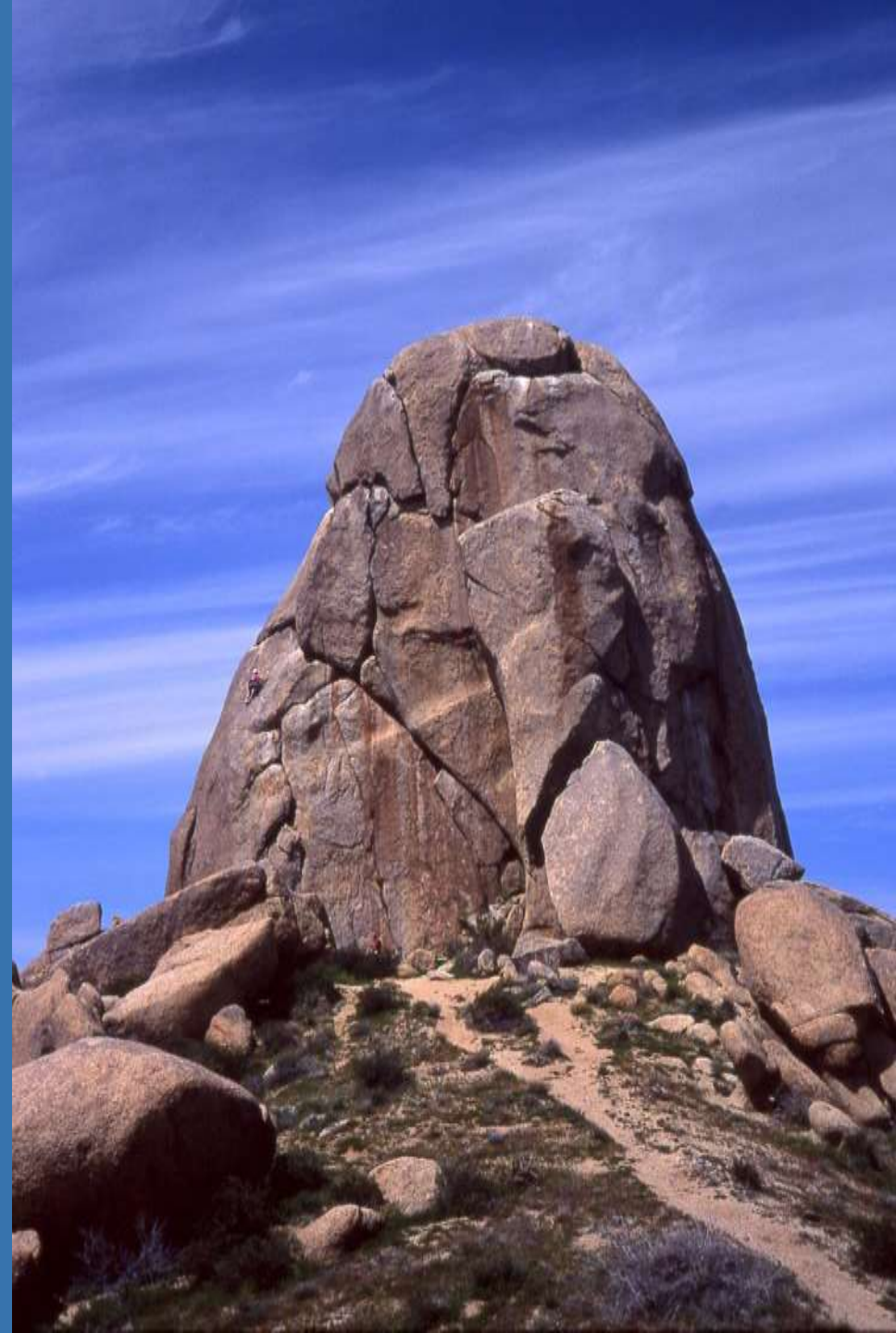# Managing Organizational Performance

Brent Stockwell
Strategic Initiatives Director
Scottsdale City Manager's Office
Bstockwell@ScottsdaleAZ.gov
480-312-7288

HELLO
my name is

Brent Stockwell

Strategic Initiatives Director

City Manager's Office

Serving Scottsdale since 2002

HELLO
my name is

Who are you? What you do?

What's one key service you provide?

Why did you sign-up for this class?

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

Patrick Lencioni

What should Abigail do?

What should Daniel do?

What should Emily do?

Tools for success.

- Strategic Planning
- Logic Models
- Performance Measures
- Evaluation & Analysis
- Reporting

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?

Anonymity   Irrelevance   Immeasurability

This is true for organizations as well.

What if...
we clearly communicated what we do,
why we do it,
and how well we do it?
Wouldn't that make a difference?

"Imagine playing or watching a football game and not knowing the score."

Patrick Lencioni

"The key is always to measure the right things."

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."
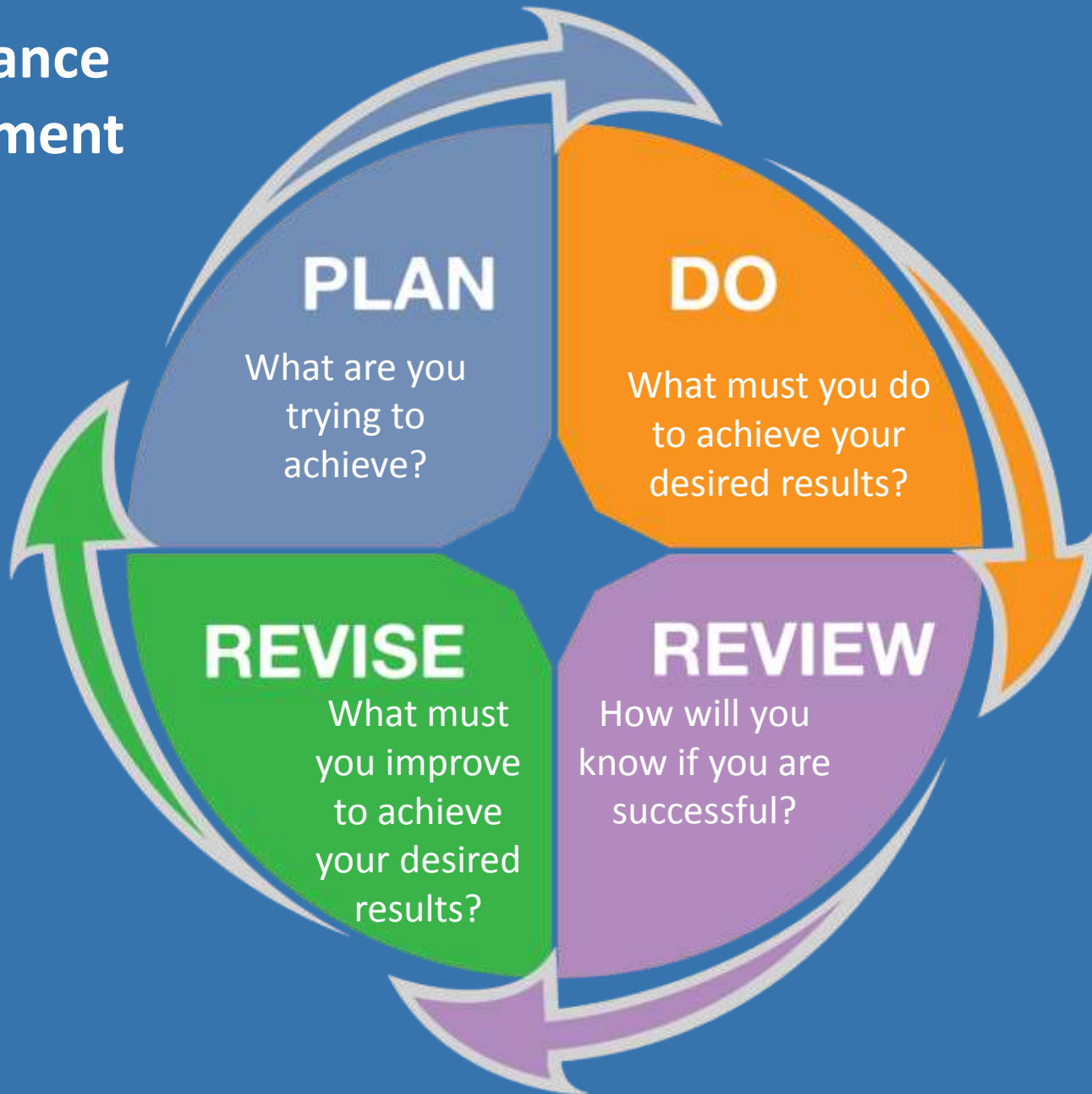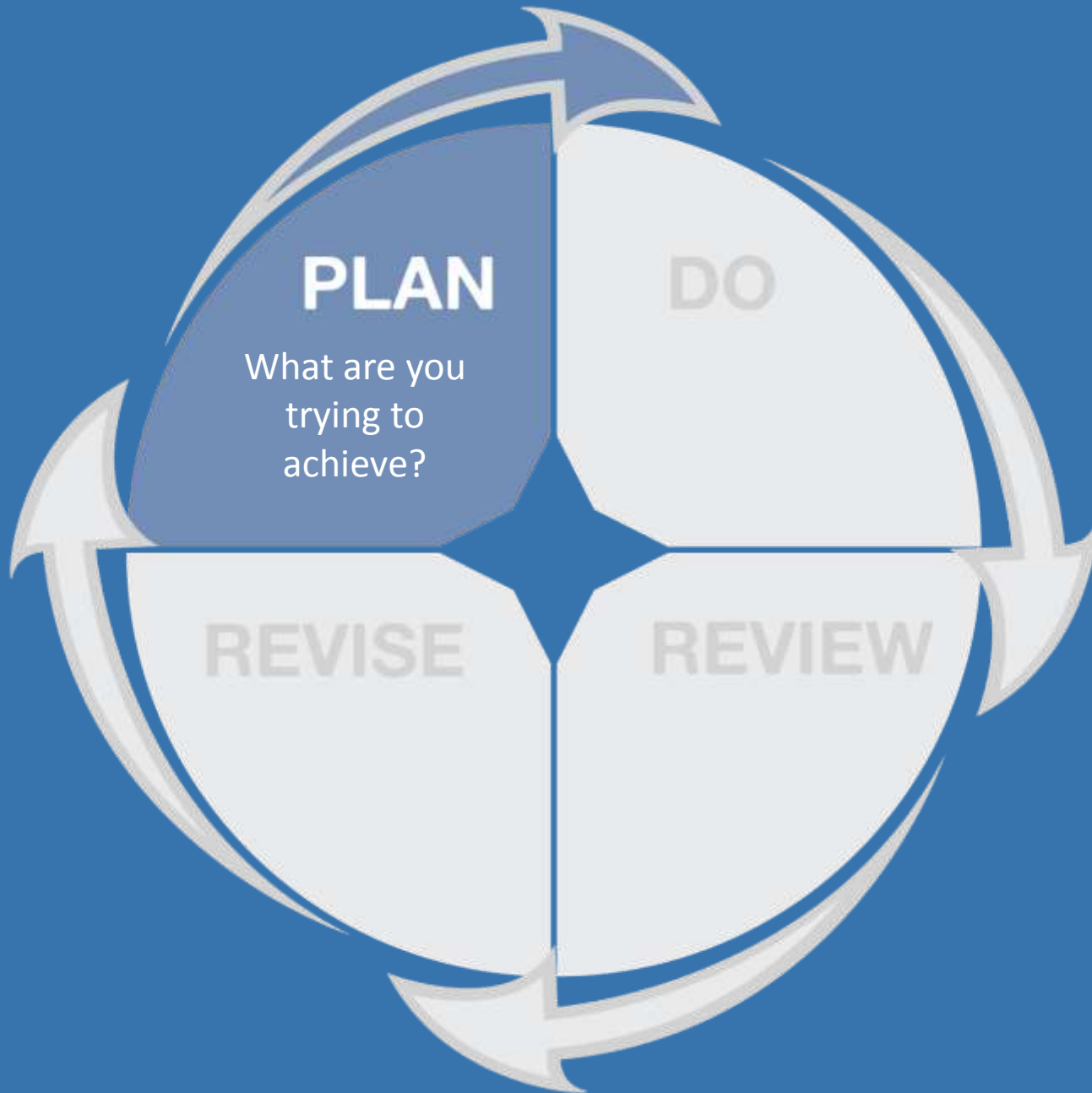
Jim Collins

Performance management is…

…an organization-wide effort to improve results by integrating objective evidence with decision-making processes
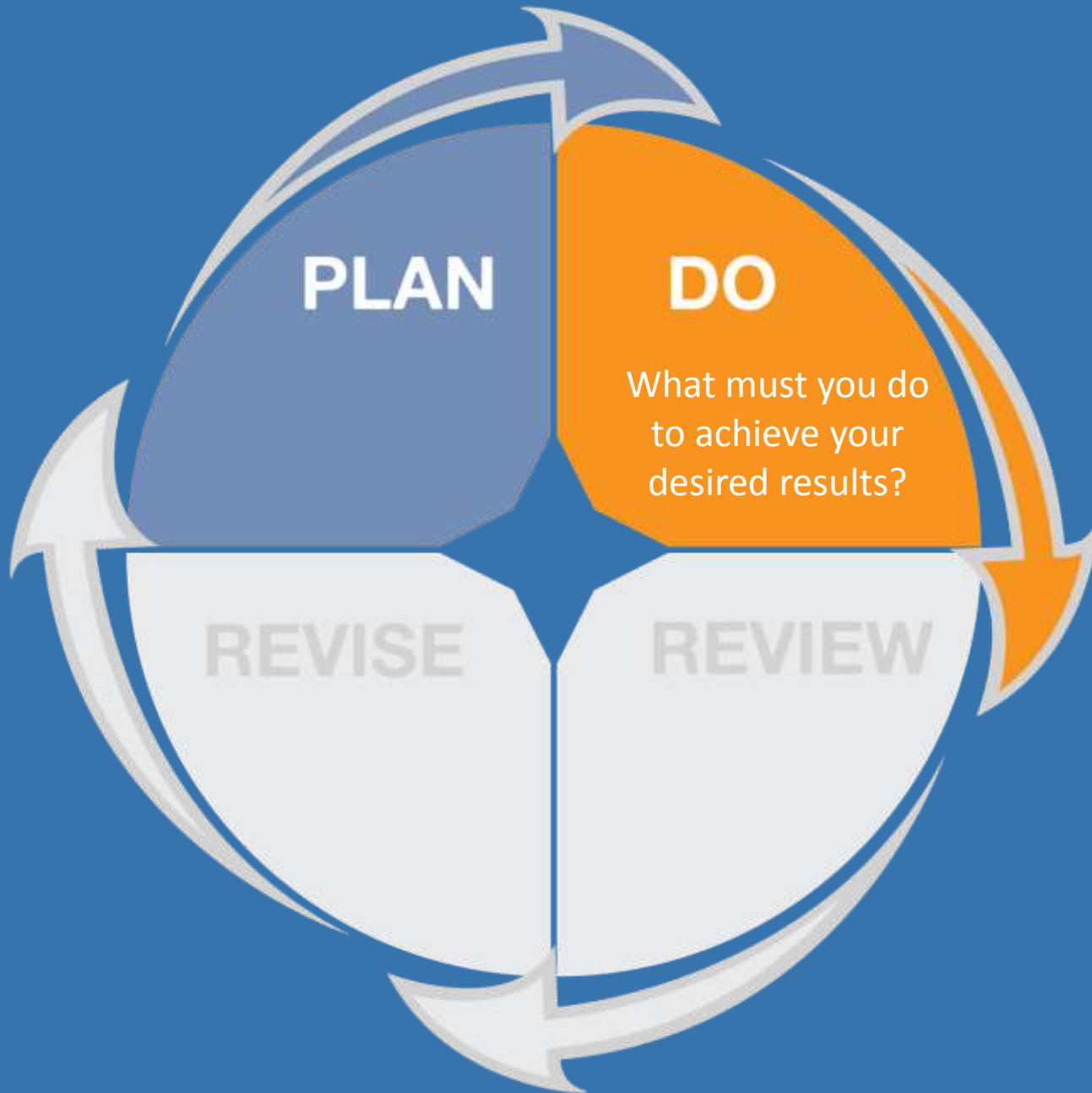
Performance Management Process
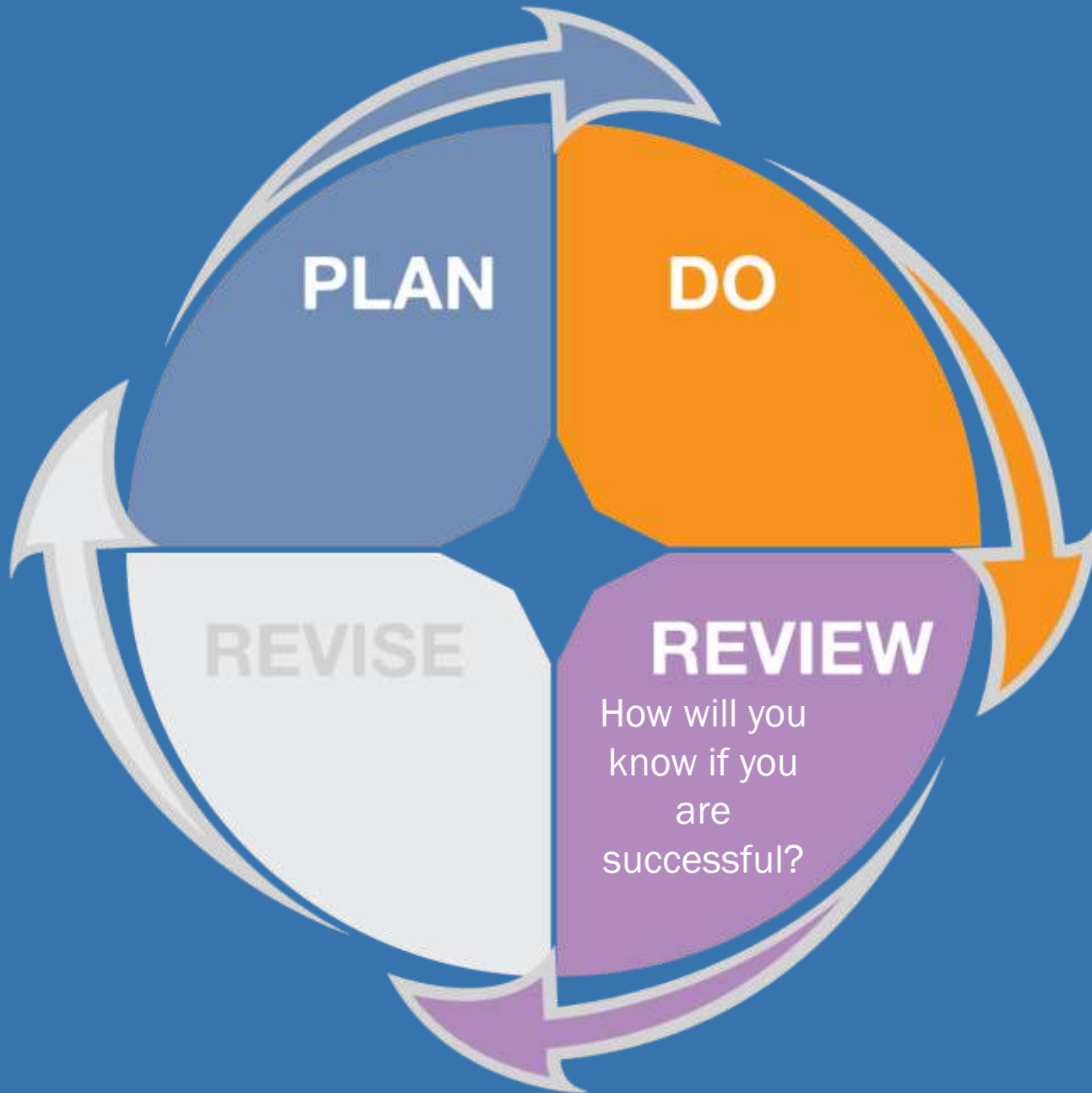
PLAN
What are you trying to achieve?

