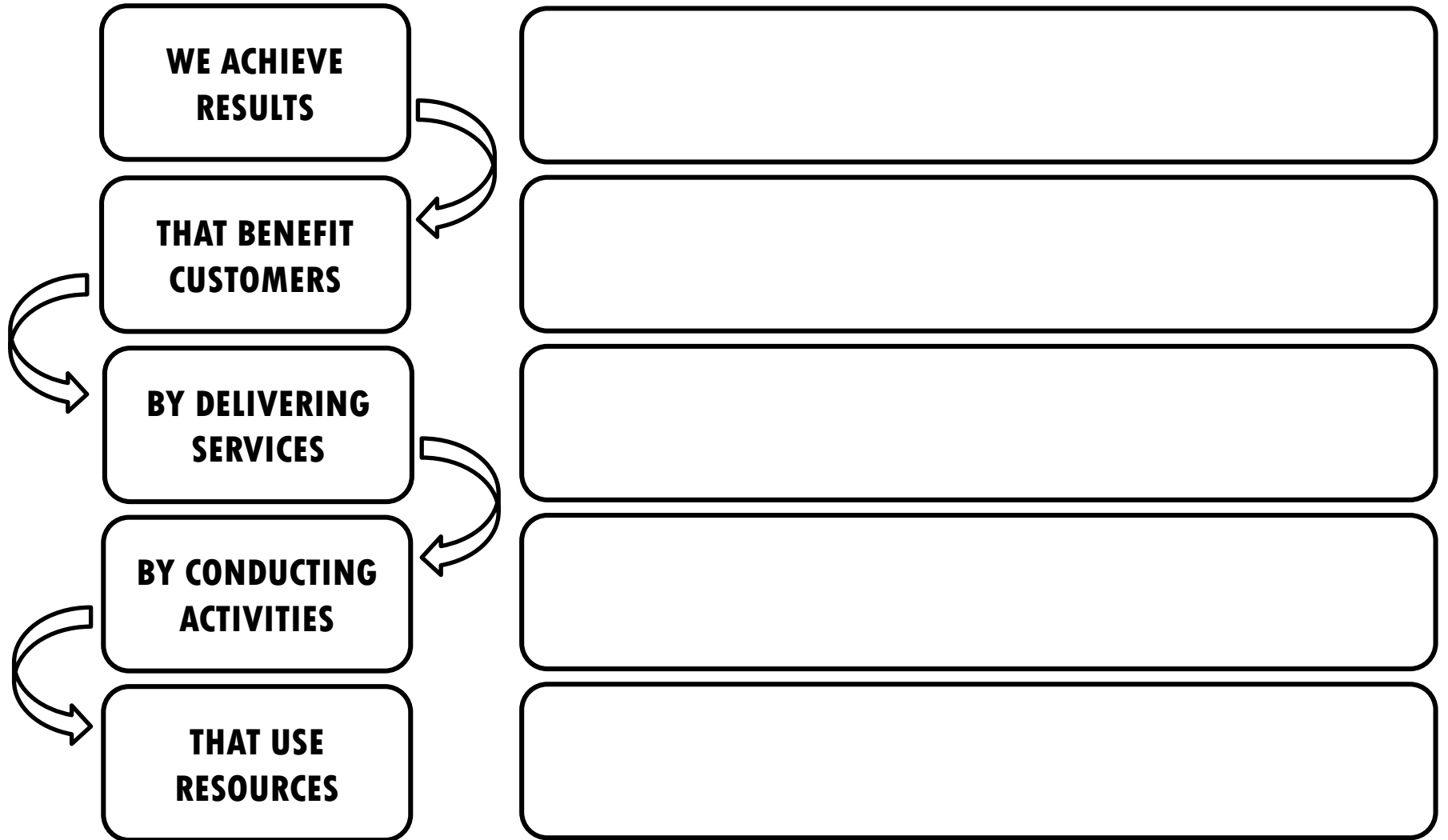BY DRIVING TO EACH HOUSE TWICE A WEEK

WITH DRIVERS AND TRUCKS

THAT ARE QUALIFIED DRIVERS

BY RECRUITING APPLICANTS

WITH ANALYSTS, COMPUTERS AND WEBSITES

WE MANAGE TRAFFIC TO AVOID COLLISIONS AND DISCOURAGE UNREASONABLE SPEEDS

SO THAT TRAVEL TIMES ARE REASONABLE, PREDICTABLE AND COLLISION-FREE

BY ISSUING TRAFFIC CITATIONS TO THOSE WITH UNREASONABLE SPEEDS

BY ENFORCING SPEED LIMITS ON STREETS THROUGH REGULAR PATROLS

WITH TRAINED OFFICERS, VEHICLES, AND TECHNOLOGY

Exercise – Alignment Model

WE ACHIEVE RESULTS	
THAT BENEFIT CUSTOMERS	
BY DELIVERING SERVICES	
BY CONDUCTING ACTIVITIES	
THAT USE RESOURCES	

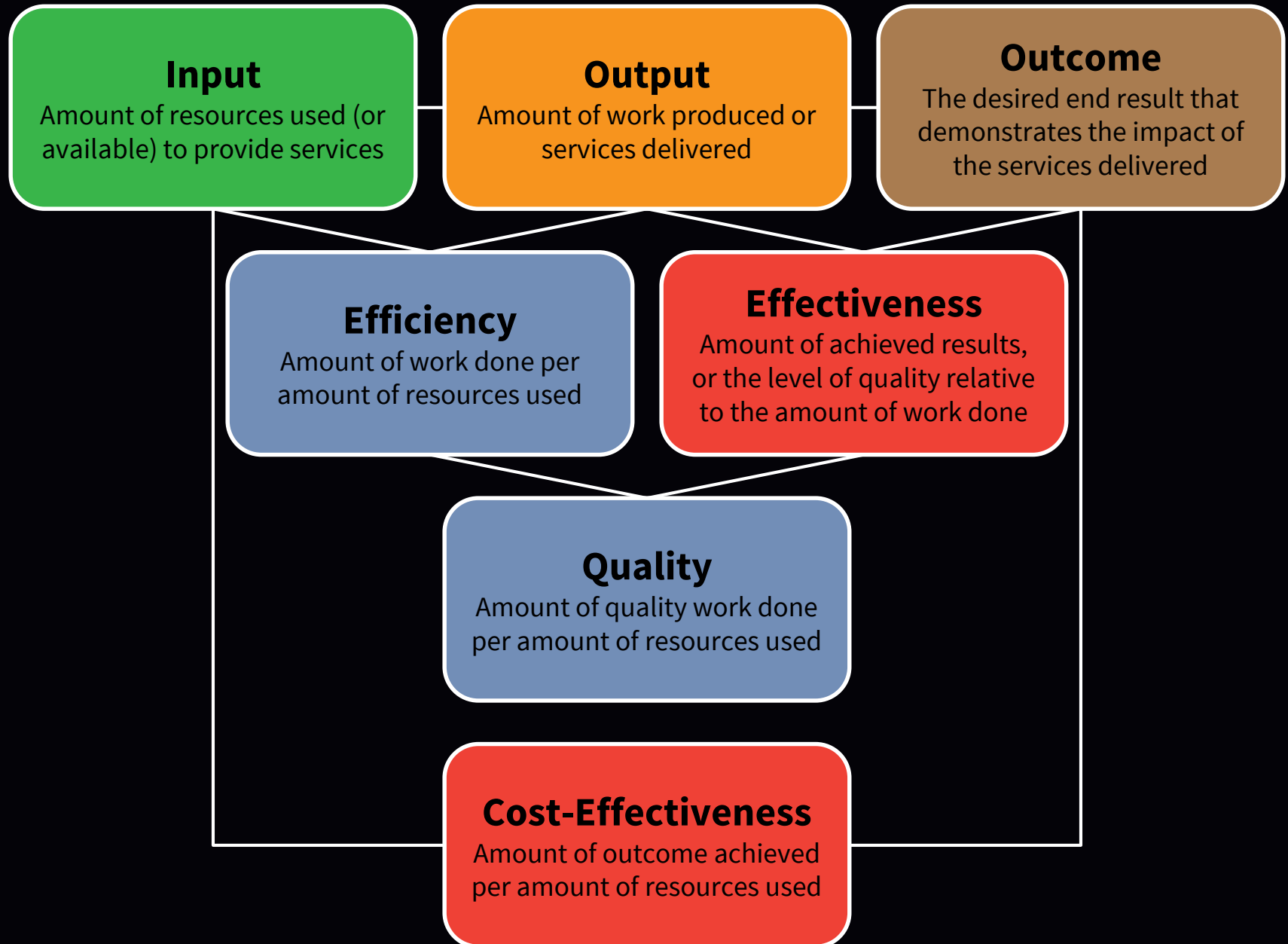# How do you focus employee efforts on results?