DO
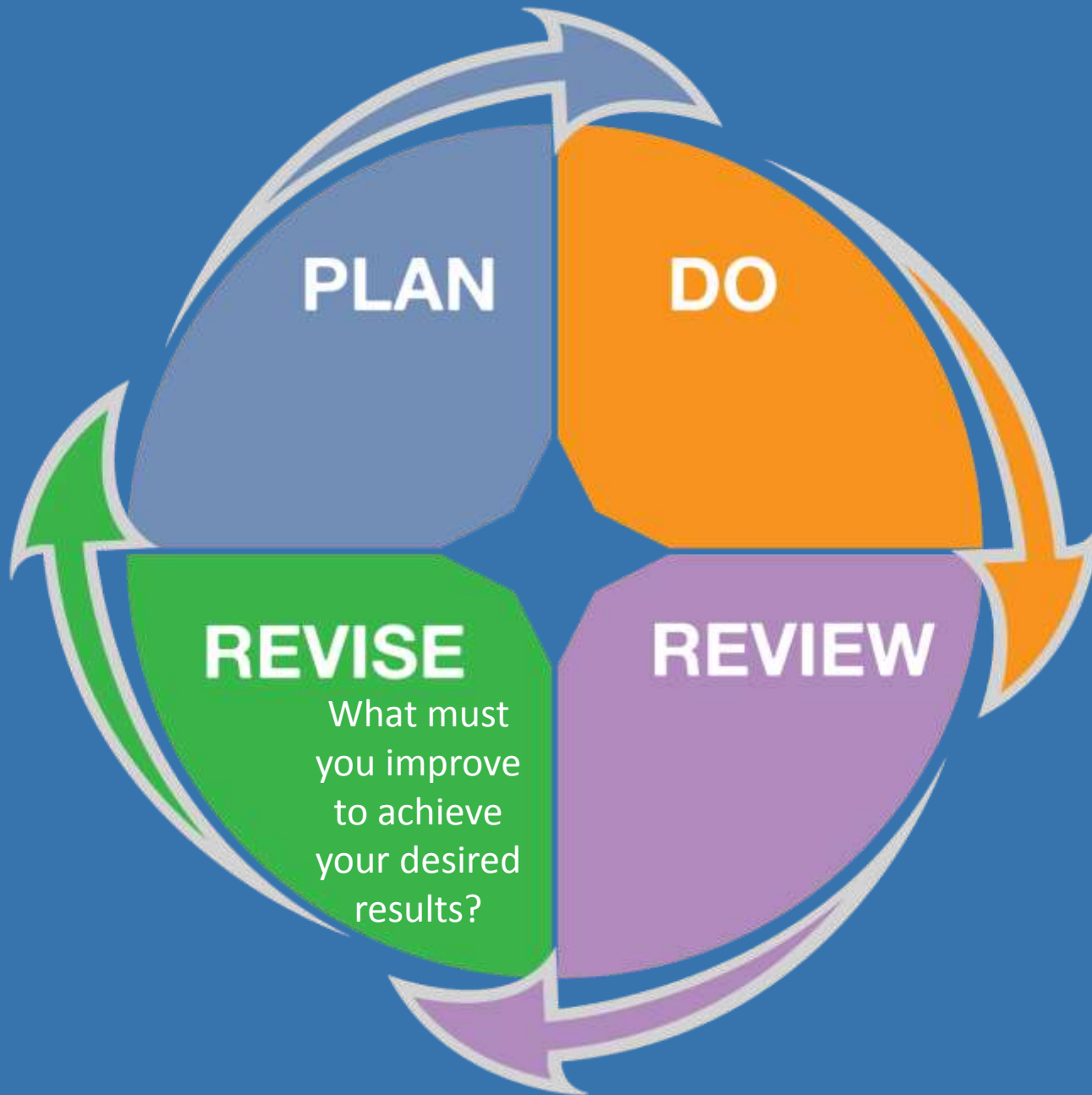What must you do to achieve your desired results?

REVISE
What must you improve to achieve your desired results?

REVIEW
How will you know if you are successful?

PLAN

DO

REVISE

REVIEW

How will you know if you are successful?
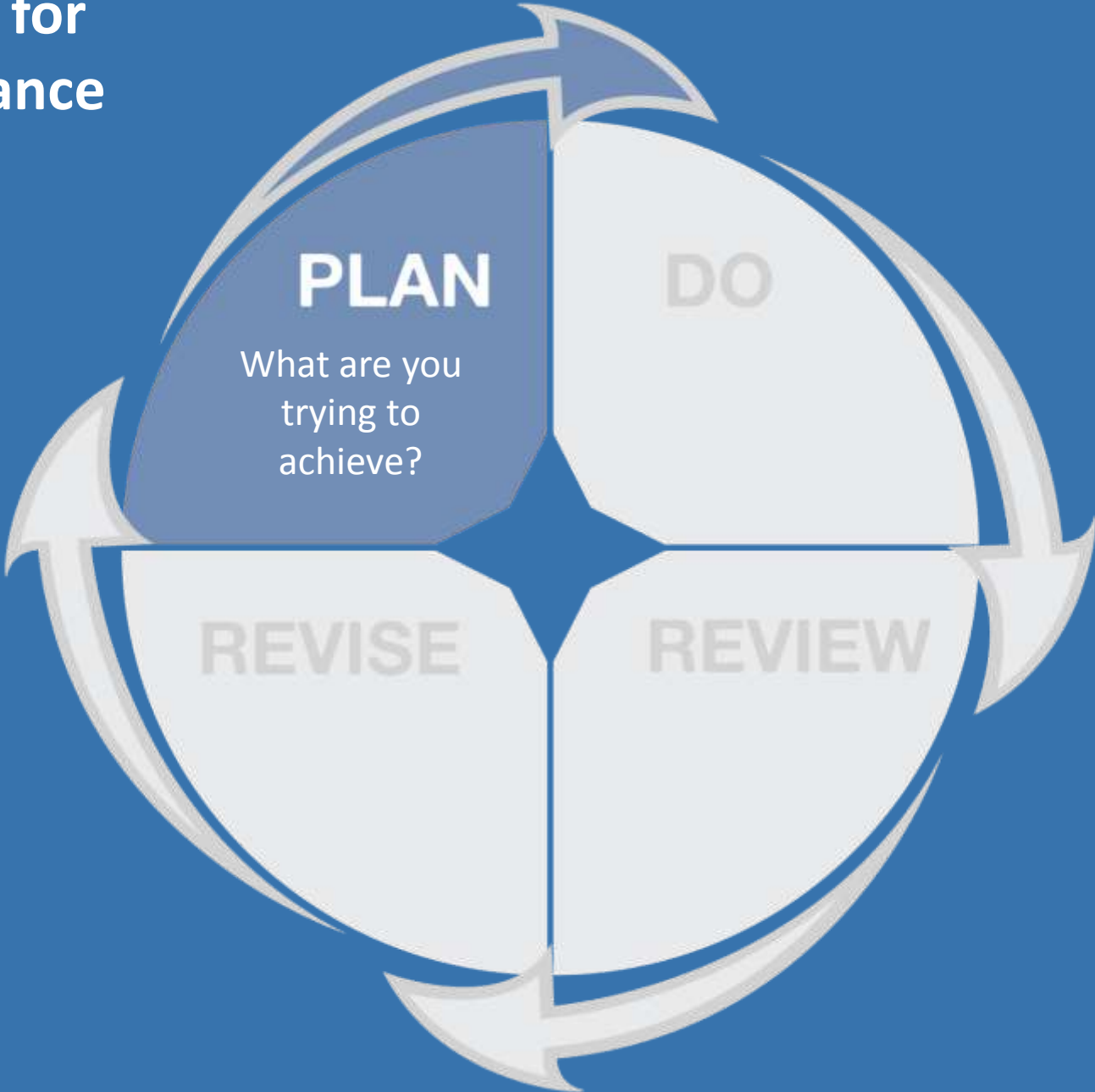
Planning for Performance

PLAN — What are you trying to achieve?

DO

REVISE

REVIEW

"Plans are worthless, planning is everything."
Dwight D. Eisenhower

Some strategic plans are nothing more than...
_____

Robert McCall, Arizona 2010
Scottsdale Public Art Collection

What is a Strategic Planning?

A management tool to:

- assess the current environment

- anticipate and respond to change

- envision the future

- increase effectiveness

- develop commitment to the mission

- achieve consensus on objectives
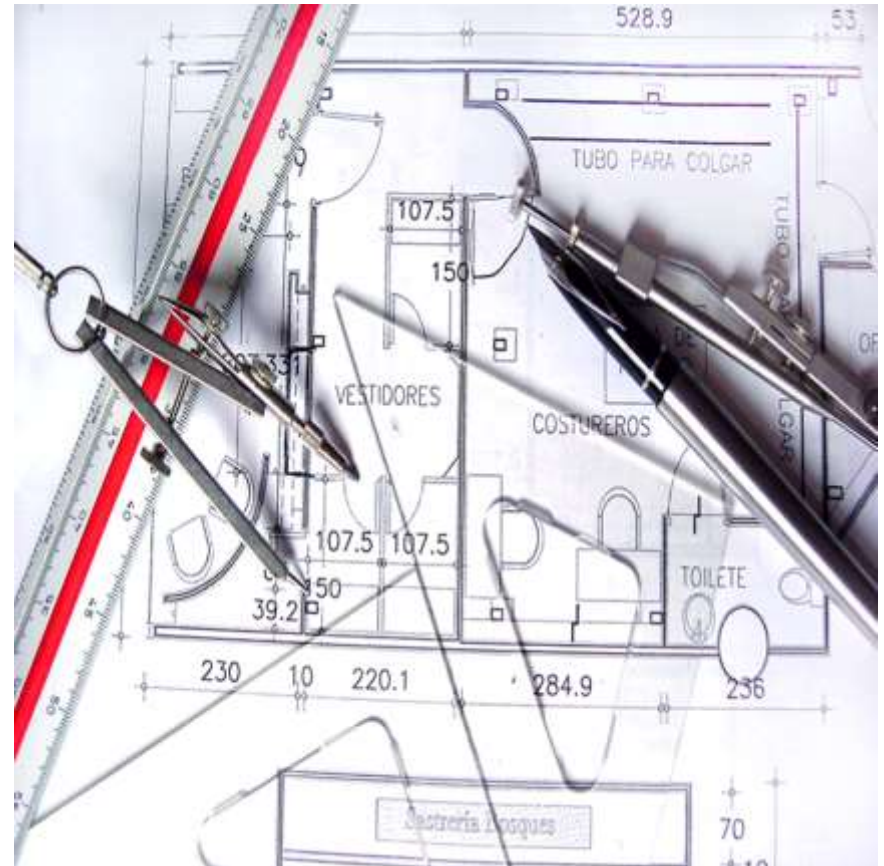
GFOA Best Practices (2005)

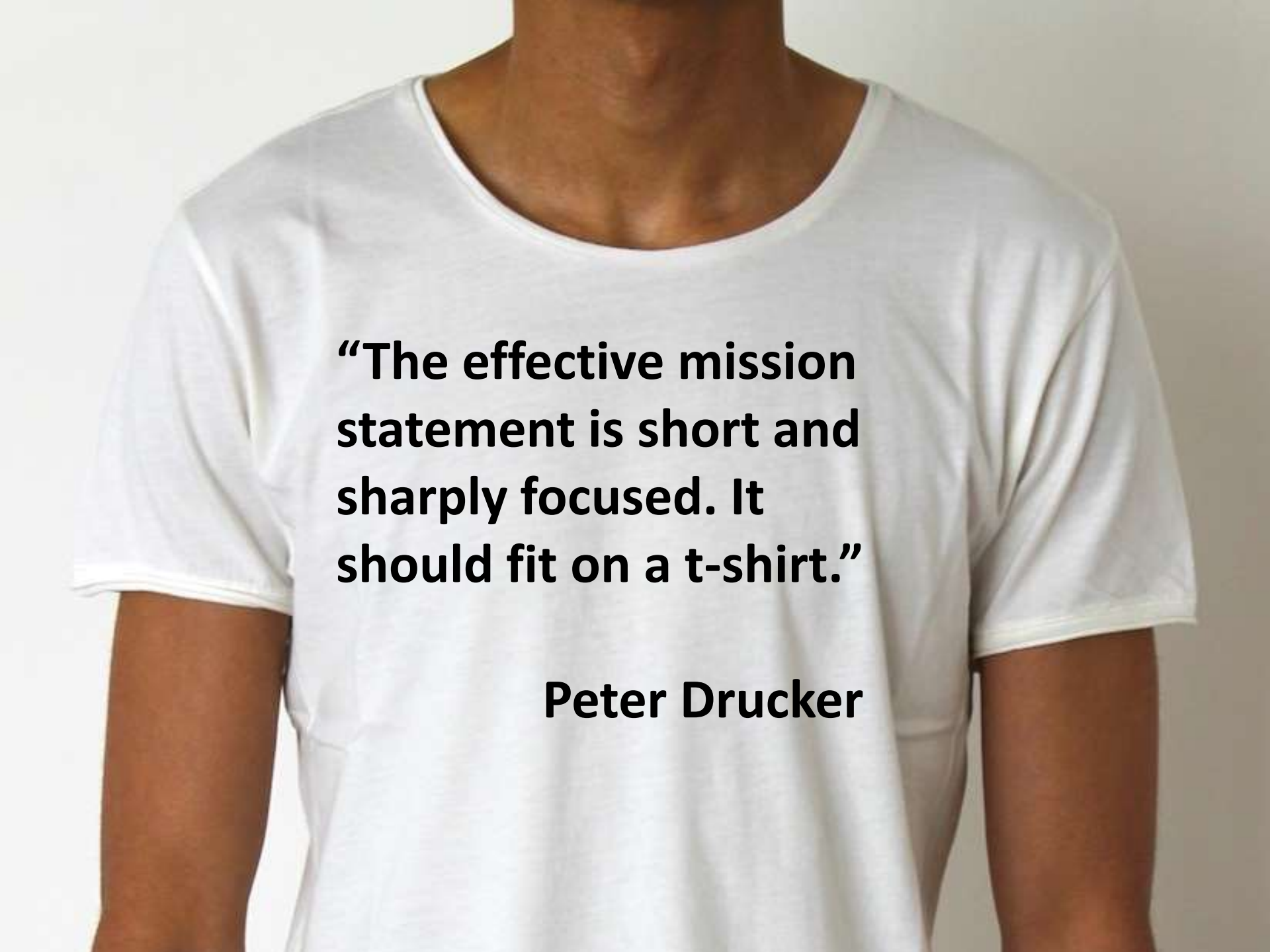**Prepare a mission statement**

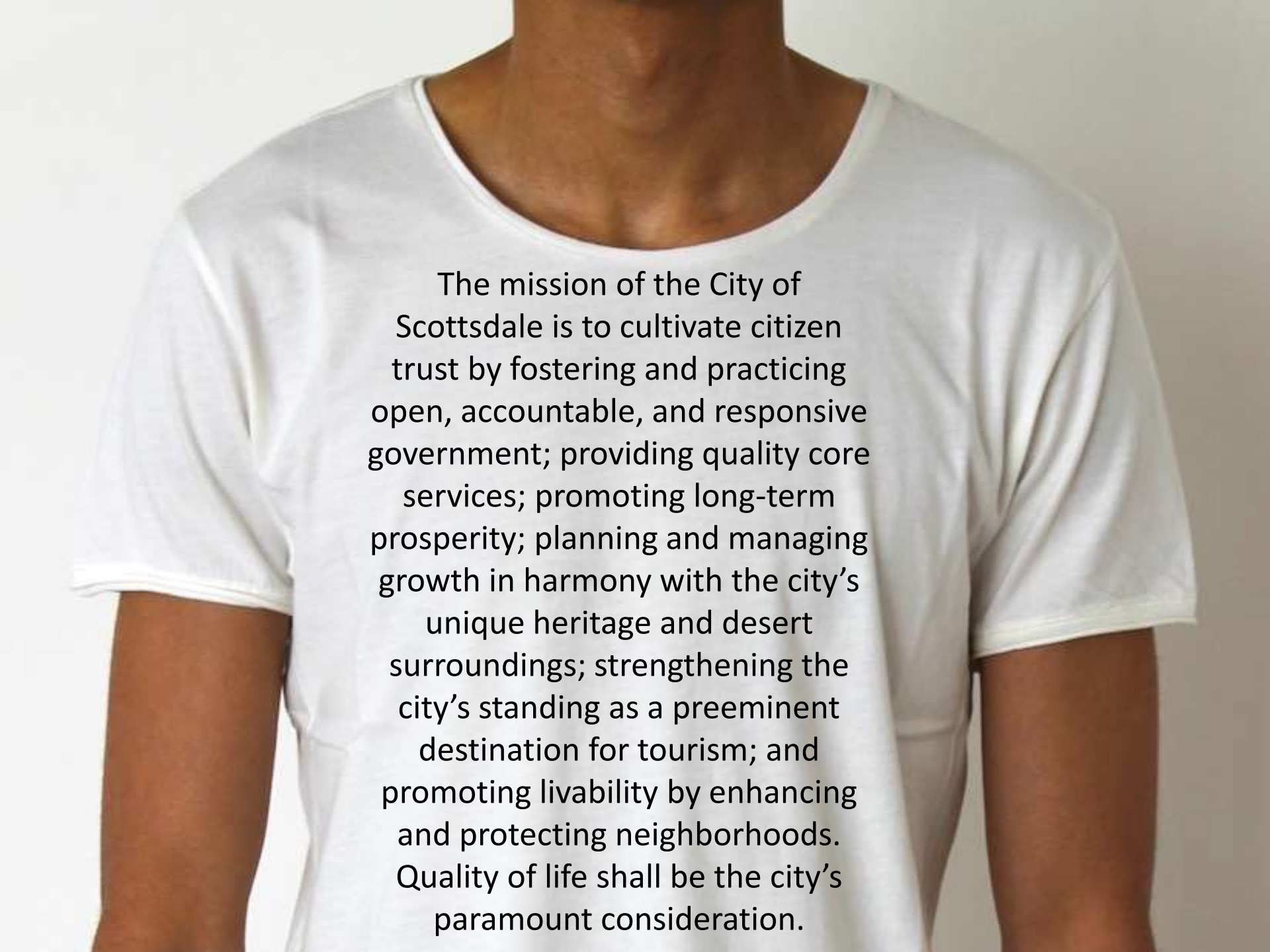In contrast, good mission statements:

- Are short and sharply focused

- State why we do what we do

- Provide direction for doing the right things

- Are clear and easily understood

- Are memorable and easily memorizable

- Describe what we want to be remembered for

Prepare a mission statement

"The effective mission statement is short and sharply focused. It should fit on a t-shirt."

Peter Drucker

The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.

Simply Better Service

for a World-Class Community

Simply better service for a world-class community

What does this mean to you as an employee?

What might you do, or not do, as a result of this mission statement?

Assess environmental factors

CITY OF SCOTTSDALE :: STRENGTHS

SCOTTSDALE AIRPORT/AIRPARK
DOWNTOWN REPUTATION & DISTRICT NAME RECOGNITION
TOP EXECUTIVES & FIRMS
QUALITY OF LIFE
PUBLIC STAFF AND SERVICES EVENTS
EDUCATED & AFFLUENT PEOPLE
DESTINATION TOURISM

CITY OF SCOTTSDALE :: WEAKNESSES

DIVISIVENESS IN GOVERNMENT
LACK OF SITES BUILT-OUT
LACK OF ECONOMIC DIVIDED
DEVELOPMENT MARKETING CITY
LACK OF YOUNG TALENT
LACK OF VISION
PUBLIC/CITIZEN VITRIOL
LACK OF LAND ARROGANCE

CITY OF SCOTTSDALE :: OPPORTUNITIES

GROW HIGH INCREASE
VALUE SECTORS CIVILITY
EMPLOYMENT CENTERS
QUALITY JOBS
MCDOWELL ROAD YOUNG TALENT
ECONOMIC DEVELOPMENT
CURE CORRIDOR HOUSING
EXPANDED TRANSPORTATION
AND TRANSIT DOWNTOWN

CITY OF SCOTTSDALE :: THREATS

ANTI-GROWTH ATTITUDES
UNWILLINGNESS TO "ENCLAVE"
INVEST IN FUTURE MENTALITY
LACK OF TRANSPORTATION
INCREASED FAILED BOND
COMPETITION ELECTIONS
FAILED SCHOOL OVERRIDES
HIGH COST NORTH VS. SOUTH, OLD VS.
HOUSING NEW, RICH VS. LESS AFFLUENT
ATTRACTING/ PERCEPTION
RETAINING TALENT
LIMITED CAPITAL FOR STARTUPS

From draft Economic Development Strategic Framework

Identify critical issues and areas for focus

World-Class Community

Quality of Life
Quality of Place
Livability

Natural Assets
- **Climate / Weather** ★★
- Green Space
- Outdoor Access
- Body of Water

Cultural Assets
- Churches
- Architecture
- "Third Place"
- Outdoor Public Art
- Historical Monuments/Sights
- Museums/Galleries
- Venues

Specific Amenities
- Hotel Options
- Restaurants / Cafes / Bars
- Classical Music
- Characteristic Souvenirs
- Shopping Options

People
- **Talent (Education)** ★★
- Creativity/Bohemia
- Tolerance / Openness
- Professional / Amateur Sports
- Cultural Events
- Social Diversity
- Attractiveness
- Good Drivers
- Nightlife
- Street Performers

Technology/ Innovation
- Tech Leadership

Economics
- **Cost of Living** ★★
- **Employment** ★
- Economic Growth
- Wage Growth
- Corporate Tax
- Personal Tax

Public Services
- **Healthcare** ★★
- **Public Transportation** ★
- Stability
- K-12 Education
- Pedestrian Friendliness
- Urban Design
- Public Restrooms
- **Safety / Crime** ★★
- Cleanliness (Garbage, Street)
- Wireless Availability / Coverage
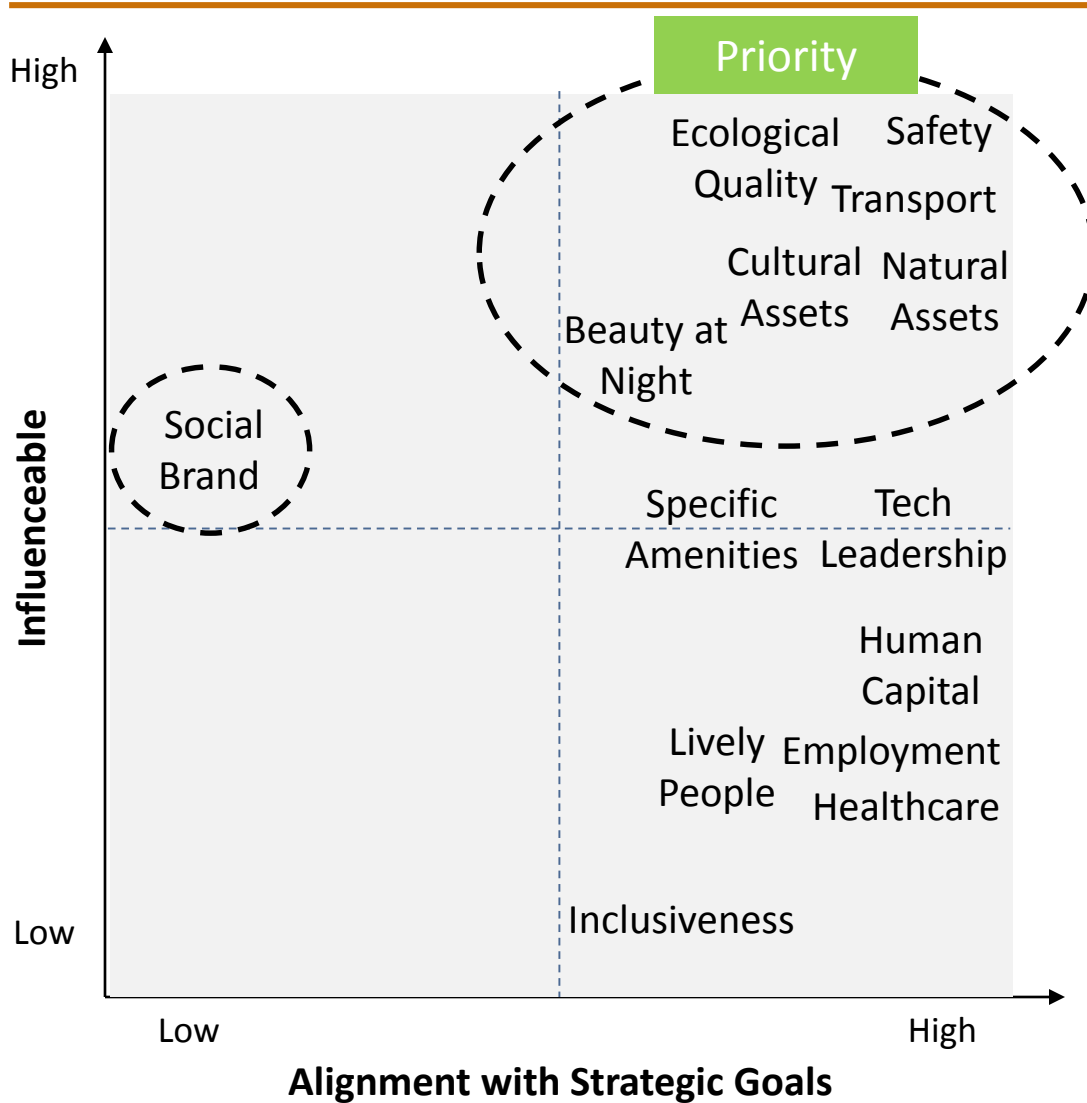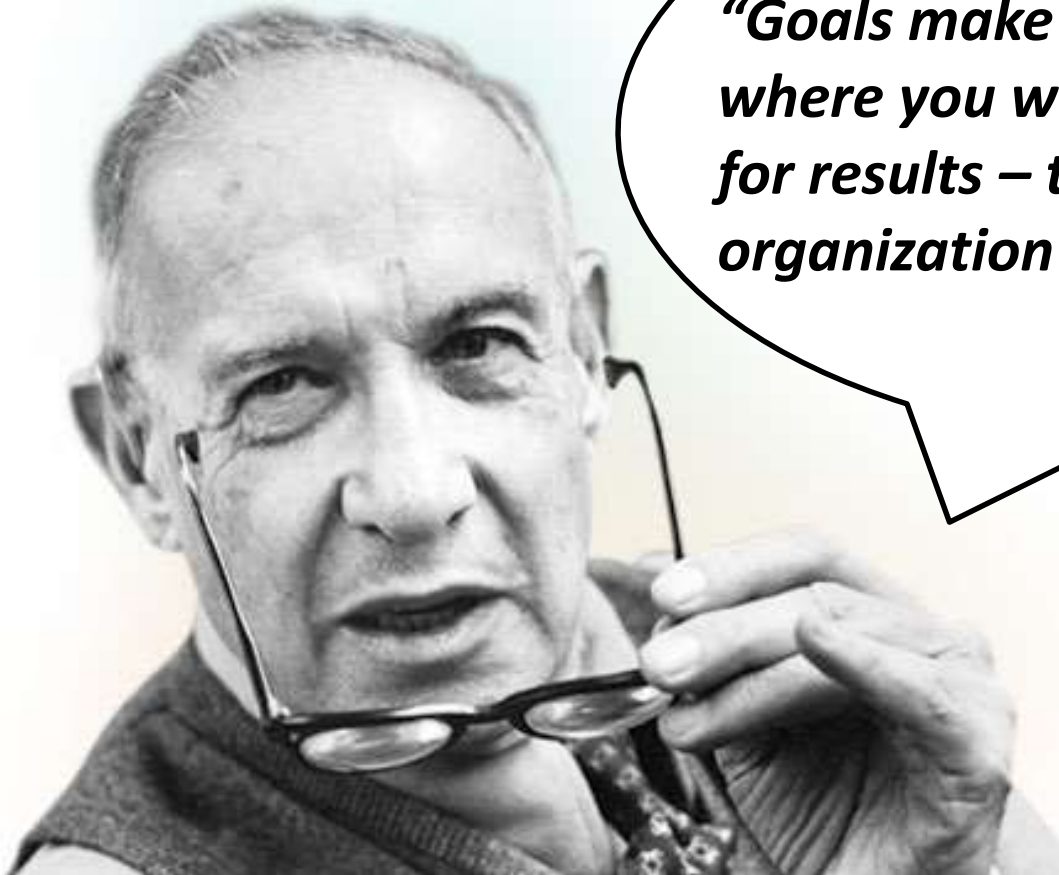- Free Attractions
- Proactive Policy Development

Environment/ Sustainability
- Air and Water Quality ★
- Peace and Quiet

Other
- Concentration
- Social Capital
- Beauty at Night
- Seasonal Appeal
- Manageable Size
- Sufficient Diversity

Legend
- Category
- Attribute
- ★★ Referred more than 7 times
- ★ Referred 4 to 6 times

Plot of 14 Attributes

Priority

- Ecological Quality
- Safety
- Transport
- Cultural Assets
- Natural Assets
- Beauty at Night

Social Brand

- Specific Amenities
- Tech Leadership
- Human Capital
- Lively People
- Employment
- Healthcare
- Inclusiveness

High / Low — **Influenceable**

Low / High — **Alignment with Strategic Goals**

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

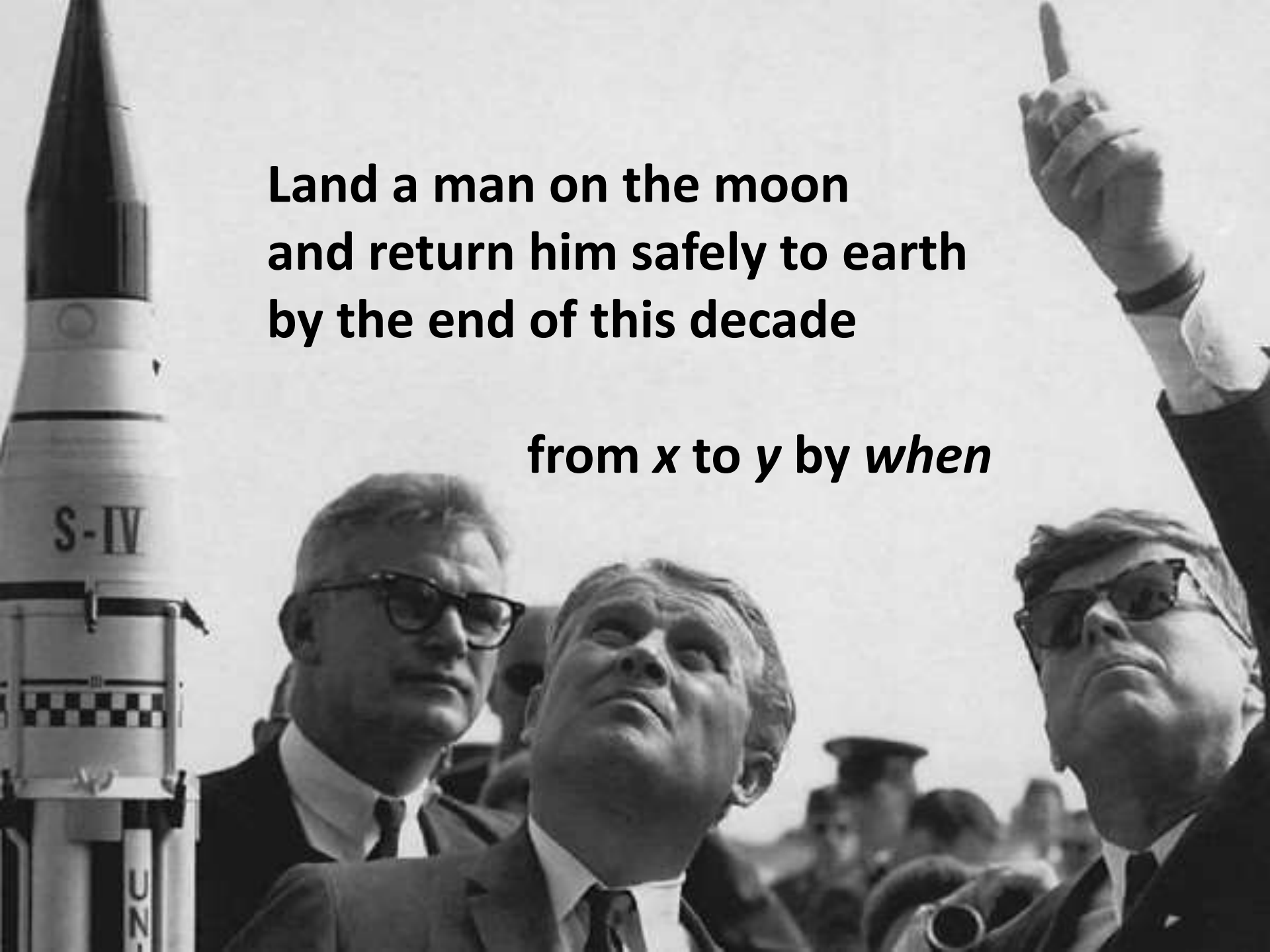*Peter Drucker*

Agree on a small number of broad goals

"The hunter who chases two rabbits catches neither."

Goals:

- Are overarching
- Should be few in number (5 or less)
- Flow from the mission
- Build on strengths
- Address opportunities
- Collectively outline your desired future

Land a man on the moon
and return him safely to earth
by the end of this decade

from x to y by when

Decide what you're trying to accomplish

Ask yourself these two questions:

1. How will you know whether or not you're making progress?
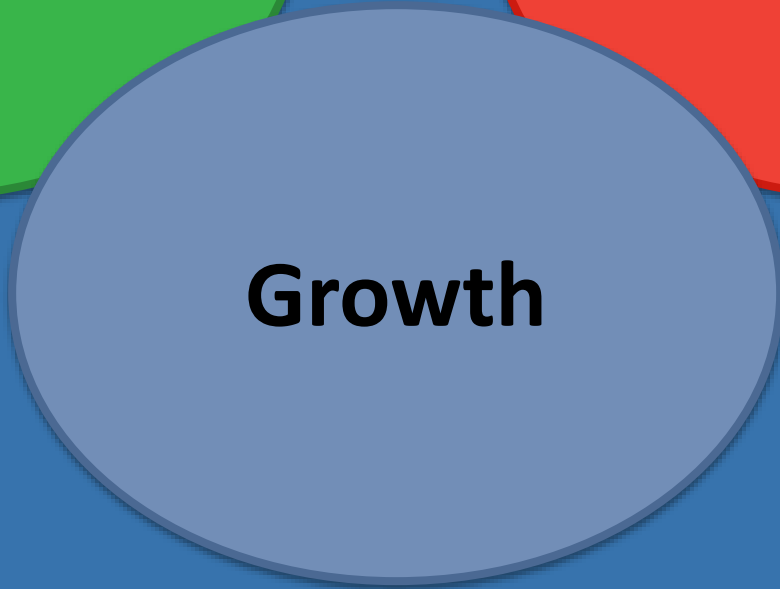
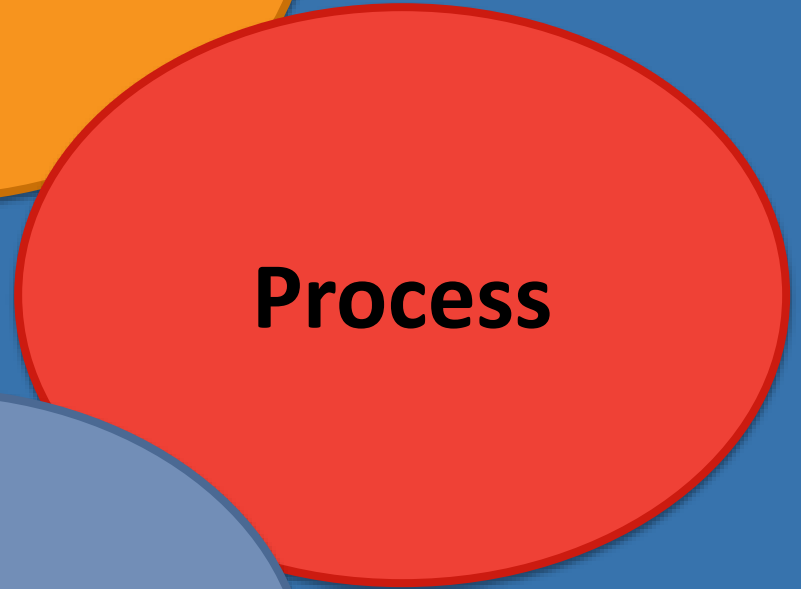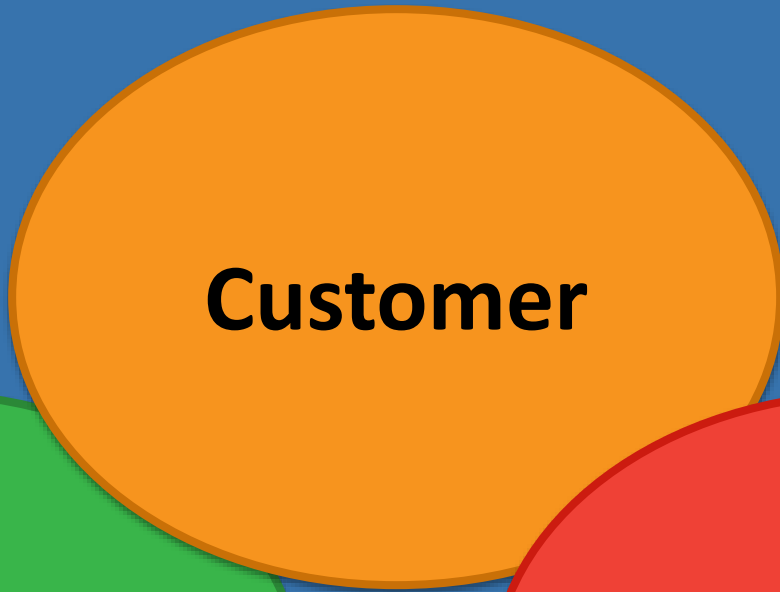2. How will you persuade someone else you're right?

From Robert Lewis. 2009. *"No metrics? Don't fret; you can still manage without measuring."* Minneapolis St. Paul Business Journal.

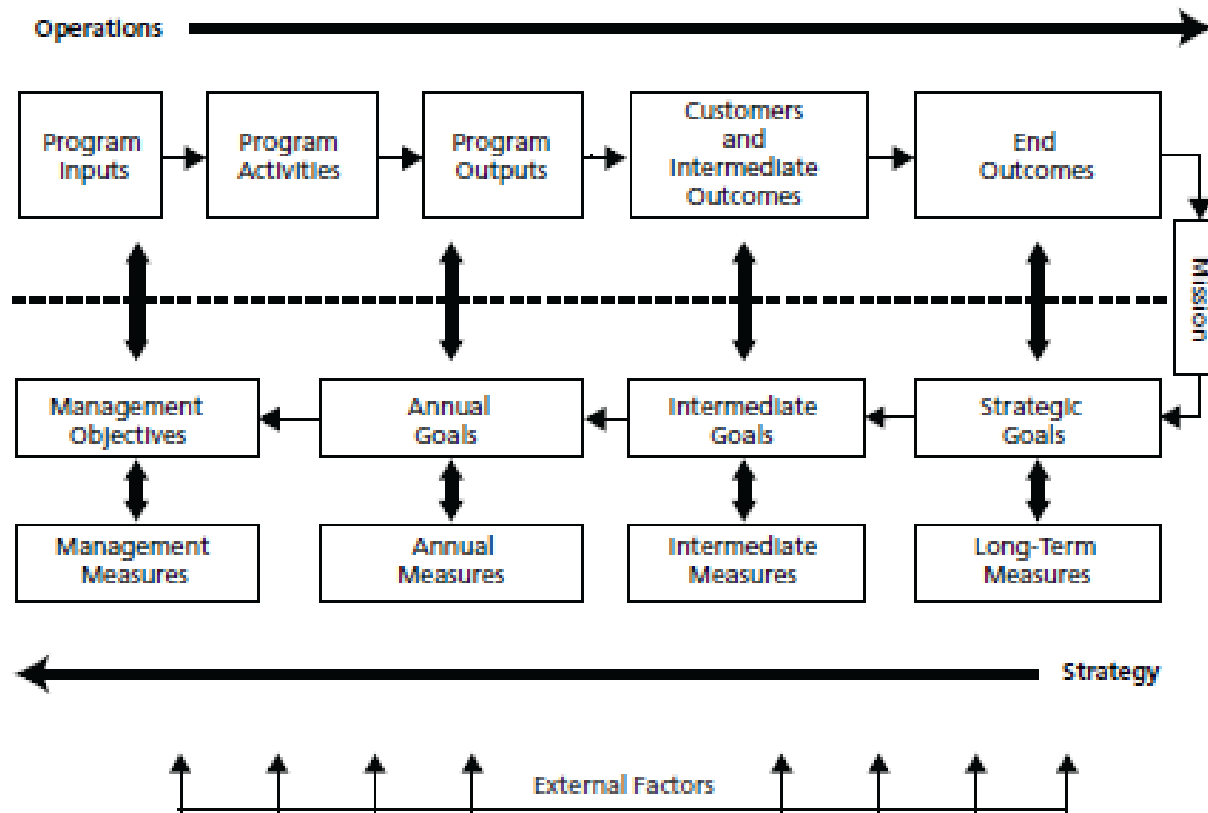**Develop strategies to achieve broad goals**

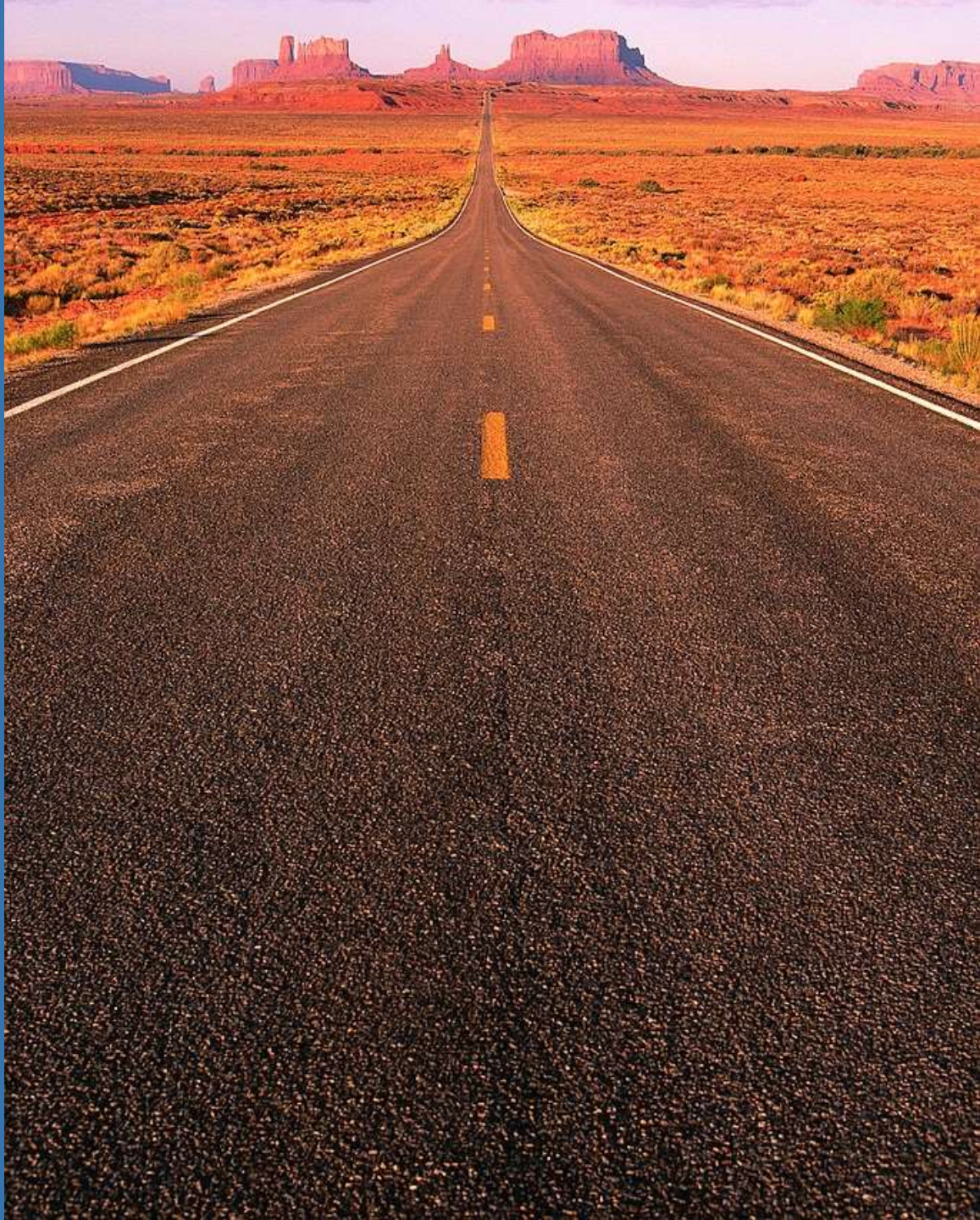**Customer**

Financial

Process

Growth

What is a logic model?