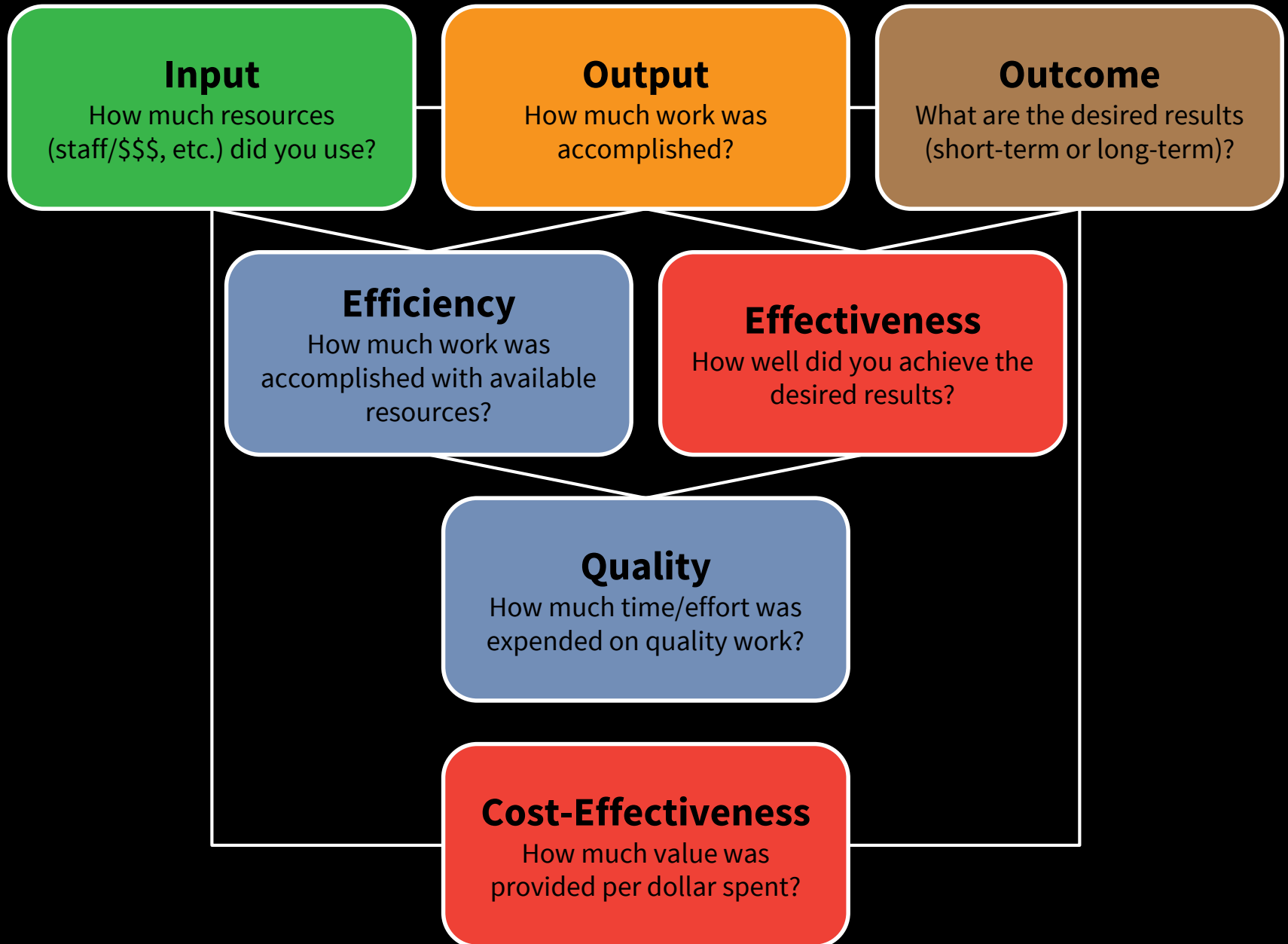# Exercise — what do you learn from looking at this car dashboard?

Meaningful quantitative evidence used to monitor and track progress towards achievement of desired results
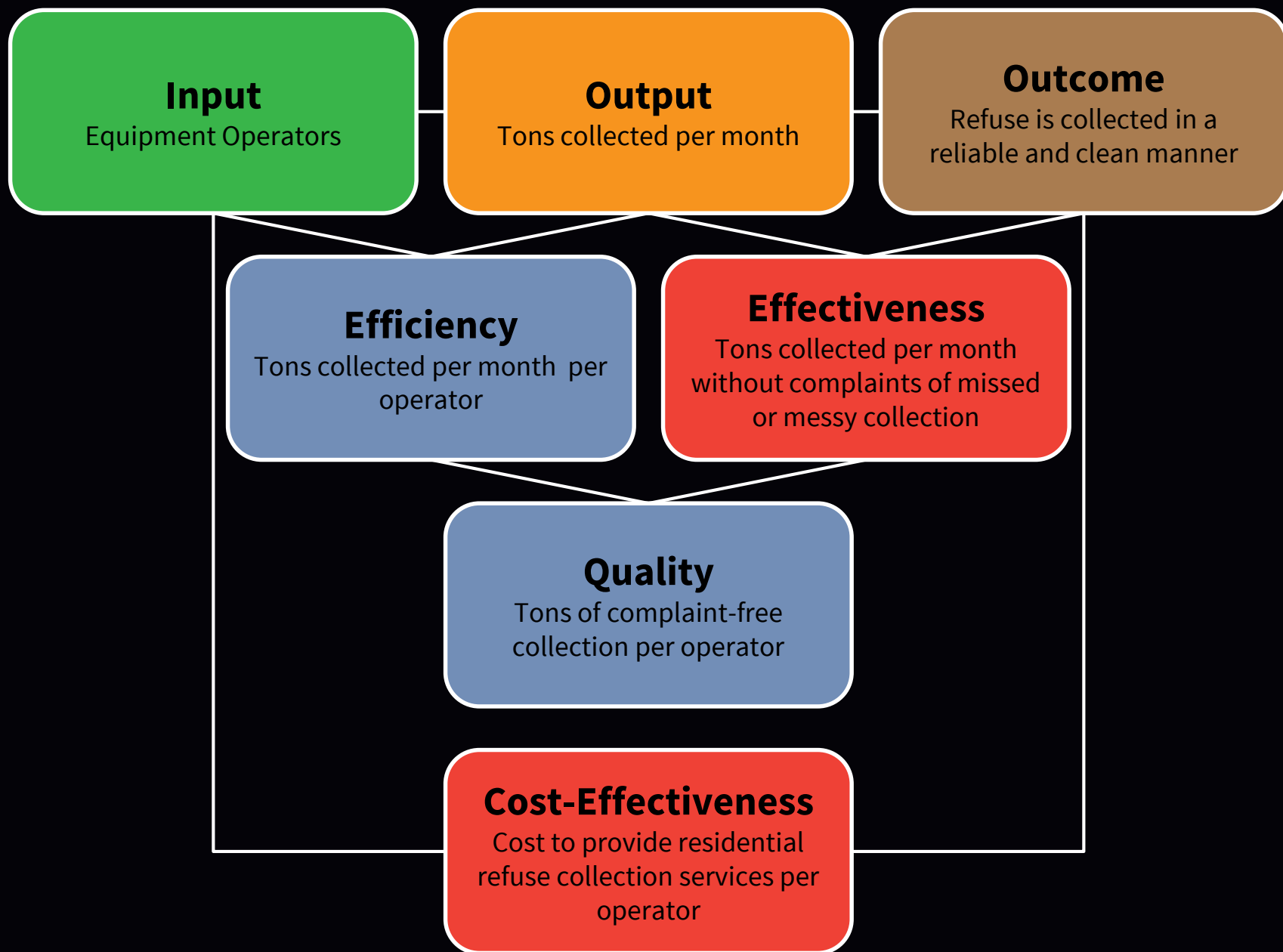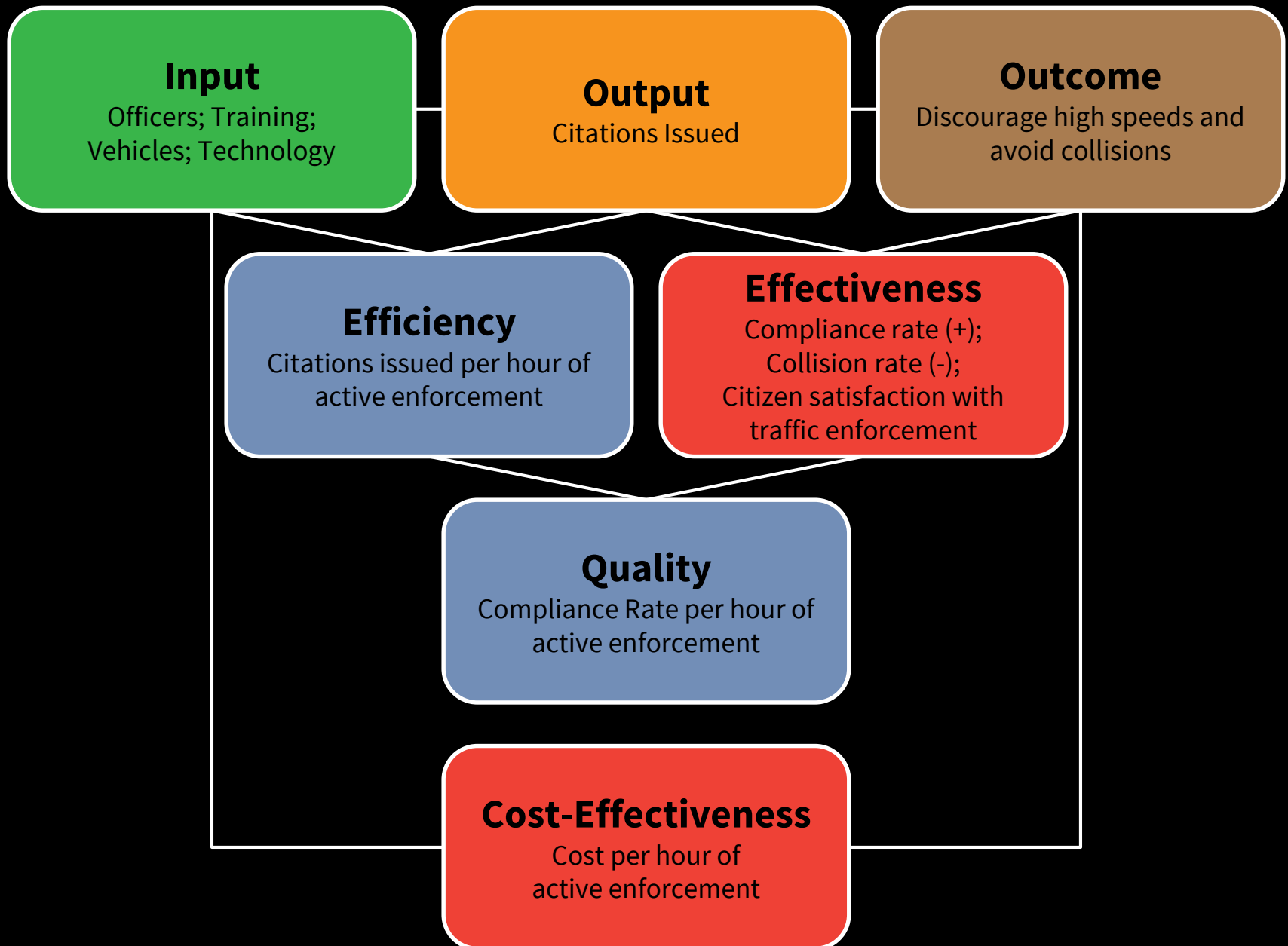
Types of performance measures