Figure 1.1
RAND Logic Model Template

Source: http://www.rand.org/content/dam/rand/pubs/technical_reports/2006/RAND_TR370.pdf

TO ACHIEVE
RESULTS

TO BENEFIT
CUSTOMERS

TO DELIVER
SERVICES

TO CONDUCT
ACTIVITIES

WE USE
RESOURCES

TO ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

FROM EVERY RESIDENT'S CURB OR ALLEY

TO COLLECT REFUSE AND RECYCLING
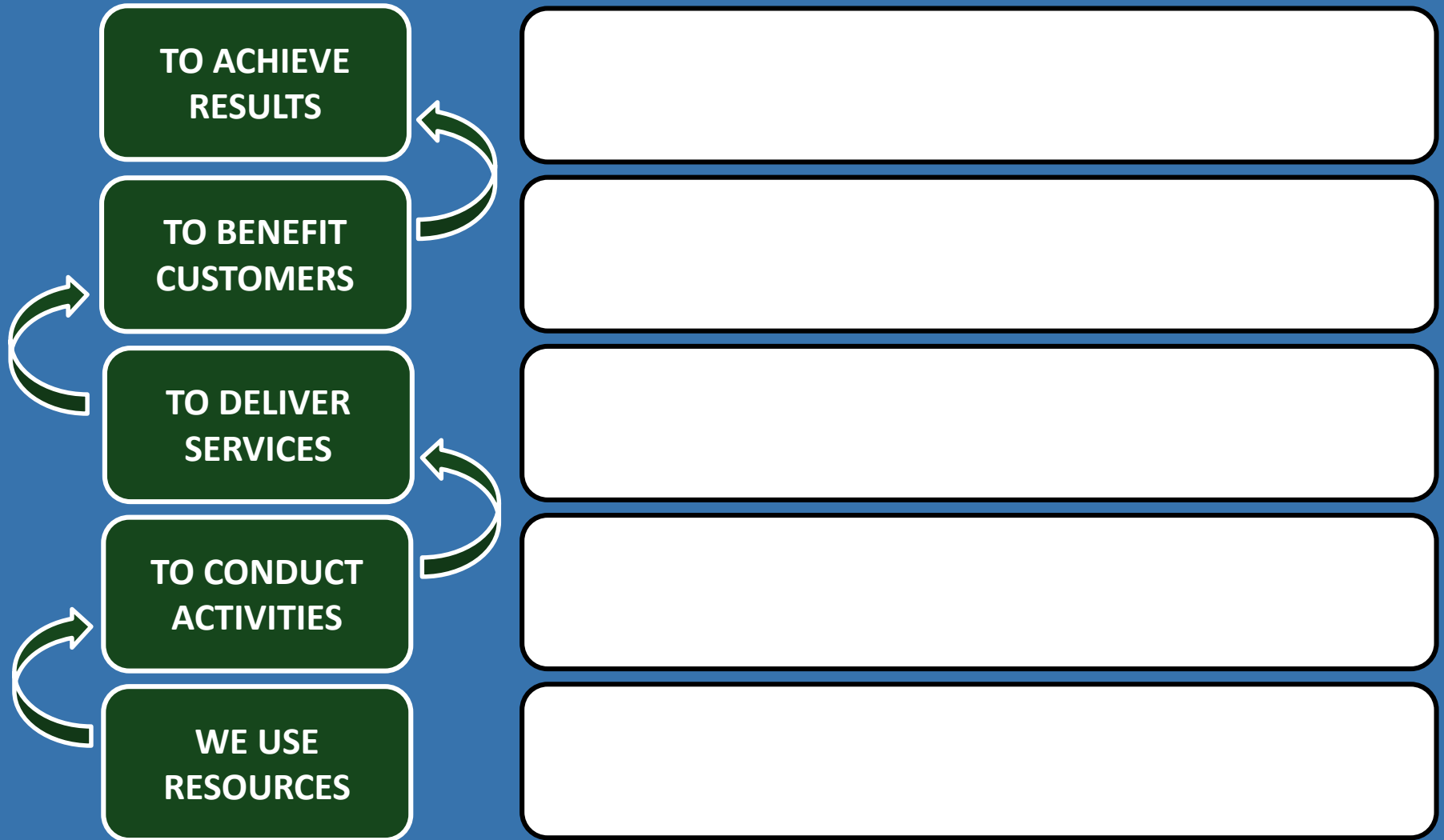
DRIVE TO EACH HOUSE TWICE A WEEK

DRIVERS AND TRUCKS

Public Services

TO ACHIEVE RESULTS

TO BENEFIT CUSTOMERS

TO DELIVER SERVICES

TO CONDUCT ACTIVITIES

TO PROVIDE RESOURCES

Internal Services

WE USE RESOURCES

TO CONDUCT ACTIVITIES

TO DELIVER SERVICES

ANALYSTS, COMPUTERS AND WEBSITES

ARE UTILIZED TO RECRUIT APPLICANTS

AND HIRE QUALIFIED DRIVERS

SO THAT DRIVERS AND TRUCKS

CAN DRIVE TO EACH HOUSE TWICE A WEEK

TO COLLECT REFUSE AND RECYCLING

FROM EVERY RESIDENT'S CURB OR ALLEY

TO ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

Group Exercise

- Pick one key service that you provide
- Fill out the logic model for that service
- Share with others at your table
- After everyone has shared, pick one example from each table to share with the group
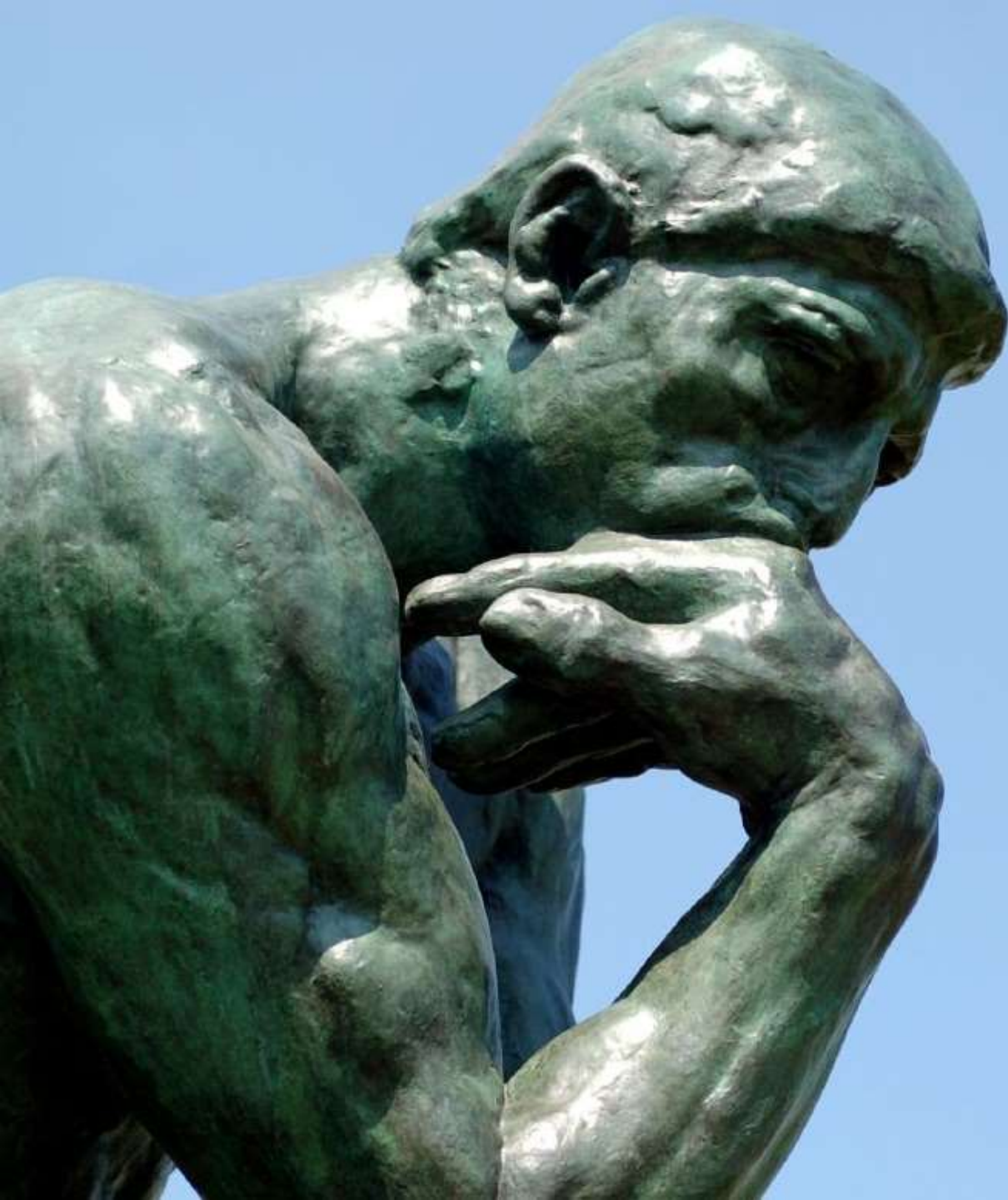
What's your strategy?

TO ACHIEVE RESULTS

TO BENEFIT CUSTOMERS

TO DELIVER SERVICES

TO CONDUCT ACTIVITIES

WE USE RESOURCES

Create an action plan

Concise action statements describing specific efforts we must do well, or improve, in order to achieve the mission.

MUST BE QUANTIFIABLE

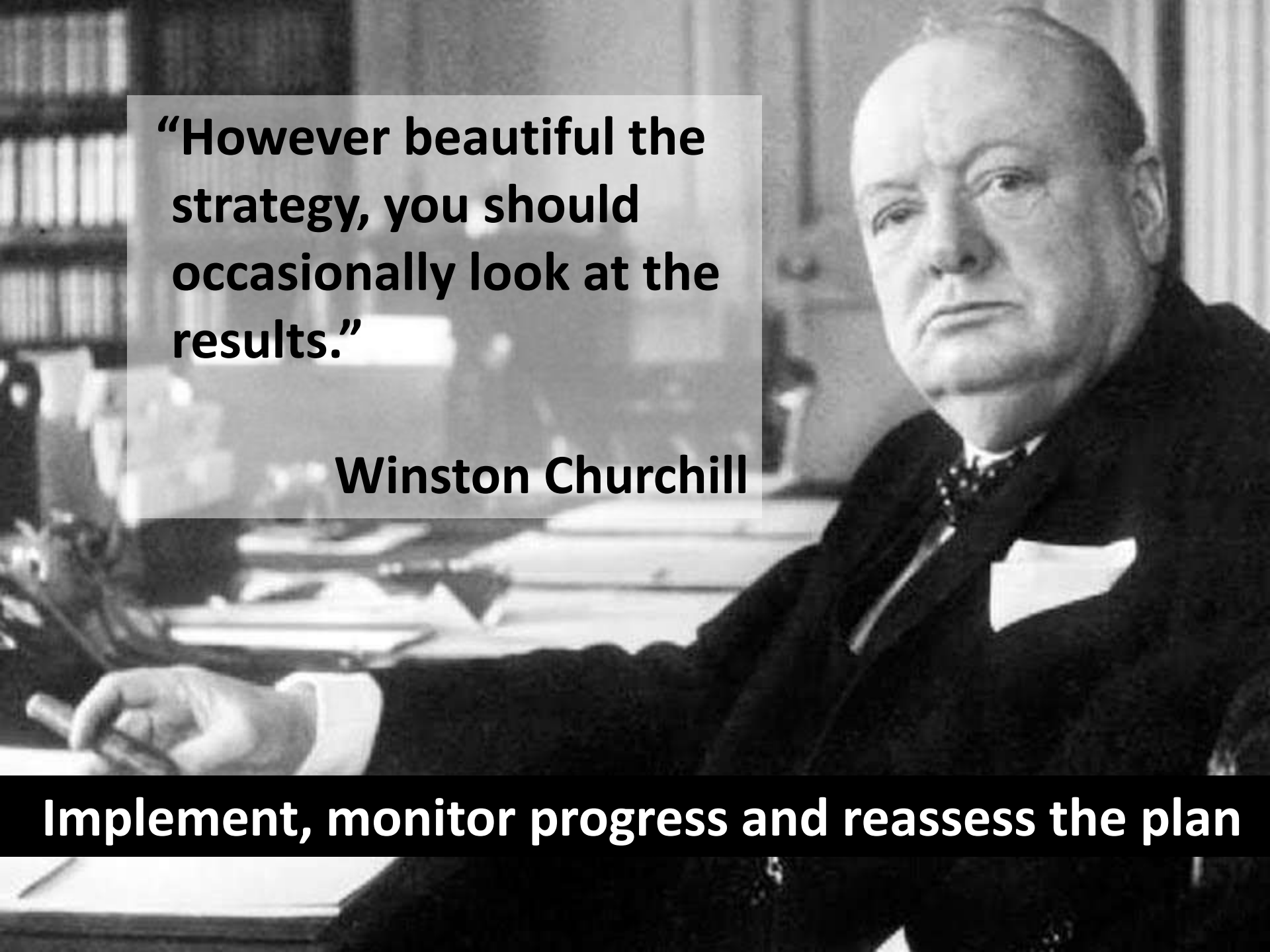**Specific**

Measurable

Achievable

Relevant

Timely

Incorporate performance measures

"Meaningful quantitative evidence used to monitor and track progress towards achievement of desired results."

"However beautiful the strategy, you should occasionally look at the results."

Winston Churchill

Implement, monitor progress and reassess the plan

Align unit strategic plans with the organization-wide assumptions and strategies

Mission	What is our purpose? Why do we exist?
Goals	What are our main focus areas for the long- and short-term?
Values	What principles govern our actions and the way we do business?
Objectives	What efforts are needed to get results?
Initiatives	What specific activities must be done to ensure we meet the objectives?
Measures	How will we know if we are achieving results?

Strategic Goals	General Plan Elements
Value Scottsdale's Unique Lifestyle and Character	**Character and Design**
	Land Use
Economic Vitality	**Economic Vitality**
Enhance Neighborhoods	**Community Involvement**
	Housing
	Neighborhoods
Preserve Meaningful Open Space	**Open Space and Recreation**
	Preservation and Environment Planning
Seek Sustainability	**Cost of Development**
	Growth Areas
	Public Services and Facilities
Advance Transportation	**Community Mobility**

Simply better service for a world-class community
A. Partner with residents and businesses to revitalize the McDowell Road corridor
B. Provide strategic support of tourism and visitor events
C. Create and adopt a comprehensive economic development strategy
D. Develop a transportation strategy that anticipates future needs
E. Prepare and adopt fiscally sustainable operating and capital budgets
F. Reinvest in a high performance organization and work culture

A. Partner with residents and businesses to revitalize the McDowell Road corridor

1. Define the McDowell Road Corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area
2. Listen to key stakeholders to understand current market conditions and ensure marketing efforts are focused on recruiting desired businesses to the area
3. Establish a new "brand" or identity for the McDowell Road corridor
4. Improve linkages to nearby amenities and adjacent communities
5. Improve transit service along the McDowell Road corridor
6. Work with area residents to strengthen neighborhoods in and around the revitalization area

Objectives	Initiatives	Measures	Status
A. Partner with residents and businesses to revise the McDowell Road corridor.			
Develop, prioritize and implement actions that promote the revitalization of the McDowell Road corridor and consider actions that support revitalization of Southern Scottsdale in general.			
1. Define the McDowell Road corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area.	a. Get direction from City Council on the geographic boundaries of "McDowell Road Corridor."	Oct. 2013.	Completed at Oct. 8, 2013, City Council work study session and reconfirmed April 1, 2014.
	b. Evaluate and establish consensus on which tools are available for use in a redevelopment district (if any) and are acceptable for use in stimulating revitalization.	Prepare a list of tools available under the redevelopment district and other designations. Present for City Council discussion following adoption of Economic Development Strategic Plan Framework.	Presentation was made to the City Council Economic Development Subcommittee in Feb. 2014. Follow up presentation to City Council will be scheduled following adoption of Economic Development Strategic Plan Framework which is tentatively scheduled for Nov. 12, 2014.
	c. Evaluate the city's zoning ordinances that could provide tools (amended development standards, reduced fees, expedited review, overlay district, etc.) to stimulate revitalization of the area.	Initiate appropriate ordinance amendments on an ongoing basis for consideration by Spring 2015.	Currently evaluating all available tools and benchmarking other communities' practices and continuing to meet with stakeholders (Item 2.a)
	d. Create an "adaptive reuse" policy or ordinance that would encourage the reuse and modification of existing buildings.	Based on feedback received in item 2.a., deliver report to city manager and present to City Council in Fall 2014.	Staff completed research and is drafting adaptive re-use/revitalization policies for small lot commercial properties for City Council consideration in Fall 2014. Also, utilizing a McDowell Road corridor web page and monthly newsletter to promote awareness of new and existing tools that are available to encourage private reinvestment.

Review or create a strategic plan for her area.

Make sure there's a mission statement – or create one

Have a few key goals her department is working to accomplish

Work with her team to develop a strategy/logic model to understand how their work helps achieve the mission.

What should Abigail do?

Gather data for the SWOT analysis.