Input
Amount of resources used (or available) to provide services

Output
Amount of work produced or services delivered

Outcome
The desired end result that demonstrates the impact of the services delivered

Efficiency
Amount of work done per amount of resources used

Effectiveness
Amount of achieved results, or the level of quality relative to the amount of work done

Quality
Amount of quality work done per amount of resources used

Cost-Effectiveness
Amount of outcome achieved per amount of resources used

Questions performance measures can help answer

Input
How much resources (staff/$$$, etc.) did you use?

Output
How much work was accomplished?

Outcome
What are the desired results (short-term or long-term)?

Efficiency
How much work was accomplished with available resources?

Effectiveness
How well did you achieve the desired results?

Quality
How much time/effort was expended on quality work?

Cost-Effectiveness
How much value was provided per dollar spent?

Solid Waste Example

Input
Equipment Operators

Output
Tons collected per month

Outcome
Refuse is collected in a reliable and clean manner

Efficiency
Tons collected per month per operator

Effectiveness
Tons collected per month without complaints of missed or messy collection

Quality
Tons of complaint-free collection per operator

Cost-Effectiveness
Cost to provide residential refuse collection services per operator

Police Example

Input
Officers; Training; Vehicles; Technology

Output
Citations Issued

Outcome
Discourage high speeds and avoid collisions

Efficiency
Citations issued per hour of active enforcement

Effectiveness
Compliance rate (+);
Collision rate (-);
Citizen satisfaction with traffic enforcement

Quality
Compliance Rate per hour of active enforcement

Cost-Effectiveness
Cost per hour of active enforcement

Exercise - Measures

Input	Output	Outcome

Efficiency	Effectiveness

Quality

Cost Effectiveness

Output (Activities)		Outcome (Results)
Permits provided	*Is not the same as*	**Businesses operating within code**
Miles of road paved	*Is not the same as*	**Safe driving conditions**
Students receiving training	*Is not the same as*	**Students acquire knowledge/skills**

Exercise – Use Model to Identify Measures

WE ACHIEVE RESULTS

THAT BENEFIT CUSTOMERS

BY DELIVERING SERVICES

BY CONDUCTING ACTIVITIES

THAT USE RESOURCES
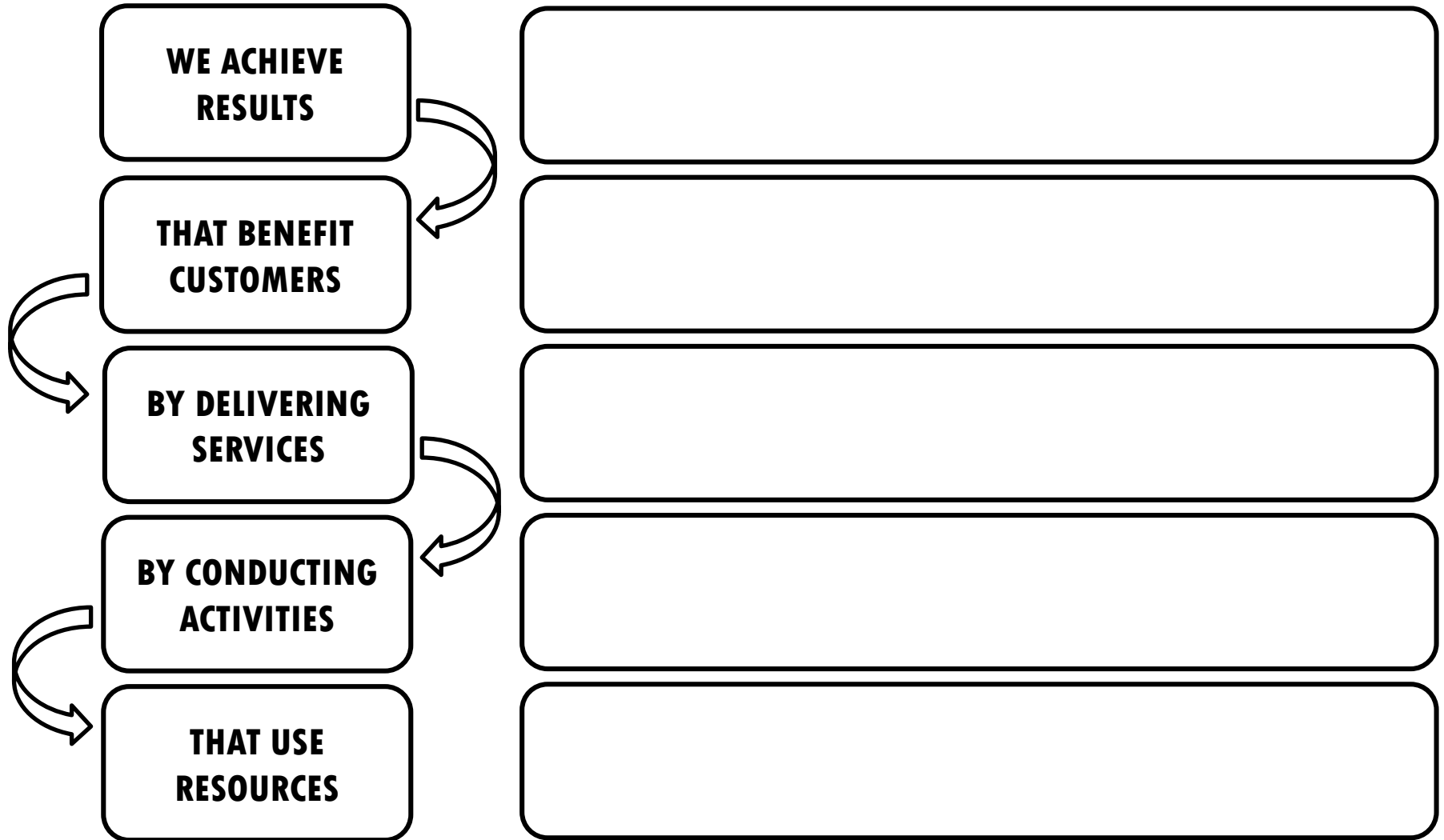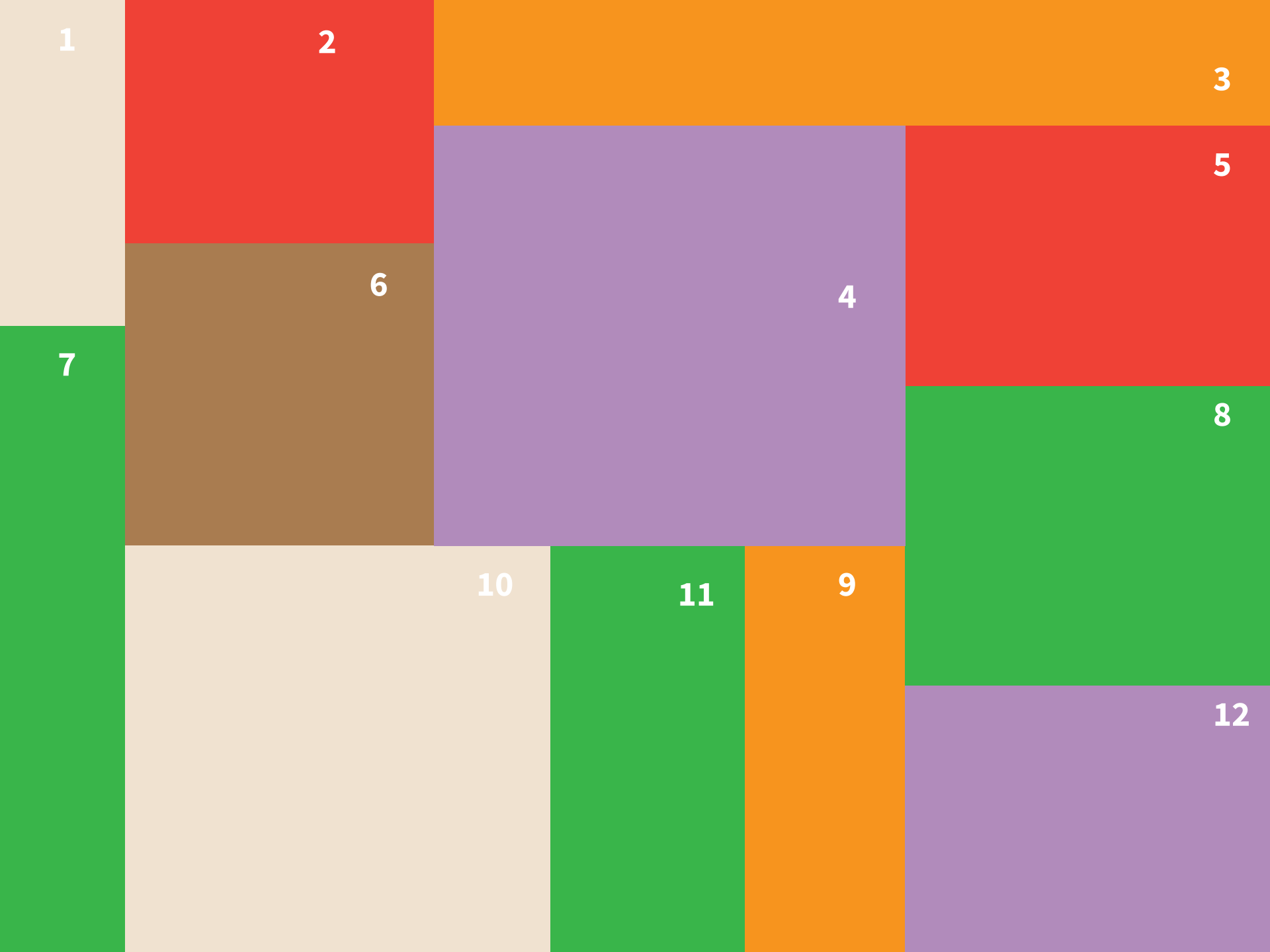
Your palette should be:

relevant   understandable   complete

How do you use performance measures in your work?

ASSESS
RESULTS

"Hello, this is Tech Support.

May I close your ticket now?"
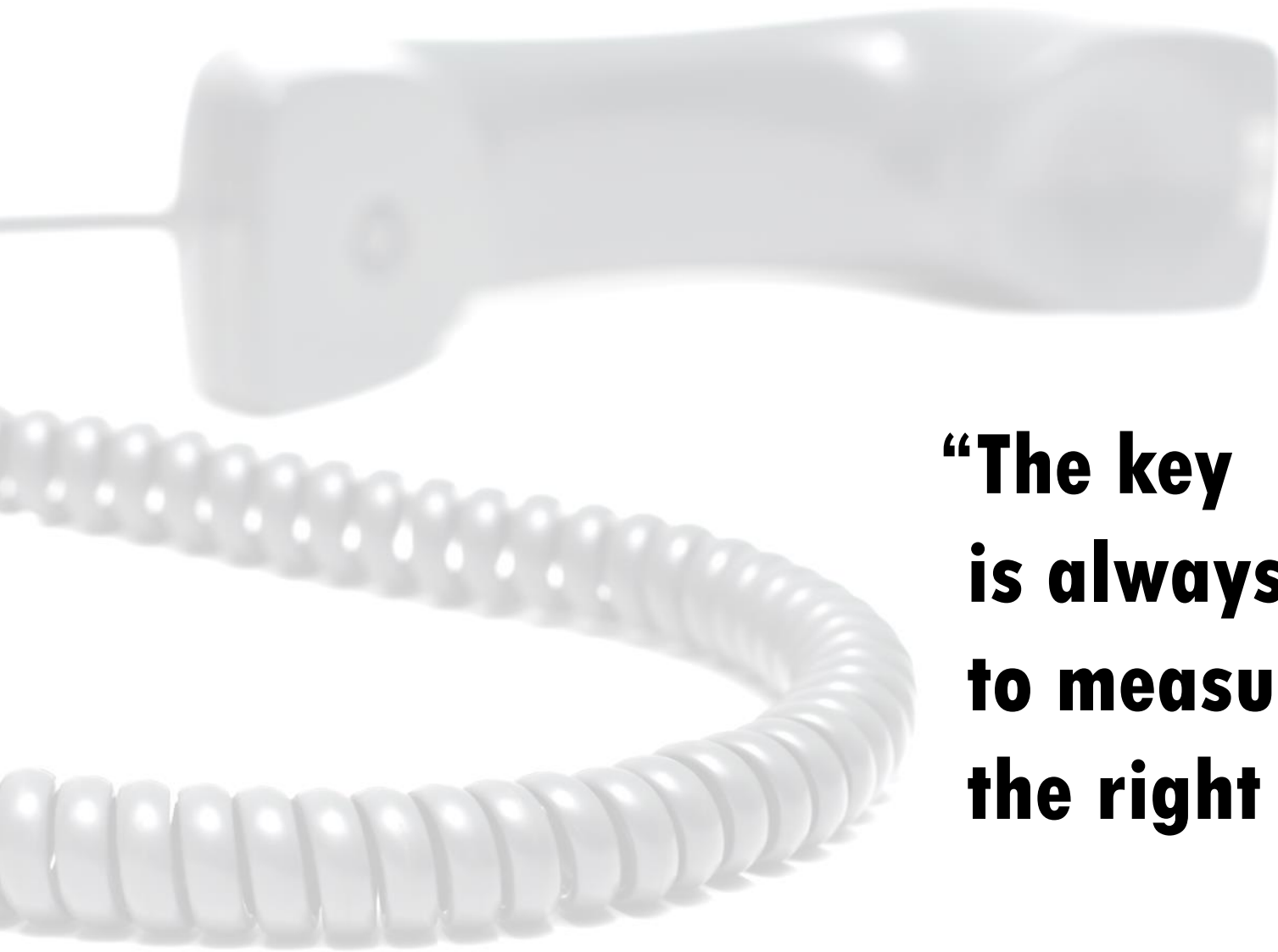
"The key
is always
to measure
the right things."

Patrick Lencioni

Targets express a specific level of performance the organization is aiming to achieve.

Standards (also called "benchmarks") express the minimum acceptable level of performance that is expected and achieved by other, high-performing organizations.

The key question should be:

"Compared to what?"