Review the strategic plan for the department and see if there's alignment between the measures and the goals.
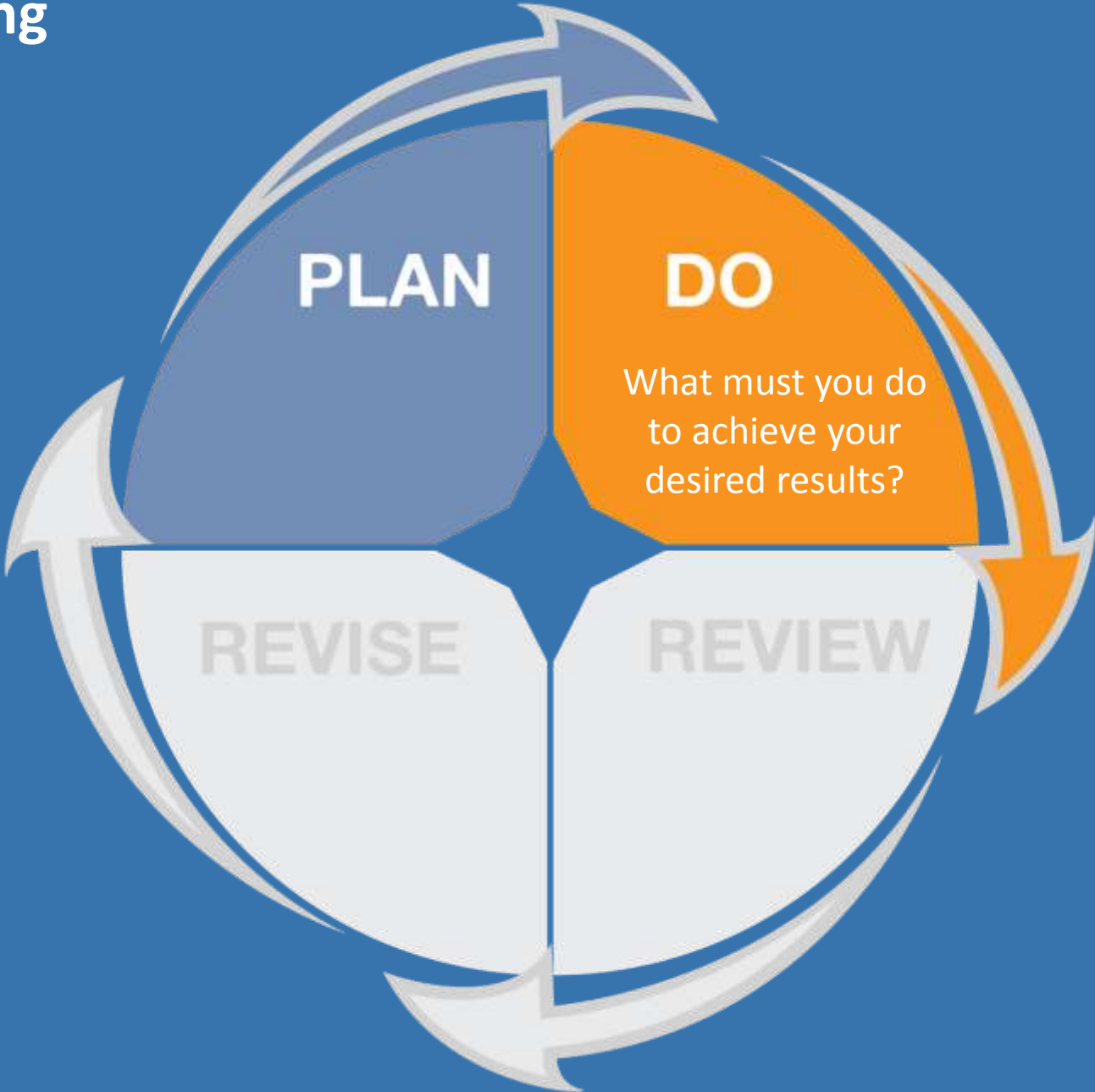
What should Daniel do?

Participate in planning efforts

Review plans to provide feedback on feasibility

Make sure her work is measurably accomplishing the mission

Suggest changes as needed

What should Emily do?

Measuring Results

PLAN

DO

What must you do to achieve your desired results?

REVISE

REVIEW

Performance measures are meaningful quantitative evidence used to monitor and track progress towards achievement of desired results

An indicator describes the environment in which you operate, including external factors that impact services

Measures are controllable, indicators are not (usually)

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

Indicators
Describe the environment in which the service is provided

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

Conditions
External requirements or demands that impact service delivery

Productivity
Amount of quality work done per amount of resources used

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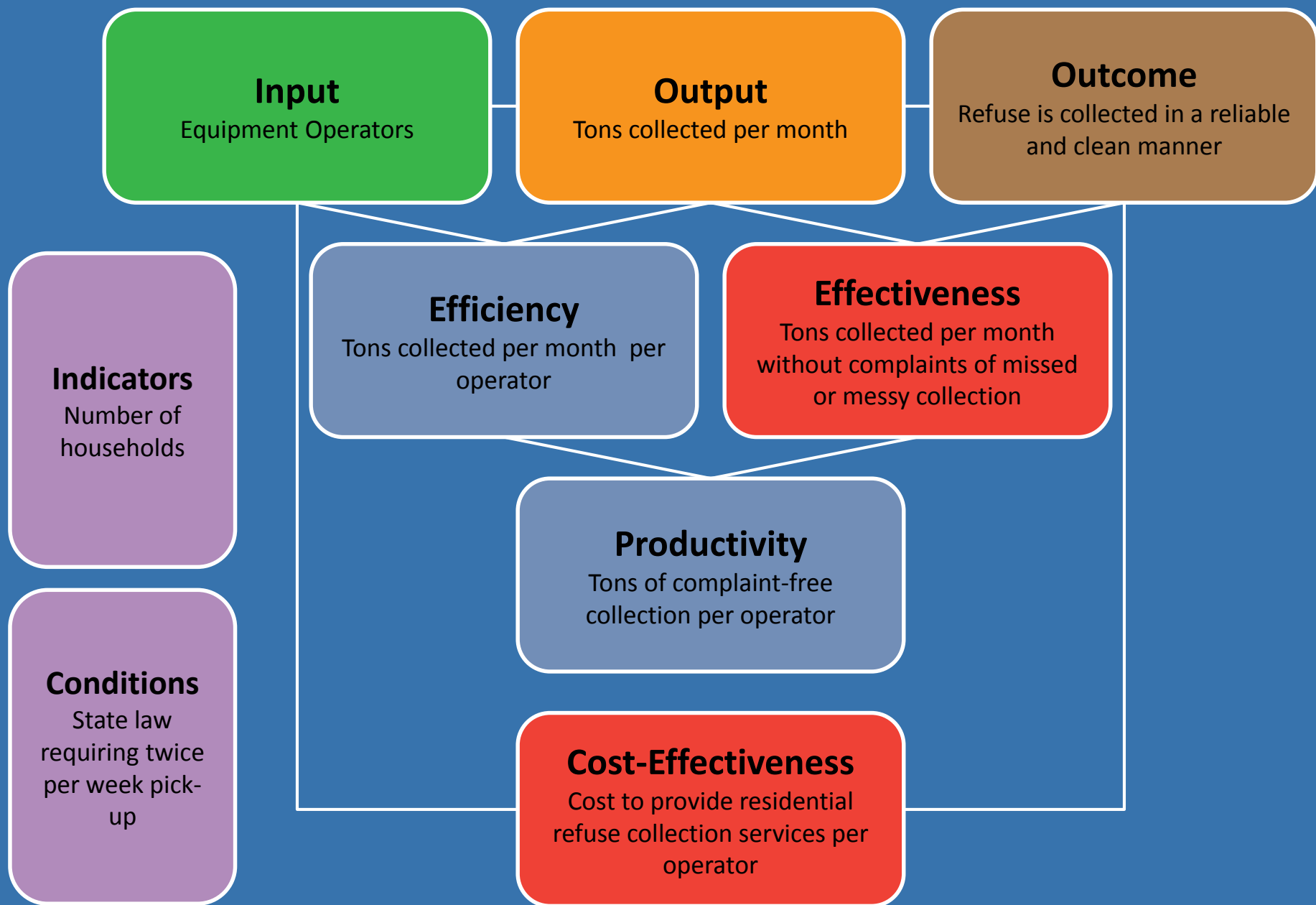Amount of outcome achieved per amount of resources used

Input

Amount of resources used (or available) to provide services

Examples:

- Employees or full-time equivalents (FTEs) hours/2,080
- Expenditures for library materials
- Number of sworn firefighters
- Hours paid to sworn police personnel
- Physical resources used– electricity, water, gas, steel, cement, asphalt

What's an input in your area?

Output

Amount of work produced or services delivered

Examples:

- Tons of residential refuse collected
- Number of lane miles swept
- Number of applications processed
- Number of sets of city council minutes prepared
- Number of arrests
- Number of trees planted

What's an output for your area?

Outcome

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

Examples:

- City facilities are clean, well-maintained and open

- Streets and roads are well-maintained and clean

- Travel/transit times are reasonable & predictable

Identify outcomes clearly so you can identify the measureable factors that will get you the results you desire

What's an outcome for your area?

Efficiency

**Amount of work done
per amount of resources used**

Examples:
- Number of transactions <u>per</u> FTE
- Cost <u>per</u> work order completed
- Expenditures <u>per</u> case closed
- Road rehab expenditures <u>per</u> lane mile

What's one way to measure efficiency in your area?

Effectiveness

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

Examples:

- Citizen, employee and customer satisfaction, quality and timeliness ratings from surveys

- Pavement condition index (PCI)

- % of improperly repaired meters

- % of cardiac arrest patients delivered with a pulse

- Fire confined to room of origin

Thinking about your key outcomes, what's one way to measure effectiveness in your area?

Productivity

Amount of quality work done per amount of resources used

Calculated by dividing an efficiency (or input) measure by an effectiveness measure

Examples:

- Cost per <u>properly</u> repaired meter
- Cost per vacancy filled <u>successfully</u>

How might you measure the amount of quality work per amount of resources used in your area?

Cost-Effectiveness

Amount of outcome achieved per amount of resources used

Examples:

- Per customer cost to provide after-school programs

- Cost to provide 24-hour turnaround service on all building inspections

- Per customer cost to provide passport services

- Per customer cost for twice-weekly refuse and recycling collection

- Per customer cost to provide neighborhood trolley services

How might you measure cost-effectiveness in your area?

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

Indicators
Describe the environment in which the service is provided

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

Productivity
Amount of quality work done per amount of resources used

Conditions
External requirements or demands that impact service delivery

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

Solid Waste Example

Input
Equipment Operators

Output
Tons collected per month

Outcome
Refuse is collected in a reliable and clean manner

Indicators
Number of households

Efficiency
Tons collected per month per operator

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

Conditions
State law requiring twice per week pick-up

Productivity
Tons of complaint-free collection per operator

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

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)?

Indicators
How large is your service area? What population and demographics do you serve?

Efficiency
How much work was accomplished with available resources?

Effectiveness
How well did you achieve the desired results?

Conditions
What legal or regulatory requirements impact how you provide service?

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

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

Are you staying with me? Any questions?

Group Exercise

- Pick one key service that you provide
- Fill out the performance measures chart
- Share your chart with others at your table
- One person should be willing to share with the class

Now it's your turn…
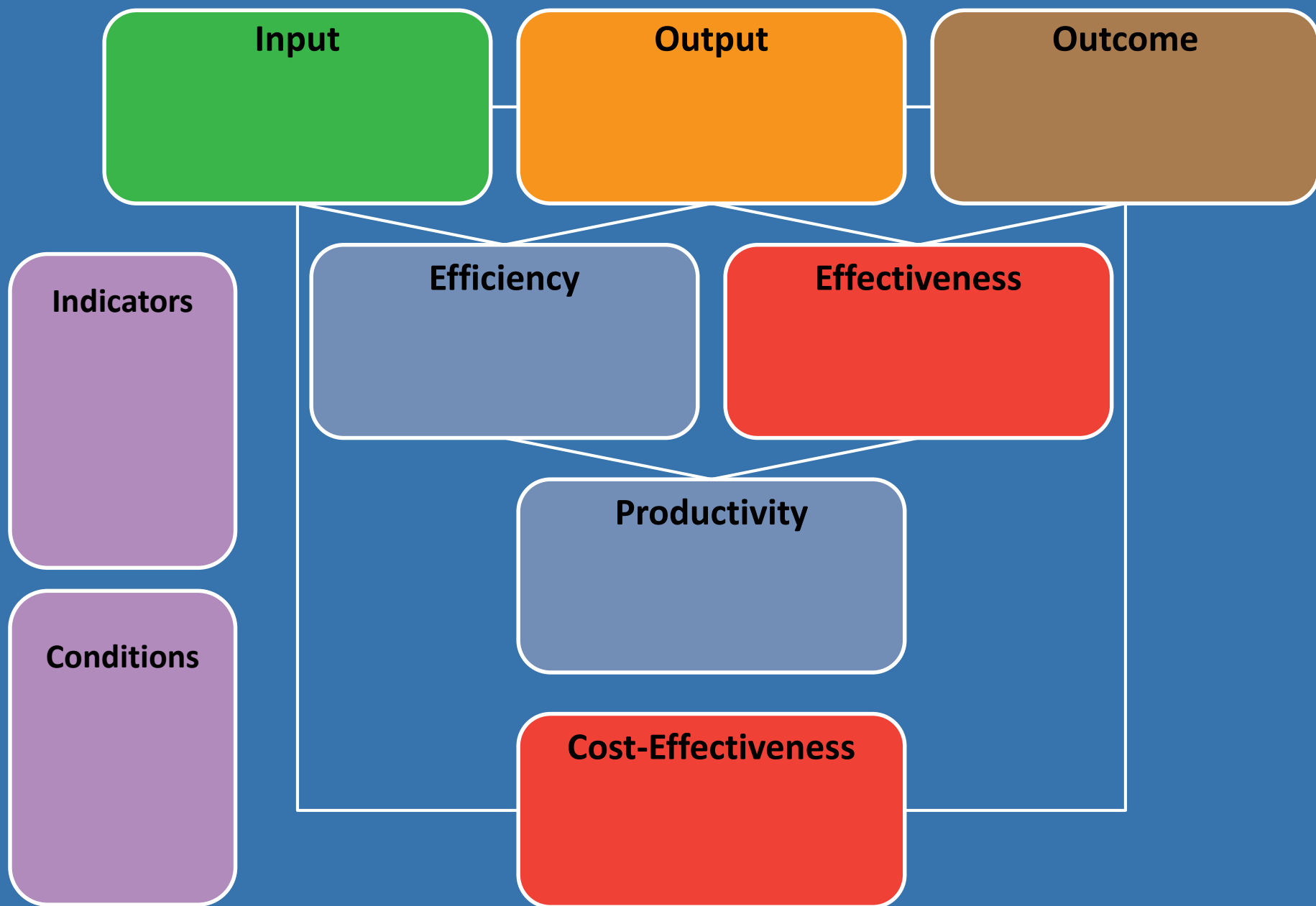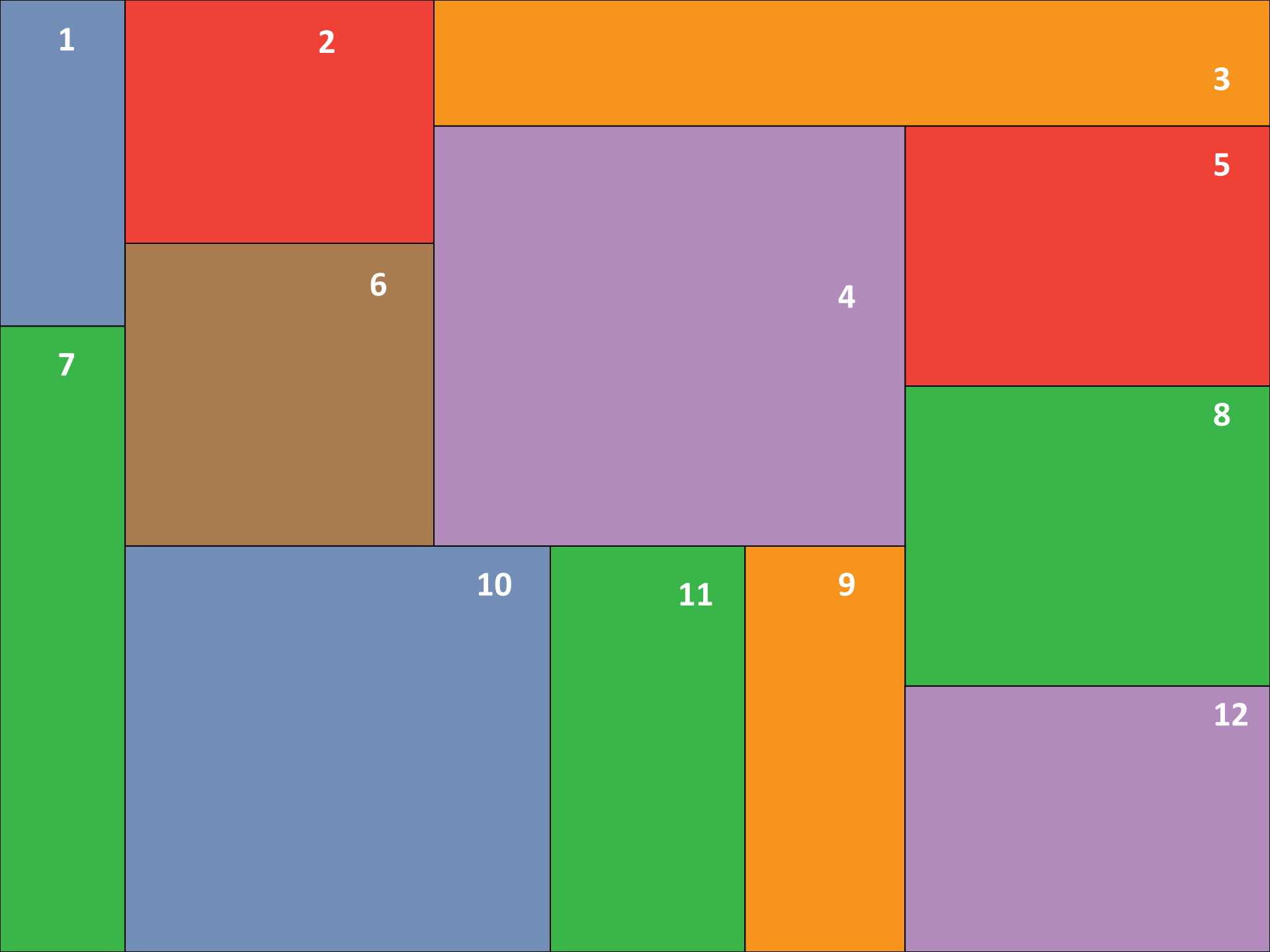
Select a palette of performance measures

Your palette should be:

relevant   understandable   complete

Step 1. What do you do?	Definition. Describe in one-sentence what you do... why it exists.		
Step 2. Why do you do it?	Customers. Who are your primary customers? Who benefits from the work you do?		
	Outcomes. What desired results are you trying to achieve from the perspective of your customers? What difference do you make?		
	External Indicators and Conditions. What external indicators and demands impact what you do and why you do it?		
Step 3. How do you do it?	1. Service	2. Service	3. Service
	Context Measures (Inputs/Outputs/Indicators).	Context Measures (Inputs/Outputs/Indicators).	Context Measures (Inputs/Outputs/Indicators).
Step 4. How well do you do it?	Efficiency Measures	Efficiency Measures	Efficiency Measures
	Effectiveness Measures	Effectiveness Measures	Effectiveness Measures

Why measure?

If You Don't Measure Results,
You Can't Tell Success from Failure

If You Can't See Success,
You Can't Reward It

If You Can't Reward Success,
You're Probably Rewarding Failure

If You Can't See Success,
You Can't Learn From It

If You Can't Recognize Failure,
You Can't Correct It

If You <u>Can</u> Demonstrate Results,
You <u>Can</u> Win Public Support

David Osborne and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*.

Lead her team in an effort to identify possible performance measures

Build a palette of measures that are relevant, understandable and complete

What should Abigail do?

Evaluate the selected measures to ensure they provide a relevant understandable and complete picture of performance in the department

What should Daniel do?

Provide feedback on whether the measures accurately measure what they are trying to measure

Make sure data is accurate and reported in a timely manner

What should Emily do?

Evaluating and Reporting Results

PLAN

DO

REVISE
What must you improve to achieve your desired results?

REVIEW
How will you know if you are successful?

Assign staff to analyze the performance data

Ask questions about the data – does this make sense?

Regularly review reports as part of the management cycle

THOSE WHO DO NOT REMEMBER THE PAST ARE CONDEMNED TO REPEAT IT.