With performance measures: look for patterns, not points

Measure

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016

Target or Standard

Measure

2007   2008   2009   2010   2011   2012   2013   2014   2015   2016
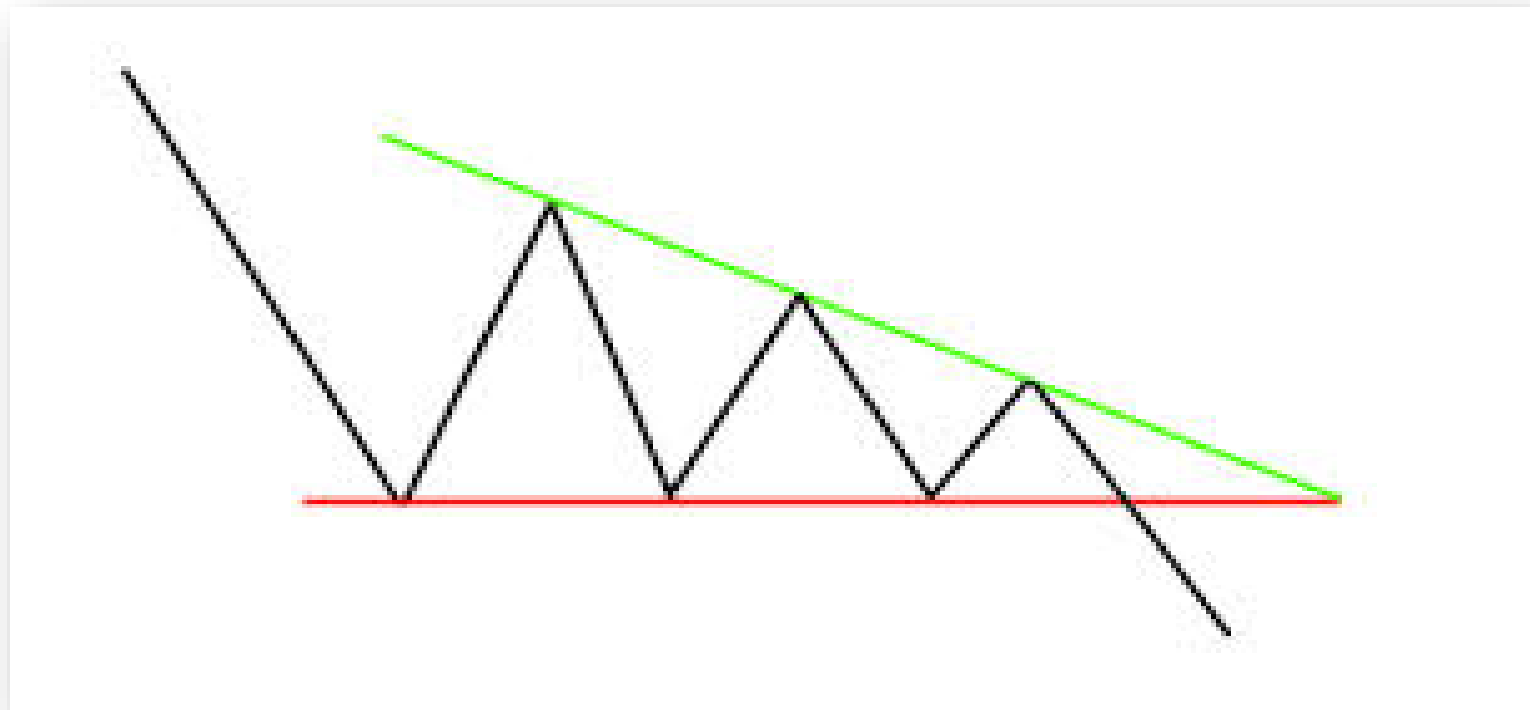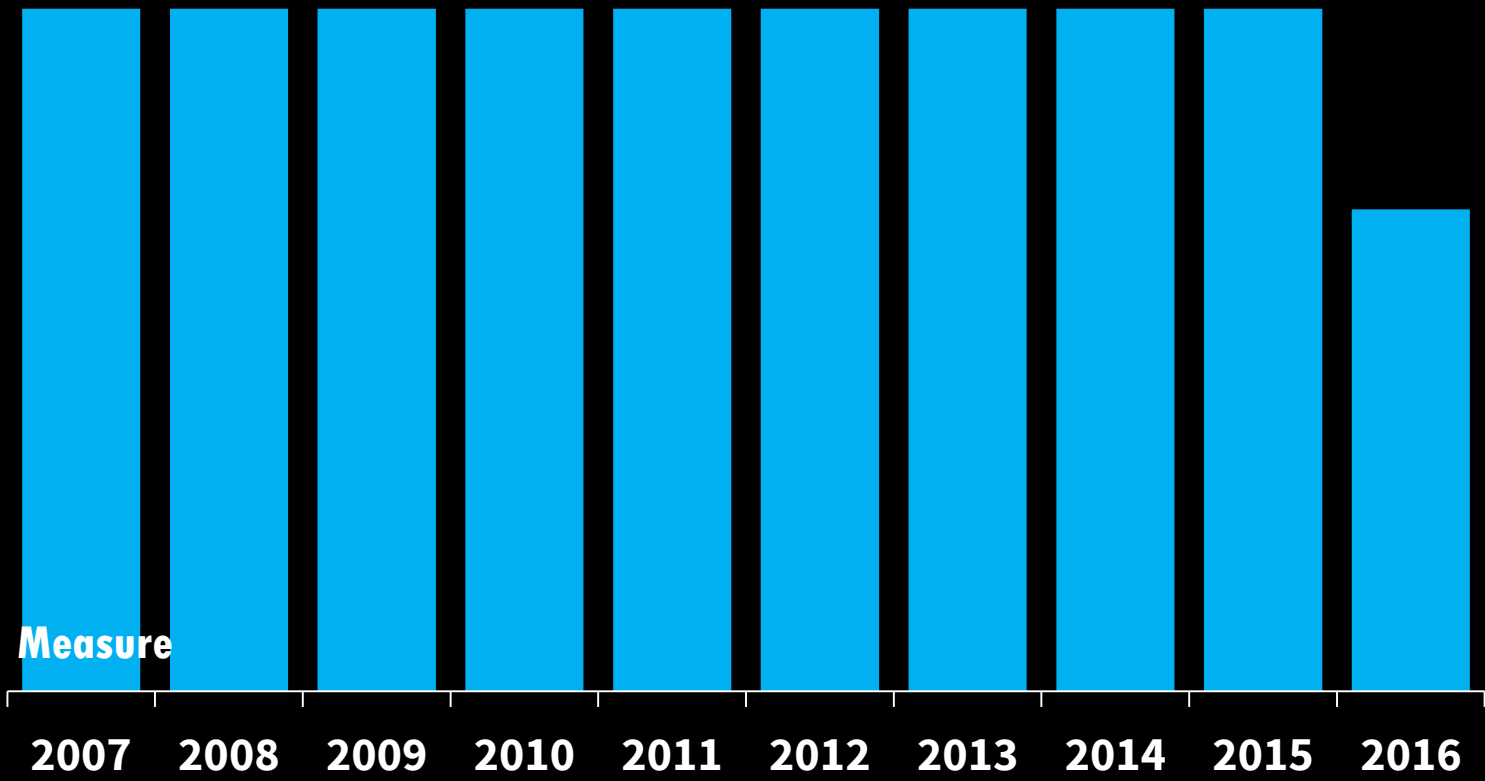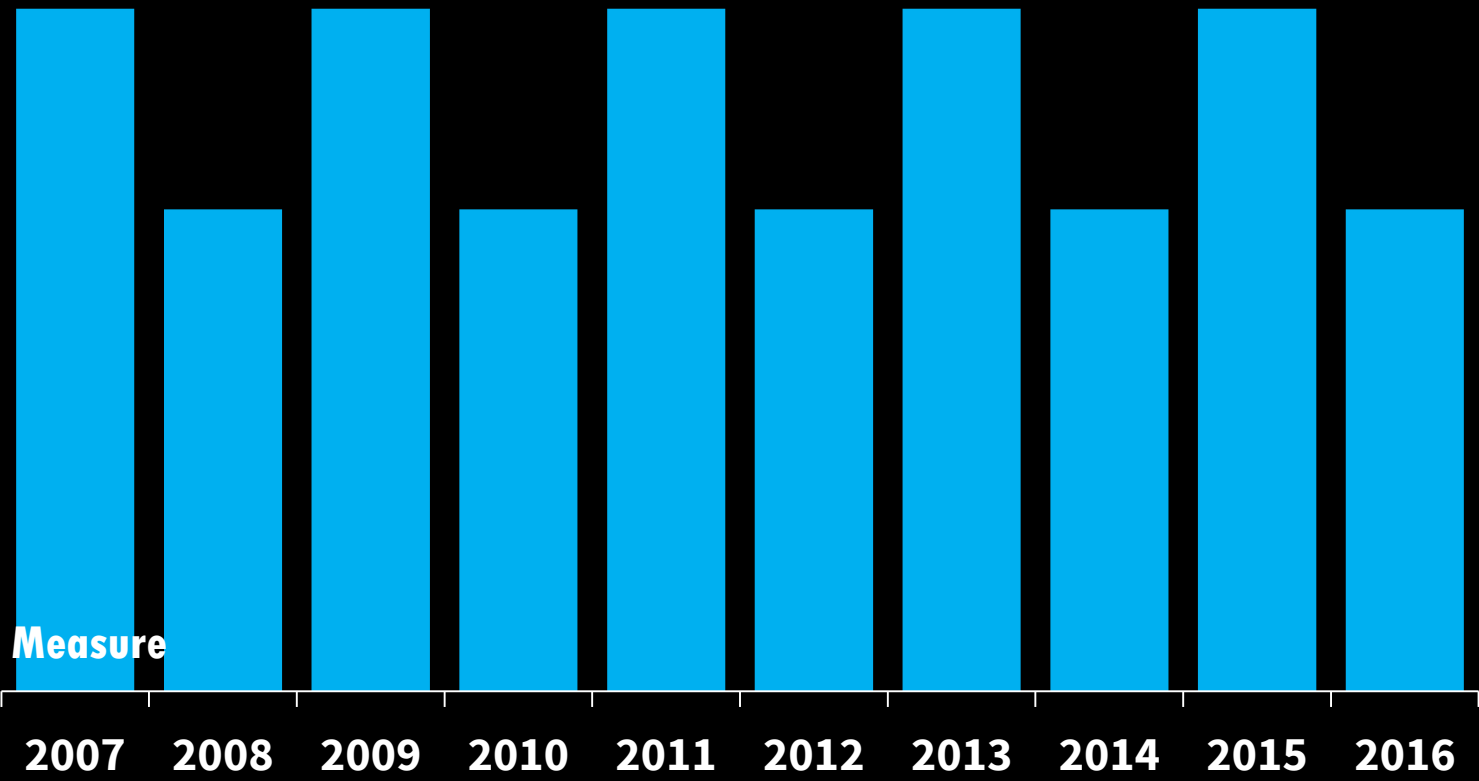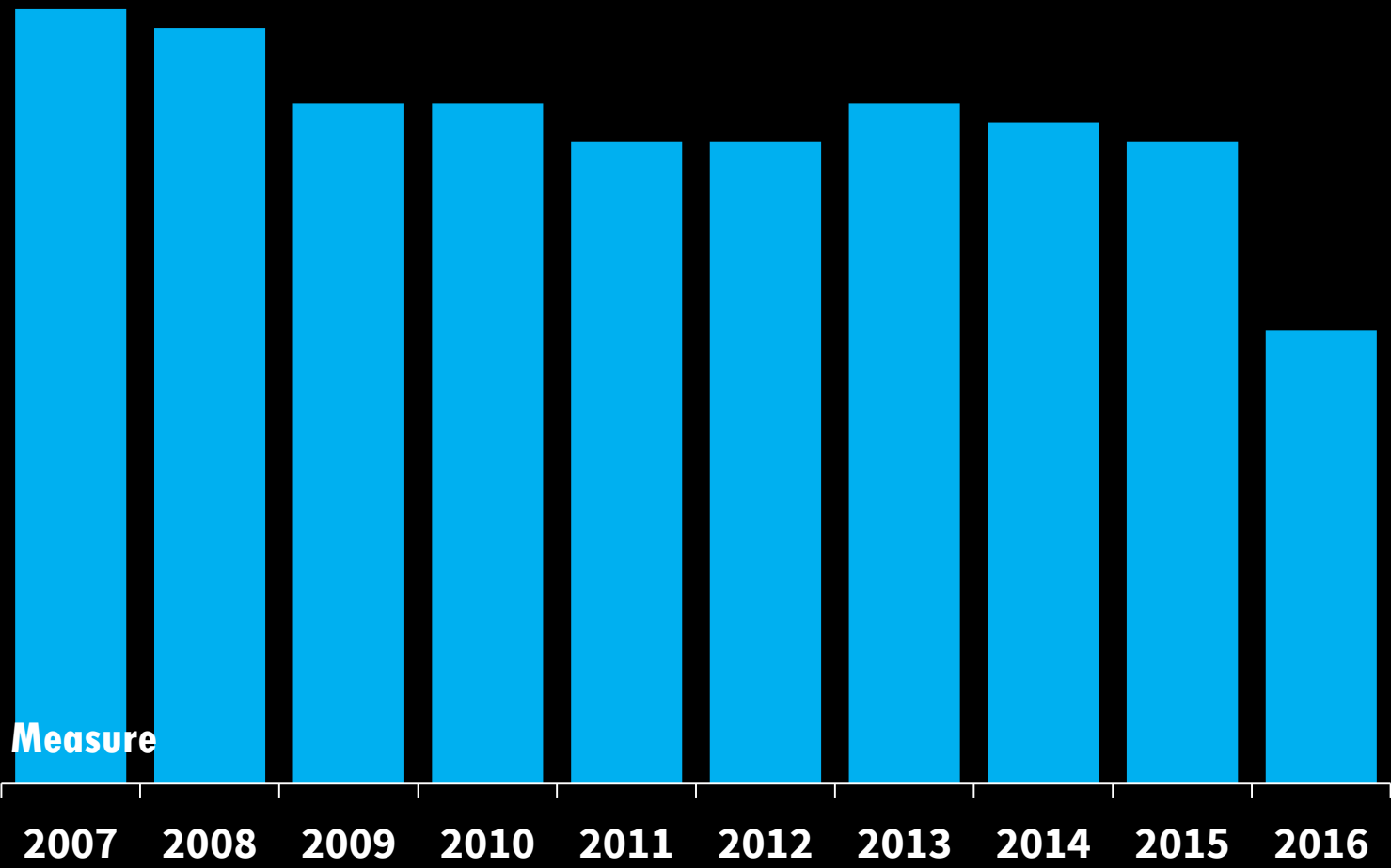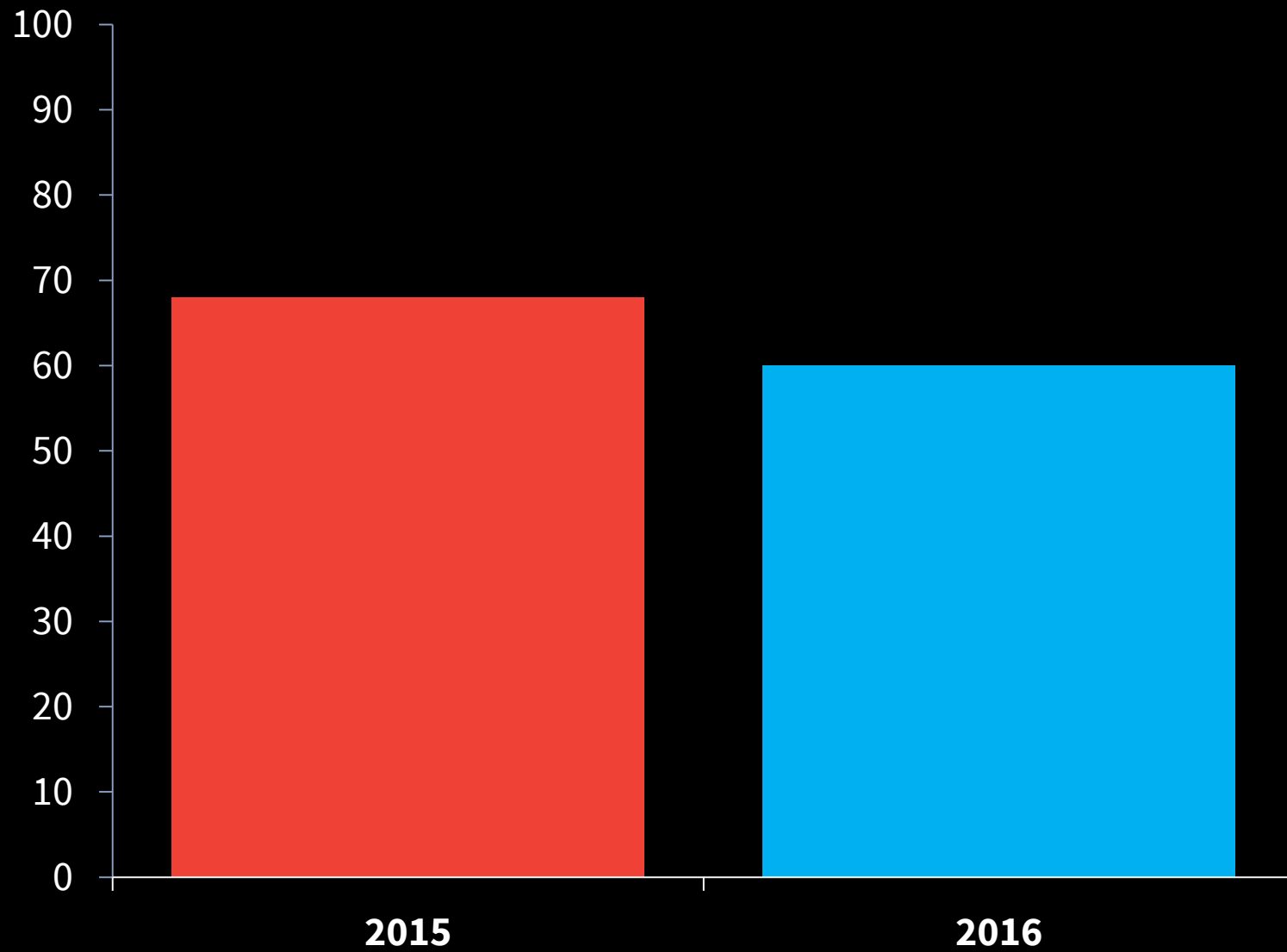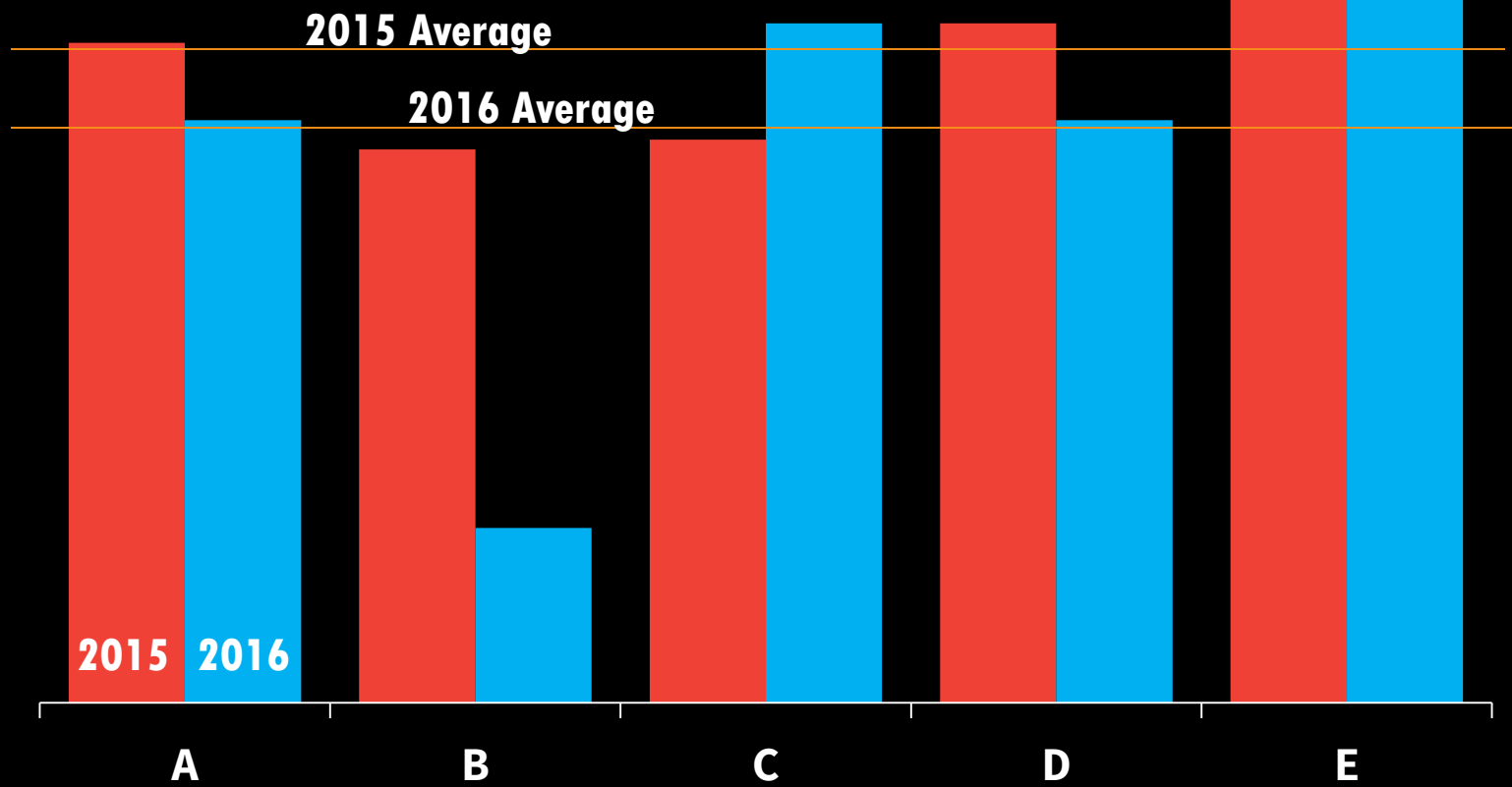
Target or Standard
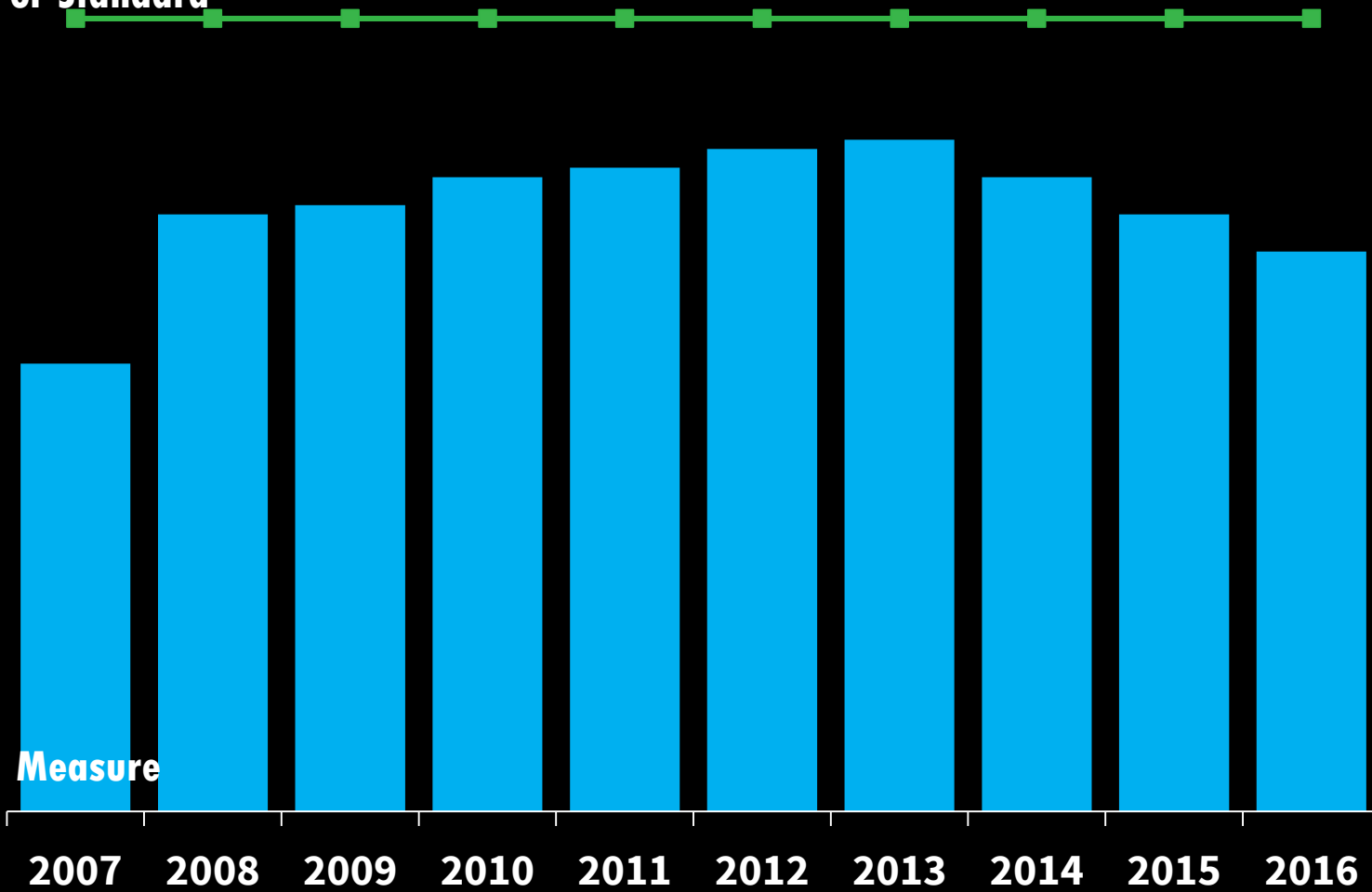
Measure