Historical Trending
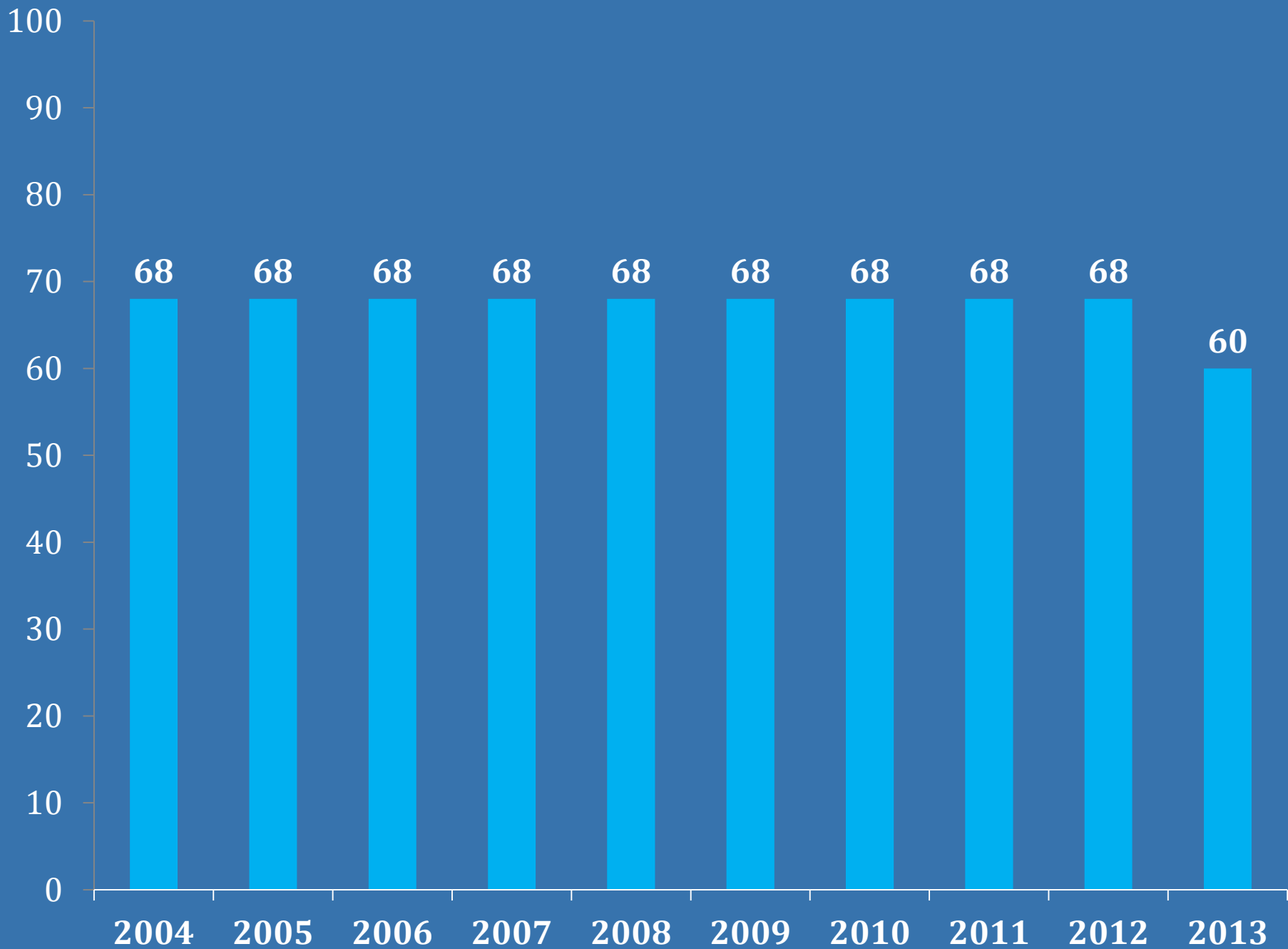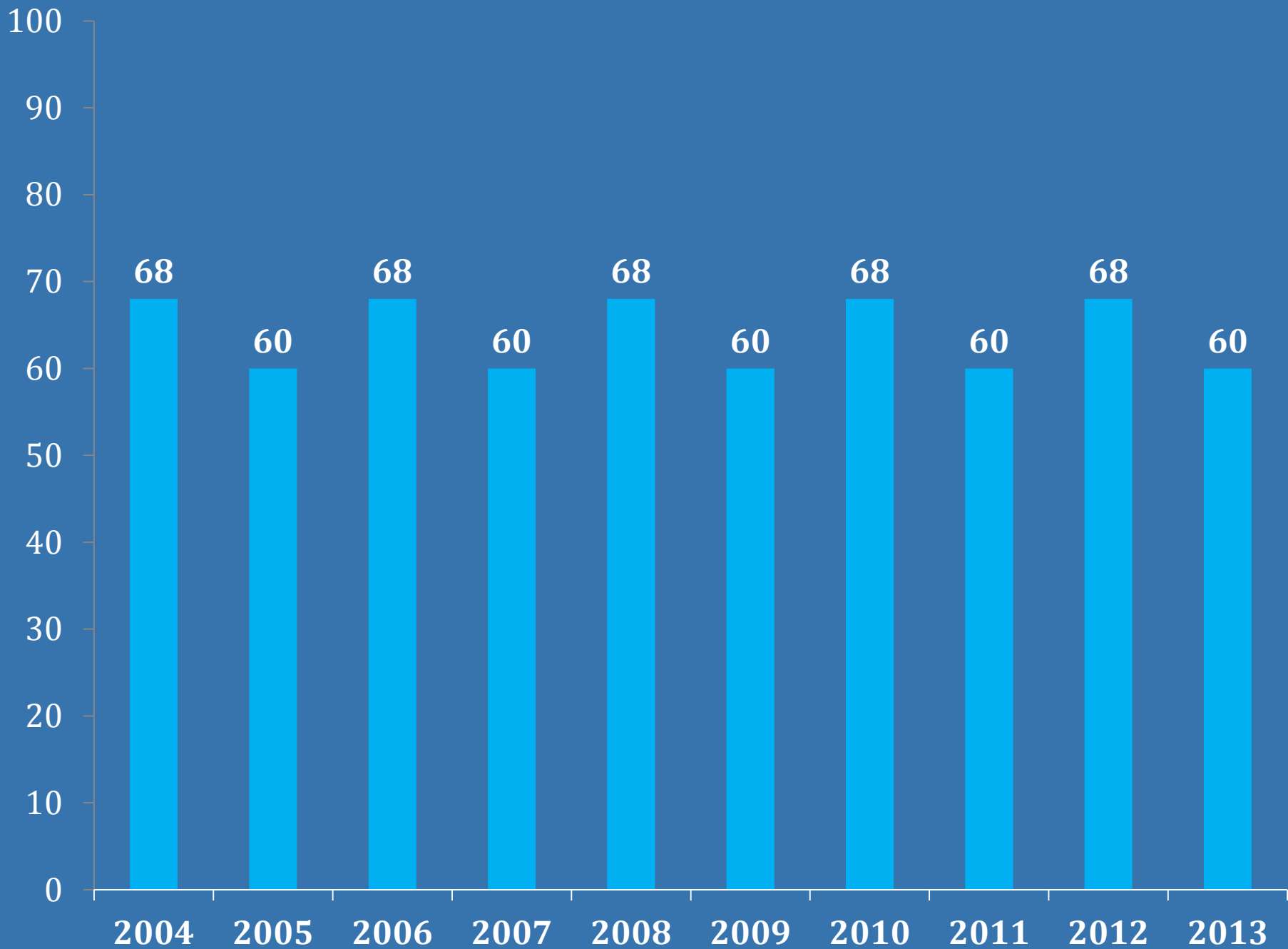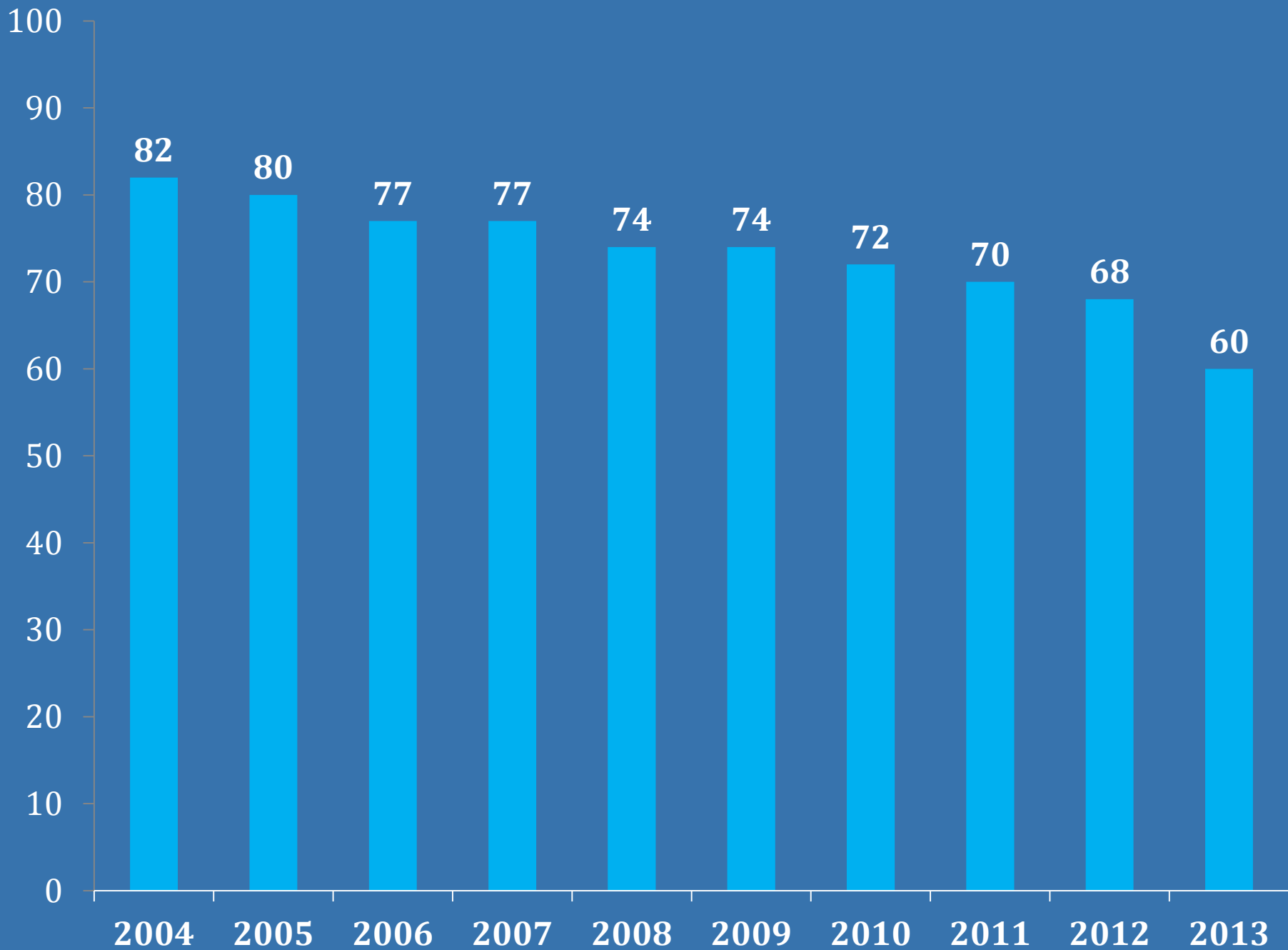
"We must understand variation."

(avoid management tampering)

Dr. W. Edwards Deming
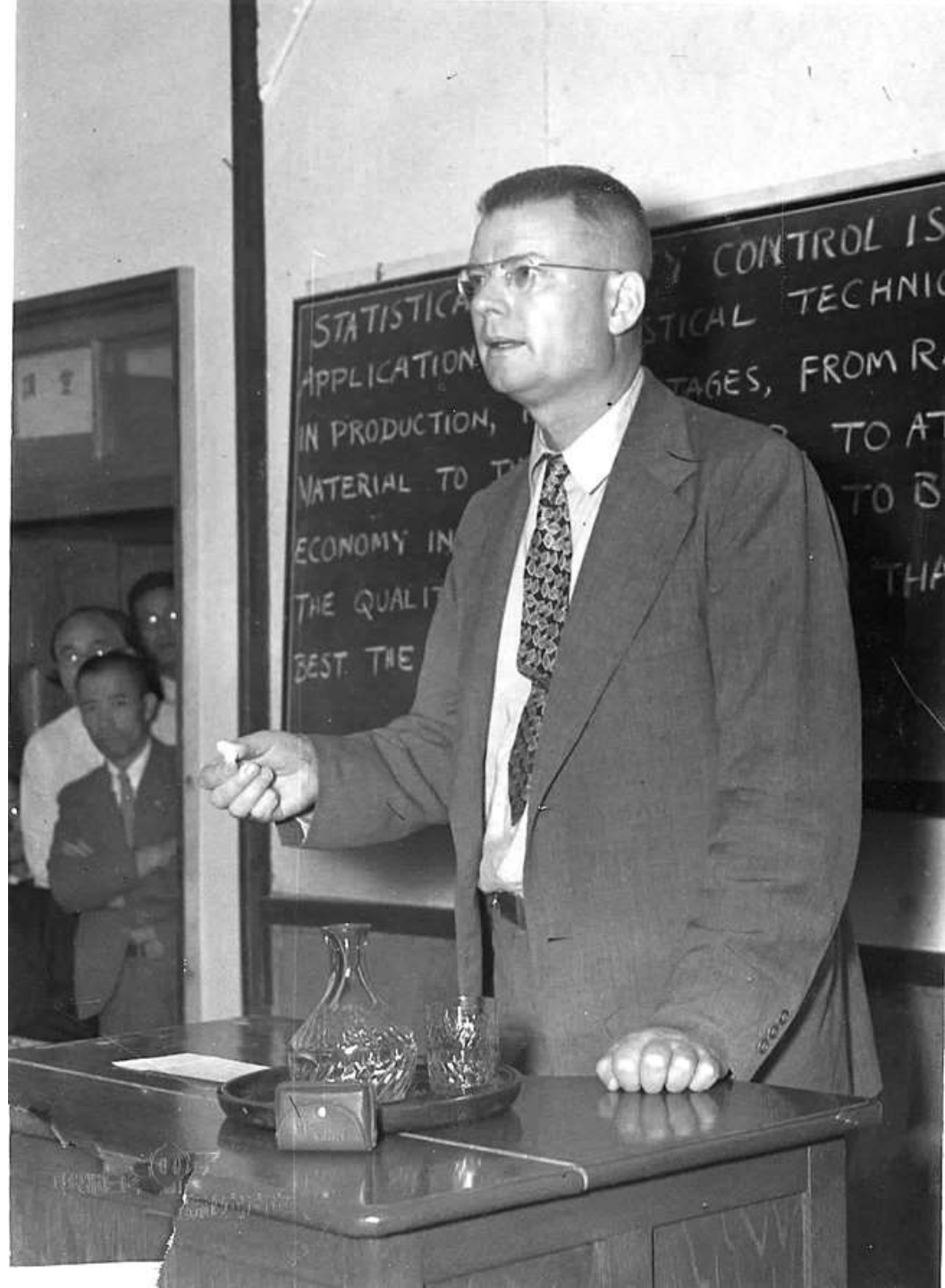
Targets express a specific level of performance the organization is aiming to achieve.

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

How else will you know how well you are doing without context?

A key question to ask is: "compared to what?"

Target setting
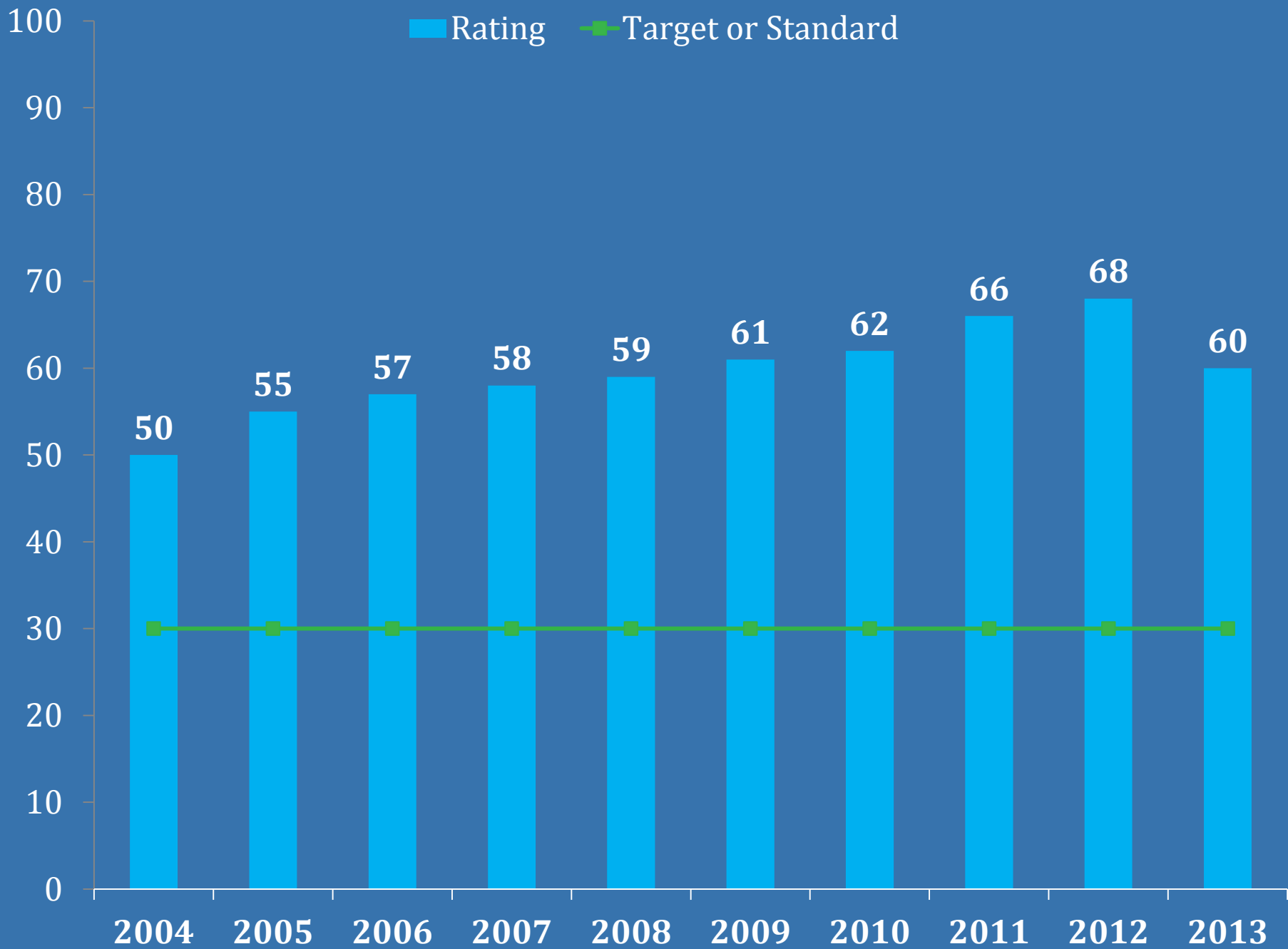
DAYS BETWEEN WORK ORDERS
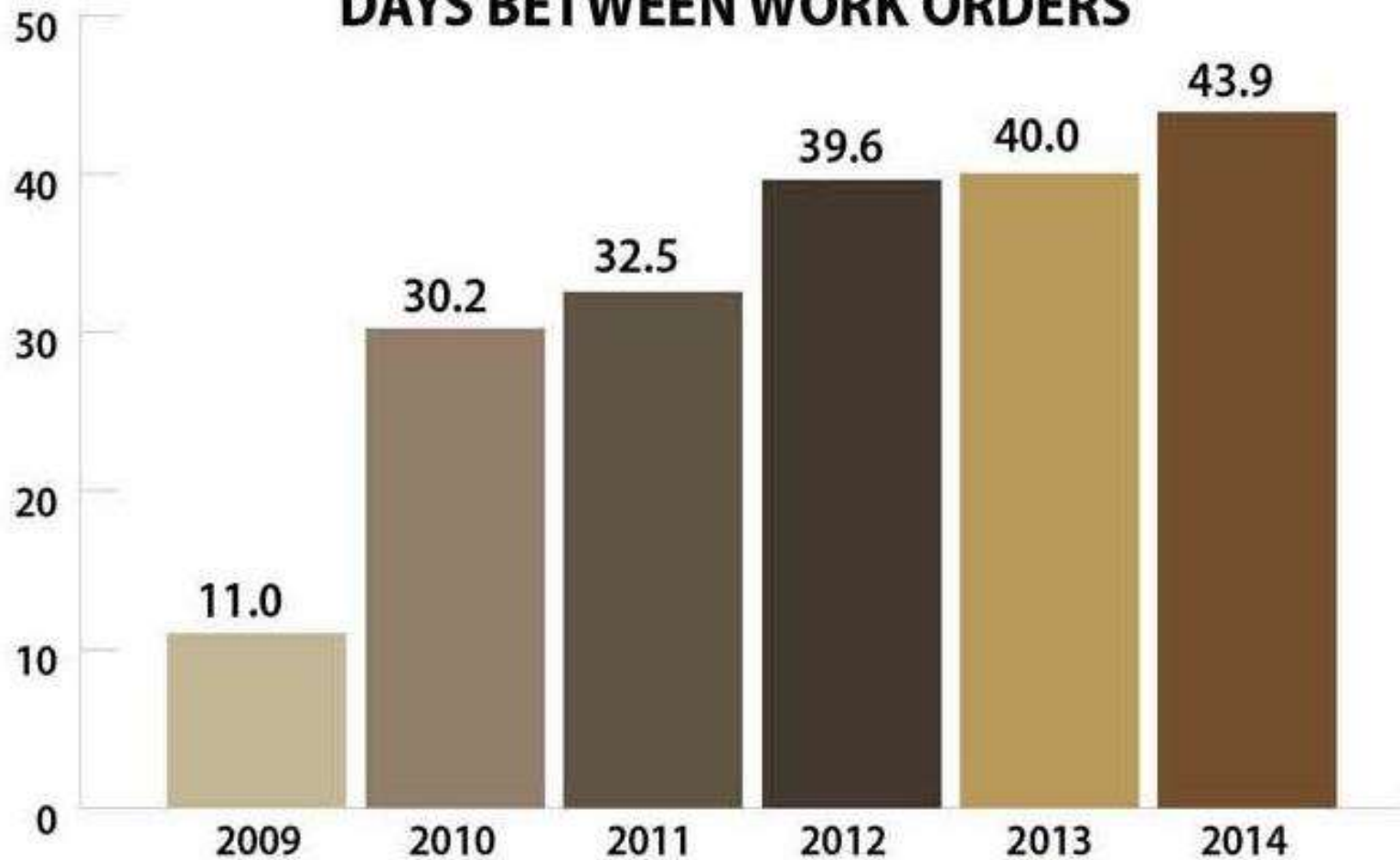
This graph shows the number of days between close of work order and the opening of the next work order on the same unit. The fleet's goal is 45 days.