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016
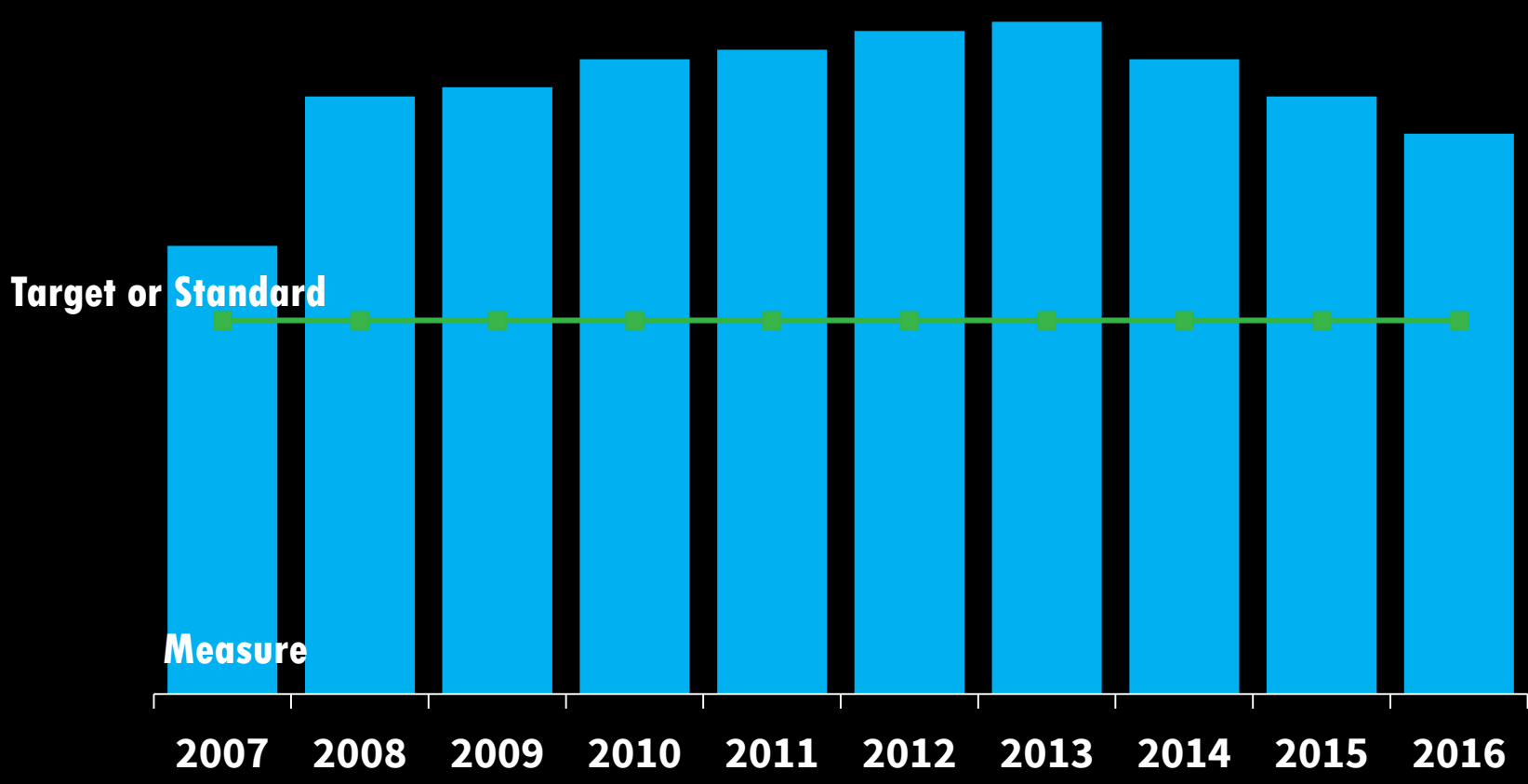
Seven important performance signals

1 Unpredictable or chaotic

2 Worsening

3 Stable and not changing
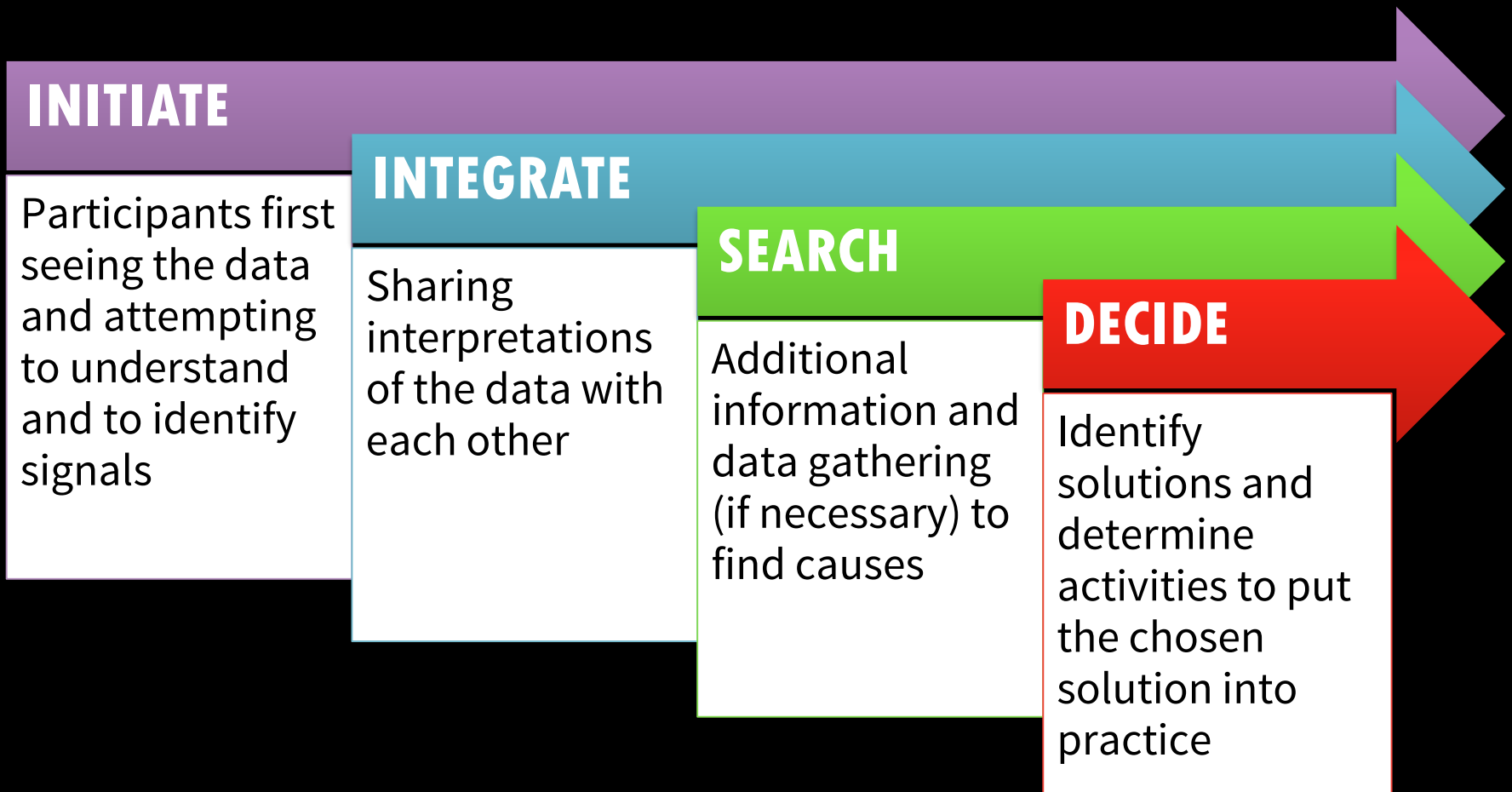
4 Improving, but not fast enough

5 Improving at a rate fast enough

6 Reached target

7 Exceeded the target

Talking about Performance
The performance dialogue process

INITIATE

Participants first seeing the data and attempting to understand and to identify signals

INTEGRATE

Sharing interpretations of the data with each other

SEARCH

Additional information and data gathering (if necessary) to find causes

DECIDE

Identify solutions and determine activities to put the chosen solution into practice

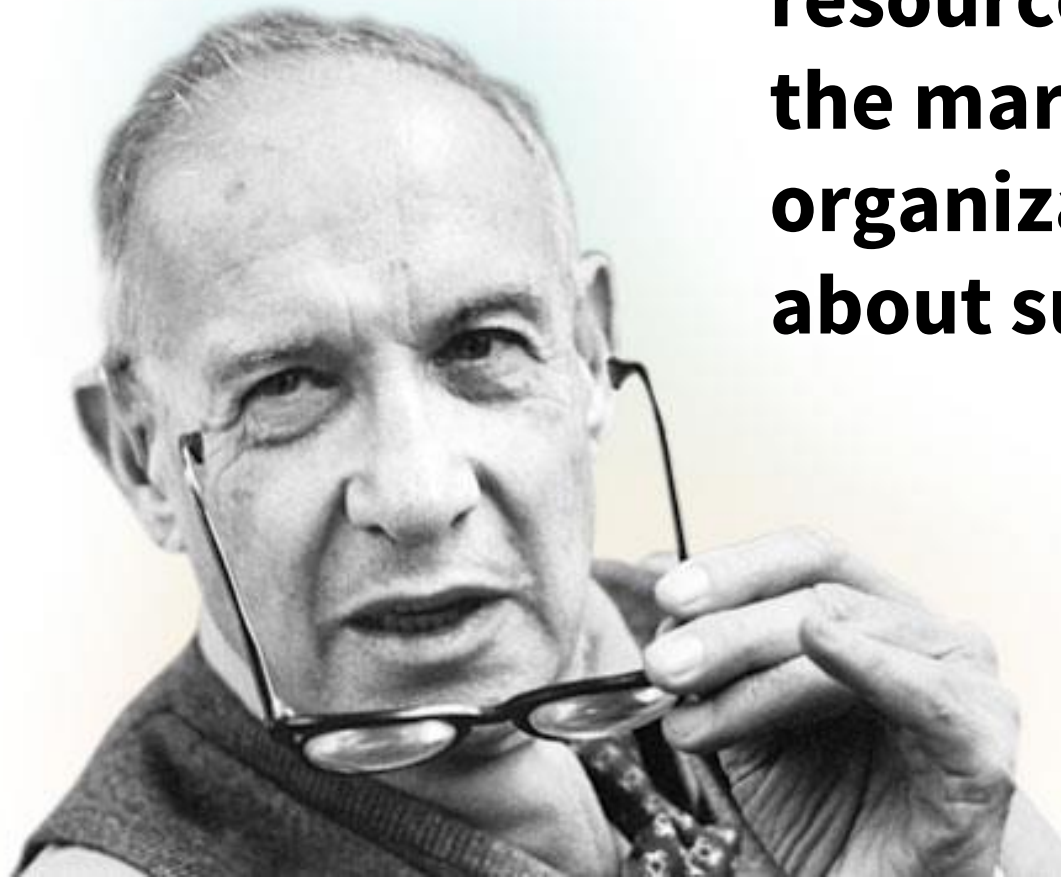# How do you use data comparisons to improve performance?

Start with your data and reports

"Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success."

Peter Drucker

What are you trying to achieve?

Who are you doing it for?

Questions that well-written goals answer

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

To enhance public safety for all Scottsdale residents, the Transportation Department will increase bike lane miles by 5% by June 30.

What are you trying to achieve?

Who are you doing it for?

To enhance public safety for all Scottsdale residents, the Transportation Department will increase bike lane miles by 5% by June 30.

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

EXERCISE – WRITING IMPROVEMENT GOALS

What are you trying to achieve?

Who are you doing it for?

To demonstrate understanding of these concepts, you will write one improvement goal using this format and answering these questions in the next 10 minutes.

How will you contribute?

How will you measure progress?

Who is responsible?

When will you get there?

How do you use goals to improve results?

Three reasons employees don't like their jobs
From Patrick Lencioni. 2007. *"The Three Signs of a Miserable Job."*

Anonymity

We aren't understood or appreciated for our unique contribution

Irrelevance

We don't see how our work impacts the lives of others

Immeasurability

We don't get a daily sense of measurable accomplishment
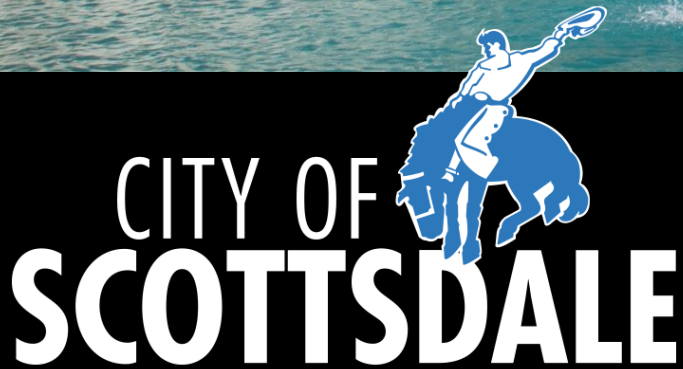
~~Anonymity~~   ~~Irrelevance~~   ~~Immeasurability~~

But, what if...
we understood our unique contribution,
knew how our work impacted others
and got a daily sense of accomplishment?
Wouldn't that make a difference?

CITY OF SCOTTSDALE

Brent Stockwell | Asst. City Manager

480-312-7288 | bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search "performance"