SOURCE: CITY OF SCOTTSDALE

MEASURES			Annual Target	Q1 Target	Q1 Actual	% of Target
➡	MEASURE:	Drinking Water Produced Daily	70.9	81.8	78.8	96.3%
	COMMENT:	Average daily potable water production in millions of gallons. Significant late monsoon rains reduced demand for water in the first quarter.				
⬆	MEASURE:	Sewage Treated Daily	21.4	21.4	23.1	108%
	COMMENT:	Average daily volume of sewage treated in million gallons. Includes flow to 91st Avenue regional facility.				
⬇	MEASURE:	Percent of Lost & Unaccounted For Water	6%	6%	7.7%	128%
	COMMENT:	Required state standard is 10%. Scottsdale's goal is aggressive and 40% lower than the state standard. Based on the many factors influencing this measure, it may take more than one year to achieve.				
➡	MEASURE:	Percentage of calls handled and resolved immediately by staff in a single phone call	85%	85%	84.6%	100%
➡	MEASURE:	Drinking Water compliance rate	100%	100%	100%	100%
⬆	MEASURE:	Amount of water (in million gallons) recharged above Safe Yield	2,500	625	3,469	555%
	COMMENT:	Substantial off-site recharge planned for the previous fiscal year was delayed and not included in initial target.				
➡	MEASURE:	Percentage of workshop participants who attended a landscape workshop and rated the program as "Excellent" or "Good" in a feedback survey	98%	98%	100%	102%
	COMMENT:	100% of 277 workshop attendees rated the workshops as good or excellent.				

CODE: COMPLETED ✓   FAVORABLE ⬆   ON TARGET ➡ (95-105%)   UNFAVORABLE ⬇   DELAYED ⬅

Benchmarking
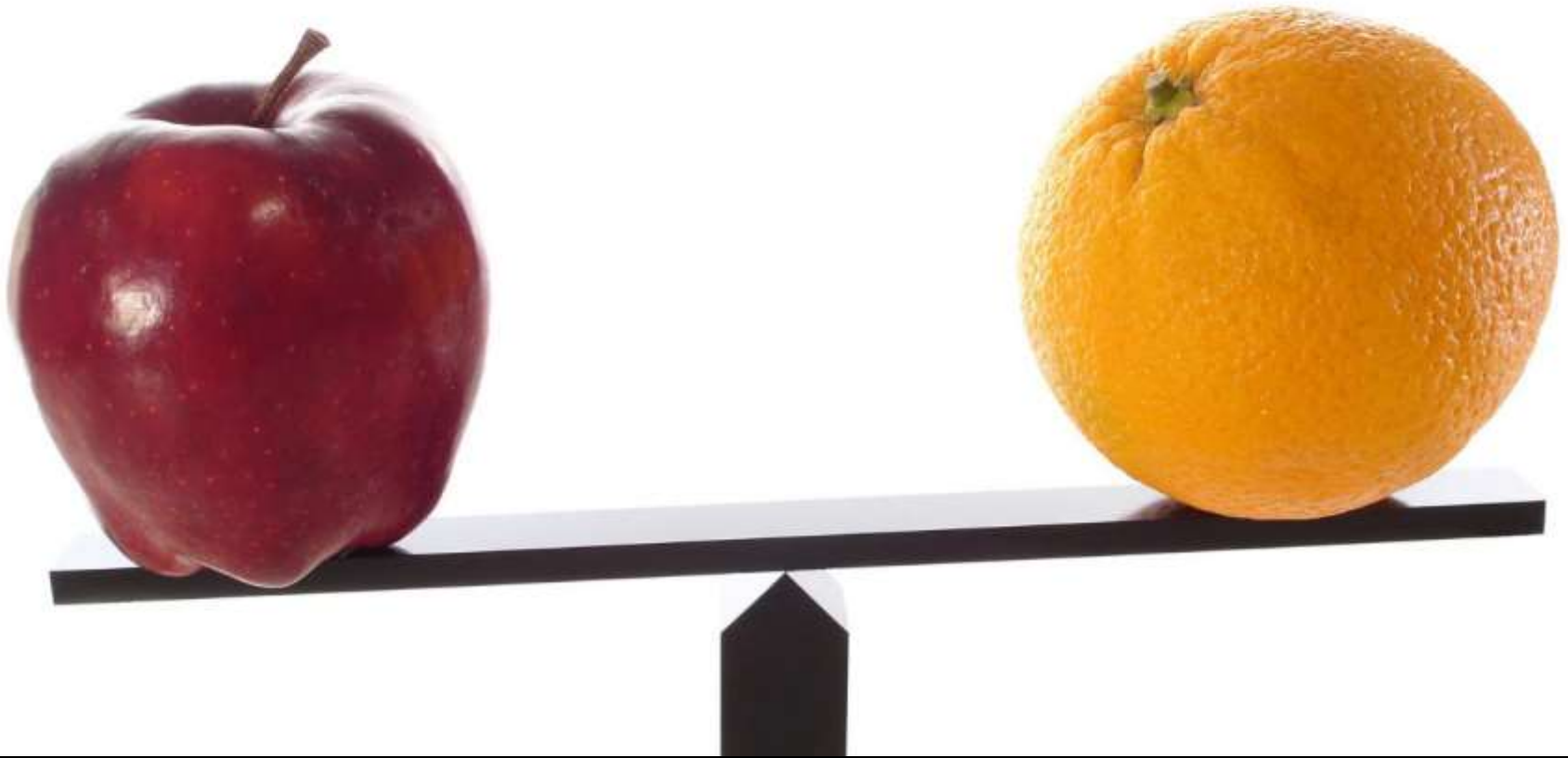
Comparing performance with other organizations

We compare for context

We compare for validation

We compare to track our progress

We compare for motivation

London 2012
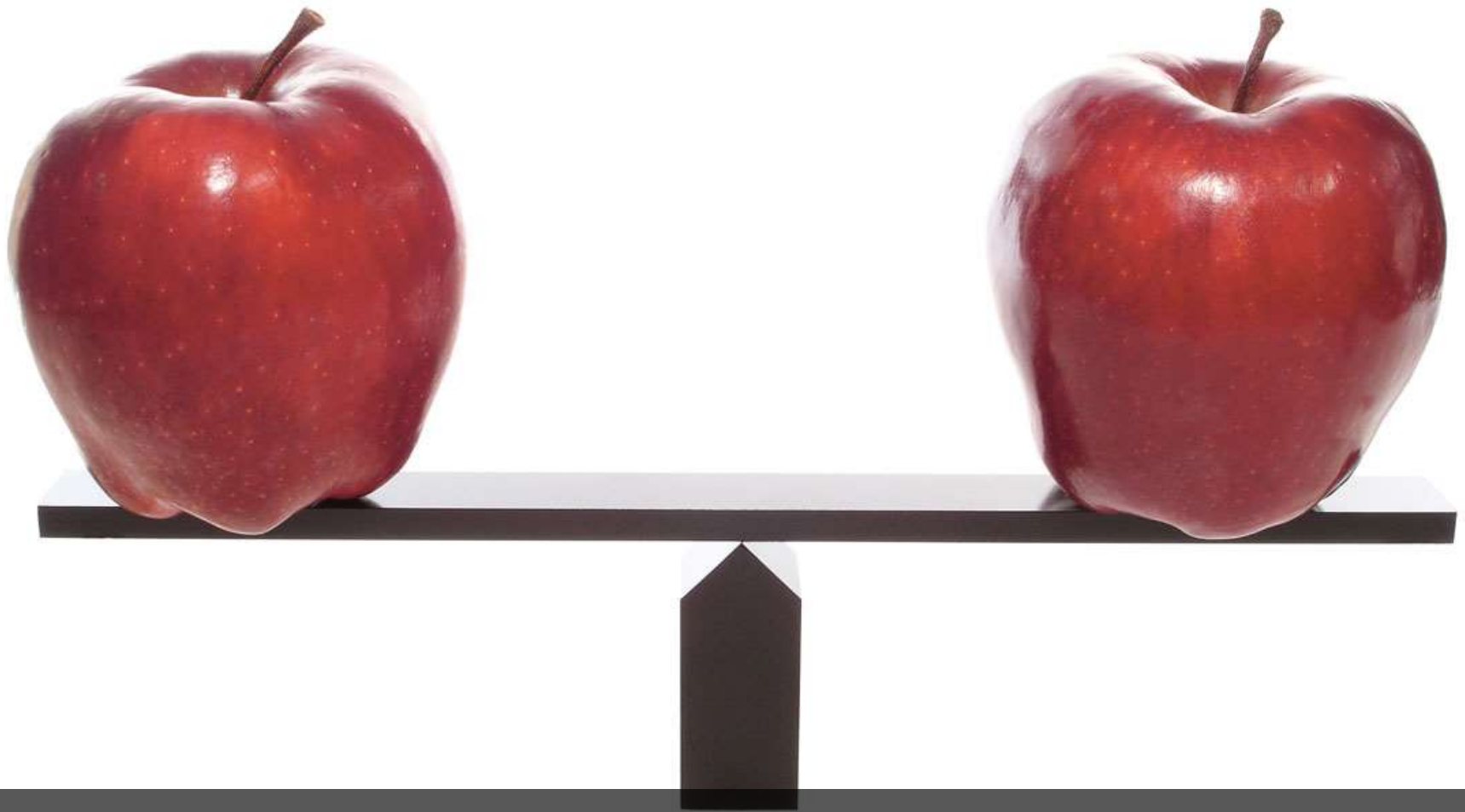
We compare to understand

If we don't compare, others will

What's in it for us?

"Residents who experienced …
'operational transparency' in government
services – seeing the work that government
is doing – expressed more positive attitudes
toward government and greater support for
maintaining or expanding the scale of
government programs."

Harvard Business School study, 2013

Scottsdale
$80.92

Monthly
Residential Utility Bill
Source: City of Tempe. Typical
water, garbage and sewer
charges as of January 2012

How will you know how you are doing without context?

Valley Benchmark Cities
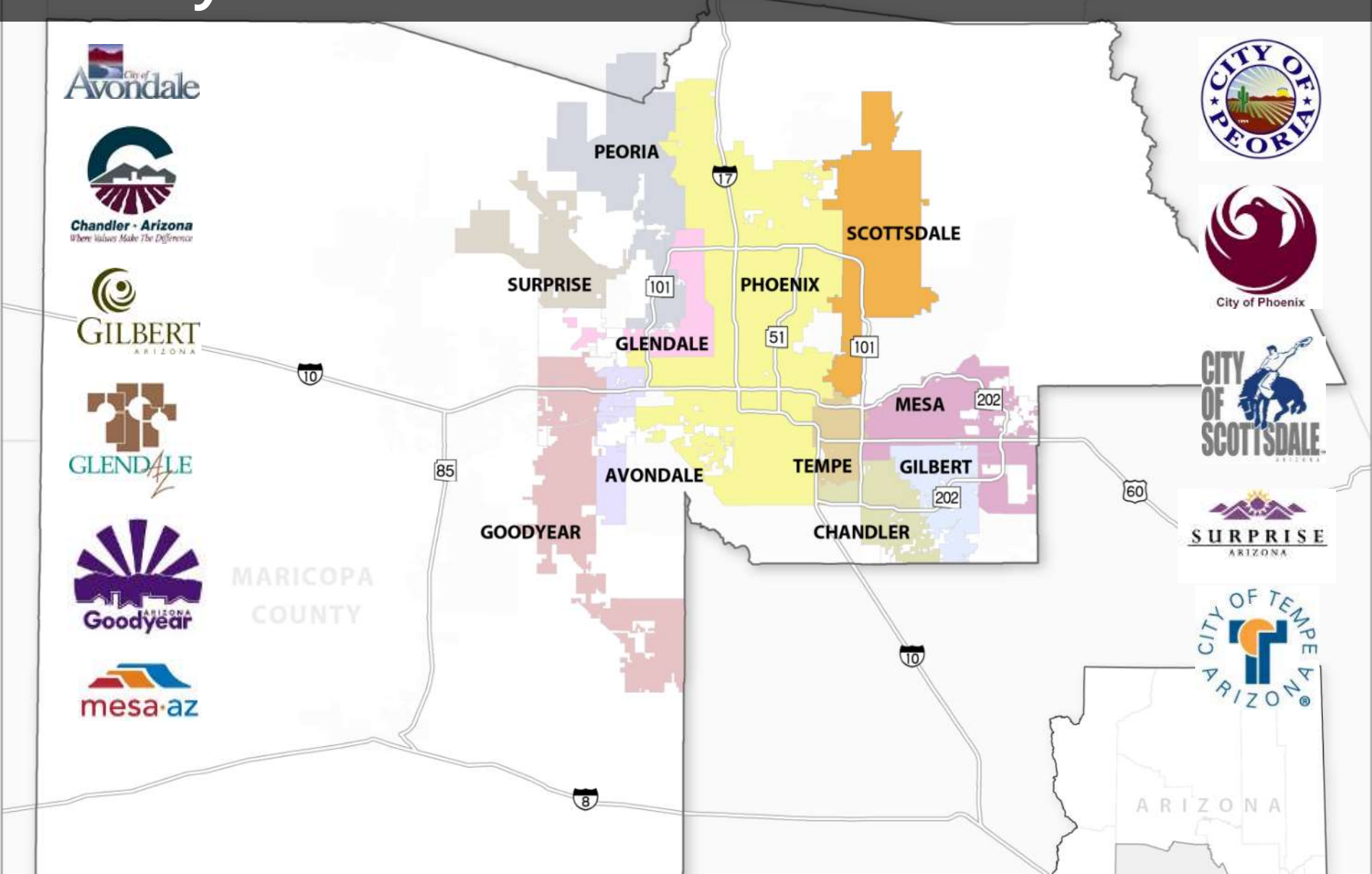
"Evidence suggests that improved performance occurs at a much greater rate when performance measures are compared."
Smith and Cheng, 2004
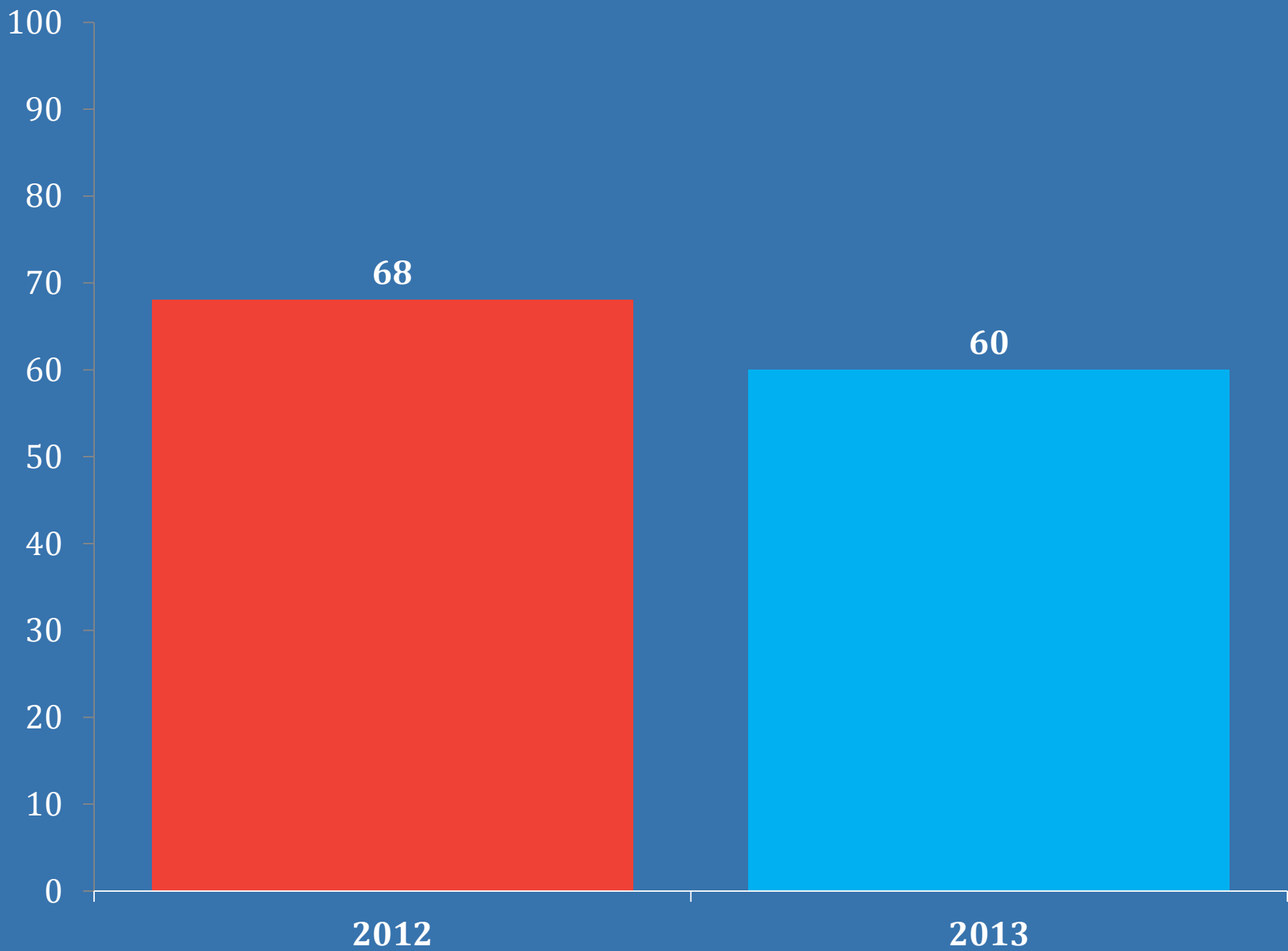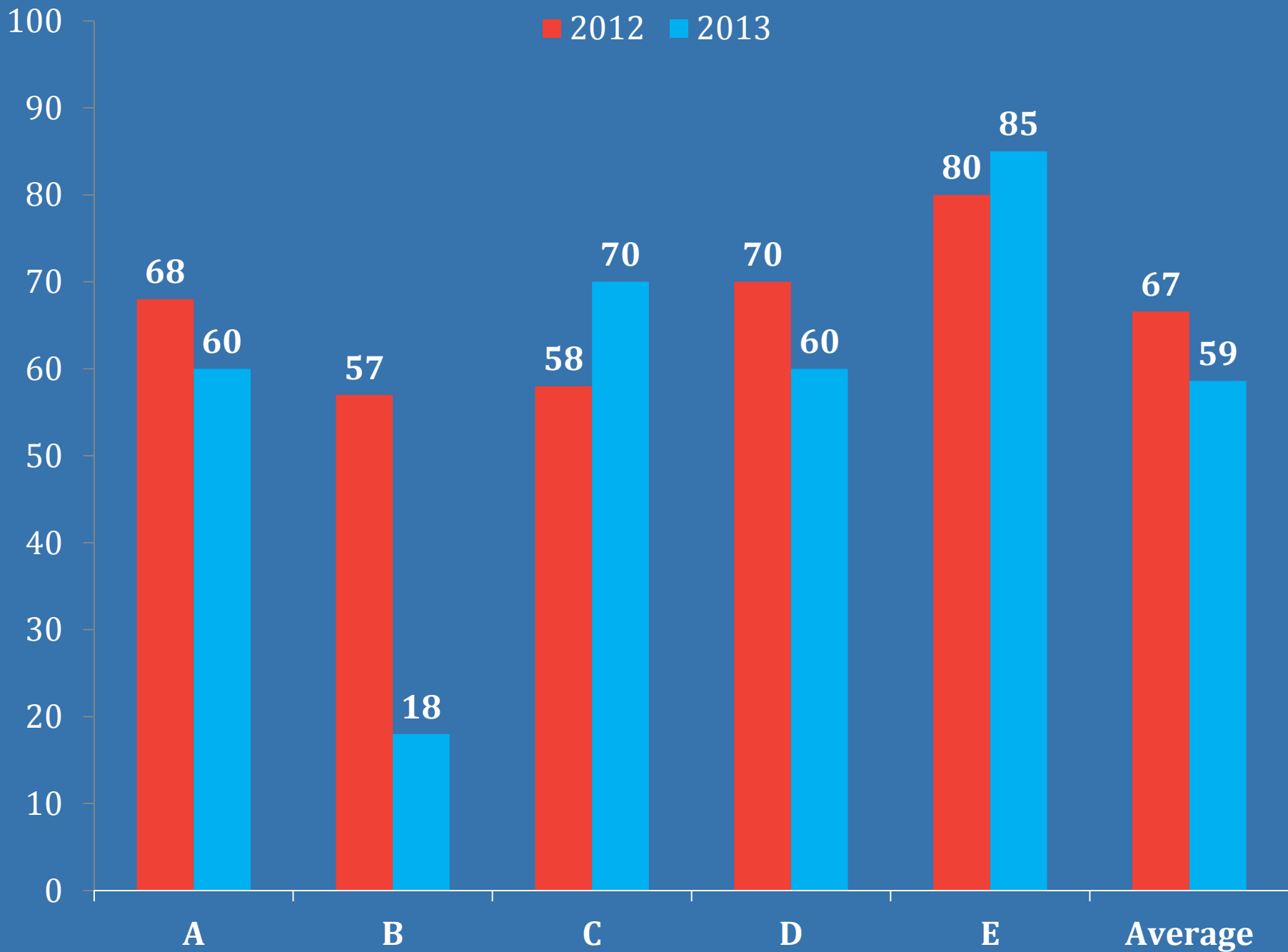
Tips for successful Performance Review Sessions:

- Leadership sufficiently interested to support and participate in regular meetings

- A process that provides timely and accurate data on program outputs and outcomes

- Staff that can assist the leader in examining the data and provide advice on issues to address at the meetings

Performance Review Sessions

Data validation

"But you must never forget that every one of these figures comes from the village watchman, who just puts down what he damn well pleases." Sir Josiah Stamp, 1911
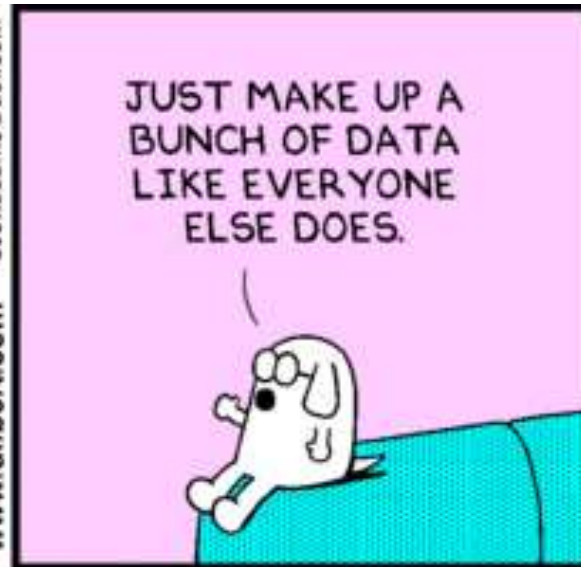
Don't be surprised when measures are revised
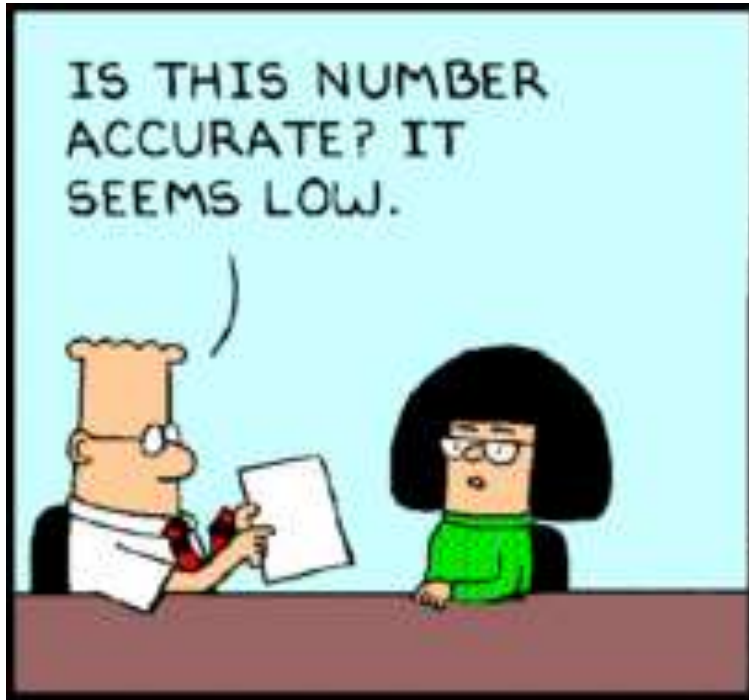
Don't take it personally...

Reports give a glimpse inside the manager's brain.

simplicity

Empathize
Perceive others needs
& expectations

Empathize
Perceive others needs
& expectations

Clarify
Make it easier
to understand
& use

simplicity

Distill
Boil down &
customize
to meet needs
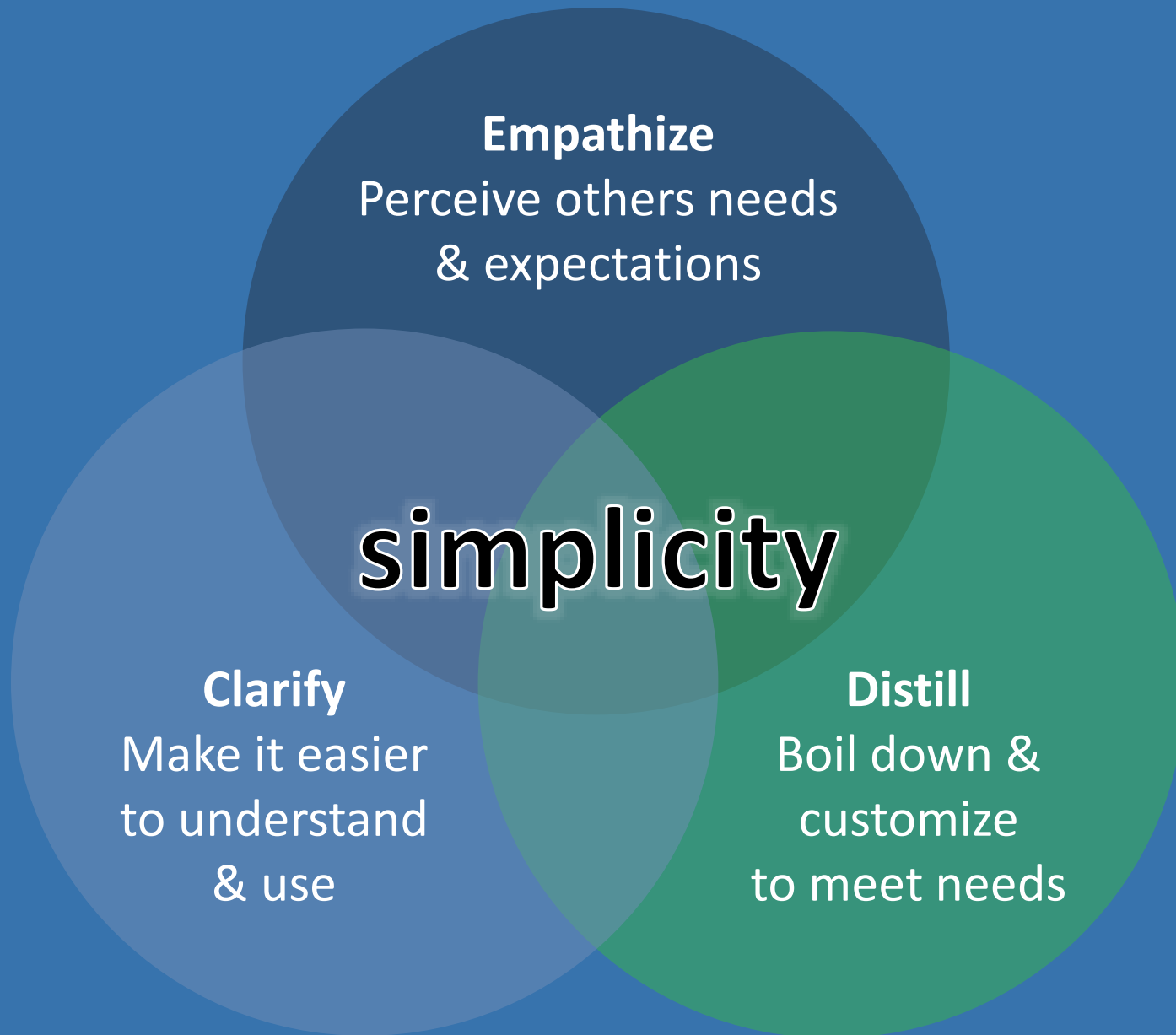
From: "Simple: Conquering the Crisis of Complexity," Alan Siegel and Irene Etzkorn (2013)

Scottsdale Statistics Fiscal Year Ending June 30	2009	5-Year Trend	2014
Acres of land acquired for the McDowell Sonoran Preserve	25		2,365
Annual attendance at parks, community centers and libraries (in millions)	8.7		7.8
Total number of filed charges heard and resolved by the City Court	137,887		83,441
Responses by the Fire Department to calls for emergency services	23,953		28,544
Average Fire Dept. travel time to calls for emergency services (in minutes)	4:23		4:27
Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1) *	34.3		27.8
Average Police Department response time to emergency calls (in minutes)	5:07		5:04
Drinking water supplied (million gallons per day)	69.4		70.2
Homes serviced by residential trash and recycling collections	78,607		80,354
New jobs created in targeted industries	394		1,069
Average hotel occupancy rate	59%		66%
Total citywide transit ridership (in millions)	3.5		2.6
Scottsdale Airport takeoffs & landings	169,972		142,248
Maintained landscaped medians and rights of way (in millions of square feet)	17.0		22.5
Maintained city facilities (in millions of square feet)	2.3		3.3

4 POLICE STATIONS

15 FIRE STATIONS

359 POLICE VEHICLES

13 ENGINE COMPANIES

10,874 FIRE HYDRANTS

297 TRAFFIC SIGNALS

4 Ladder Companies
4 Brush Trucks
1 Hazardous Material Response Vehicle
1 Airport Rescue Fire Fighting Vehicle

2,947 equivalent 12' wide lane miles of road

2,079 miles of water mains

1,429 miles of sanitary sewers

188 miles of storm sewers

30,165 ACRES OF PRESERVE LAND

42 PARKS

975 TOTAL ACRES

4 URBAN LAKES

70 ATHLETIC FIELDS

11 TRAILHEADS and 115 MILES OF NON MOTORIZED TRAILS

40 BASKETBALL COURTS

30 VOLLEYBALL COURTS

45 miles of paved pathways

6 COMMUNITY CENTERS

4 FITNESS FACILITIES

4 AQUATIC FACILITIES

7 SPRAY PADS

36 PLAYGROUNDS

1 RAILROAD PARK

2 SKATE PARKS

55 TENNIS COURTS

2 TENNIS CENTERS

5 LIBRARIES

3 EQUESTRIAN FACILITIES

2 SENIOR CENTERS

3 OFF-LEASH AREAS

74%

Salaries & Wages
up to 2,418 full-time employees

40%
of budget

Benefits

26%

60%
Payments to private sector through contracts and direct purchases of products and services.
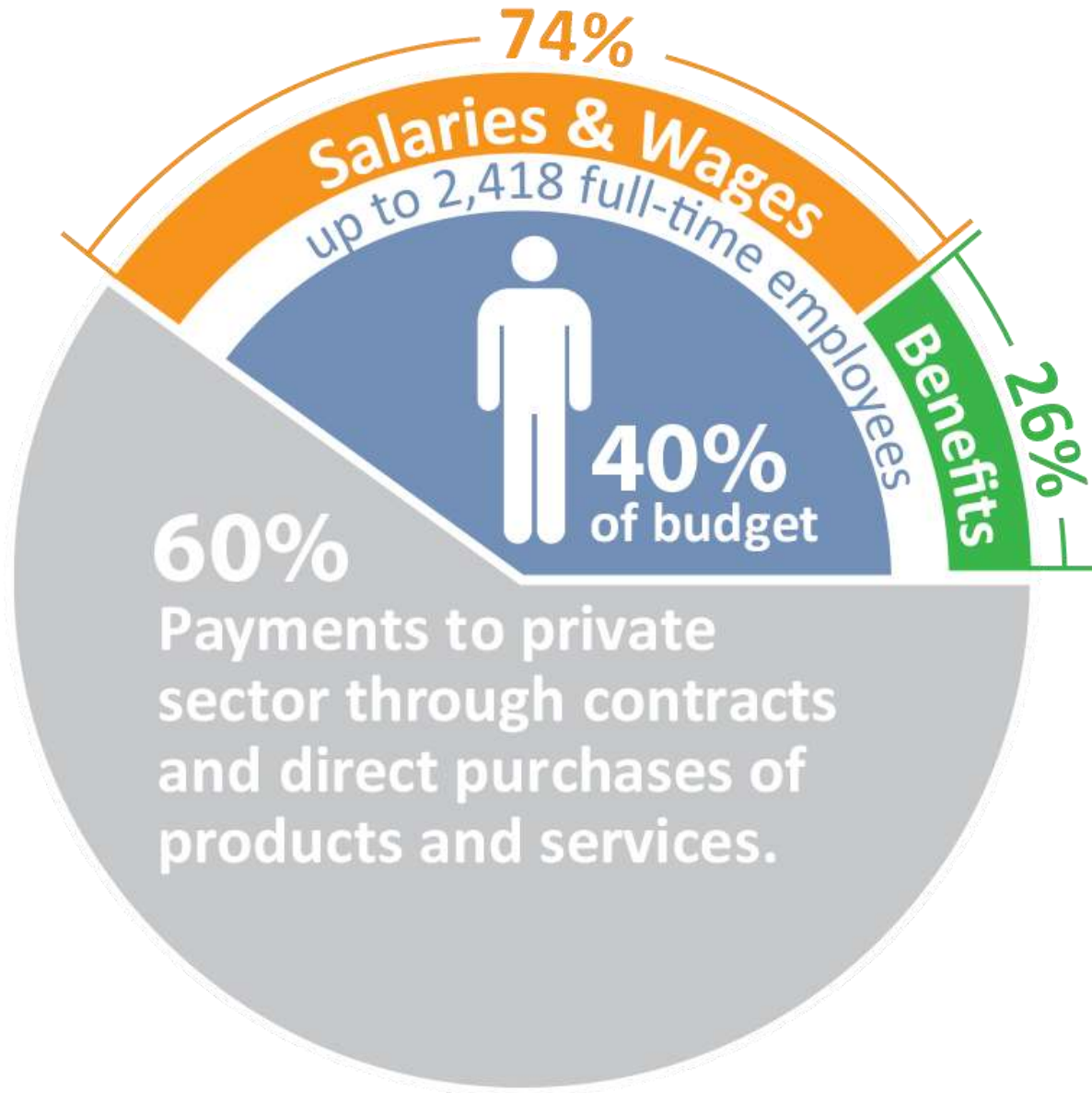
How Our Residents Rate Scottsdale
Percent "excellent" or "good"

Quality of life
90 (2006) · 94 (2010) · 98% (2013)

As a place to live
94 (2006) · 96 (2010) · 98% (2013)

Appearance
87 (2006) · 94 (2010) · 96% (2013)

City services
81 (2006) · 88 (2010) · 87% (2013)

City employees
76 (2006) · 83 (2010) · 80% (2013)

Value of services for taxes paid
69 (2006) · 74 (2010) · 70% (2013)

Complete survey results online at
www.ScottsdaleAZ.gov/CitizenSurvey

"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);
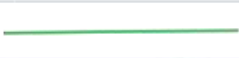
sociability
(easily shared and improved)"

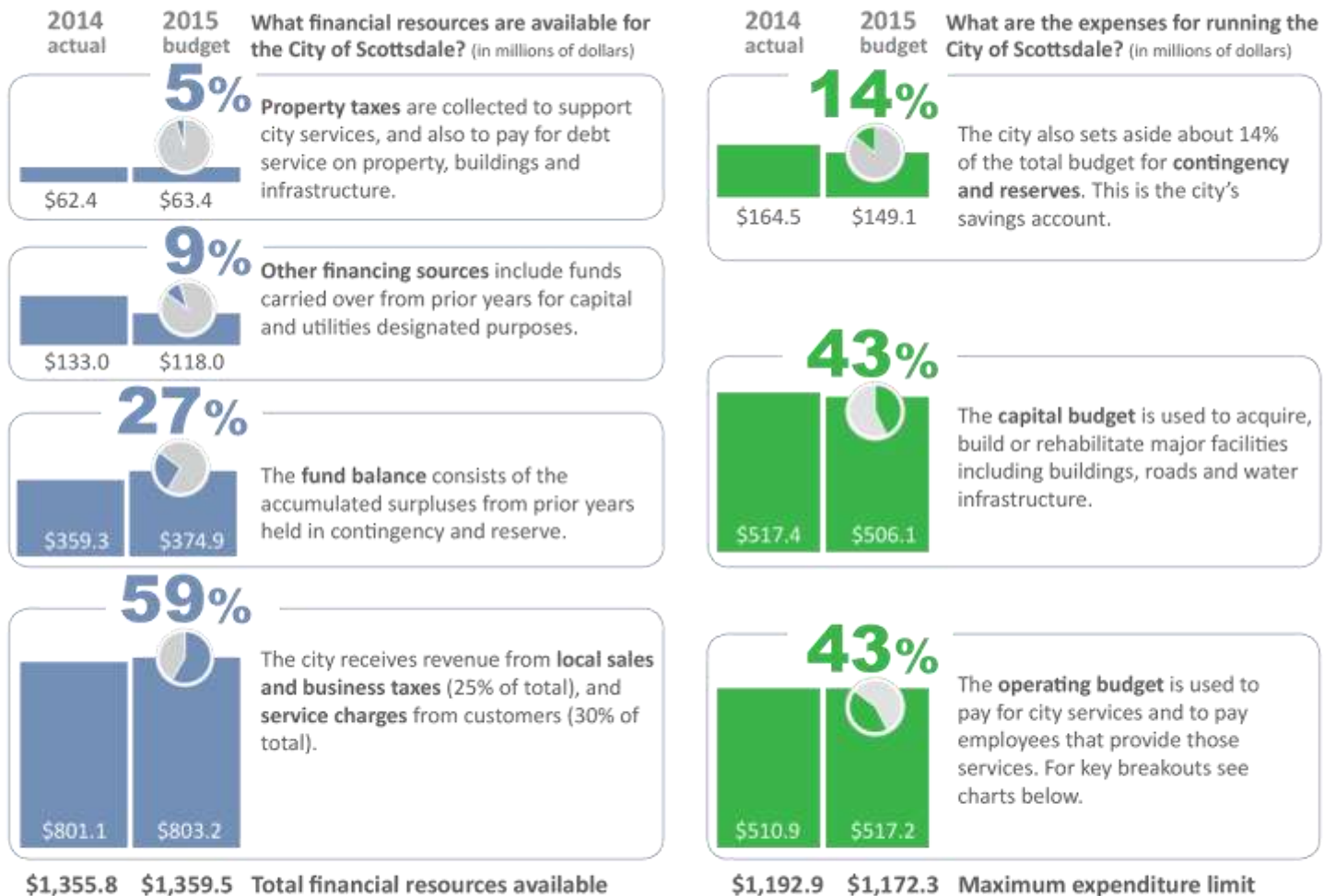"effective information visualization (is) premised on:

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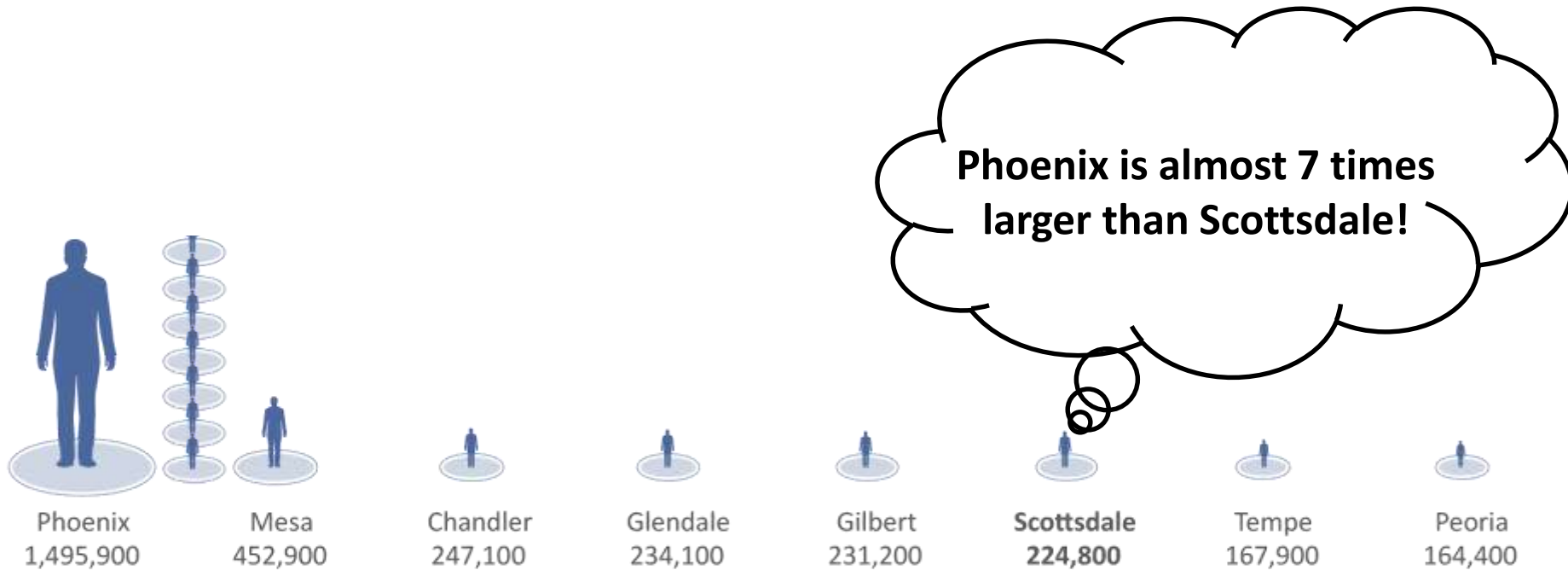"effective information visualization (is) premised on:

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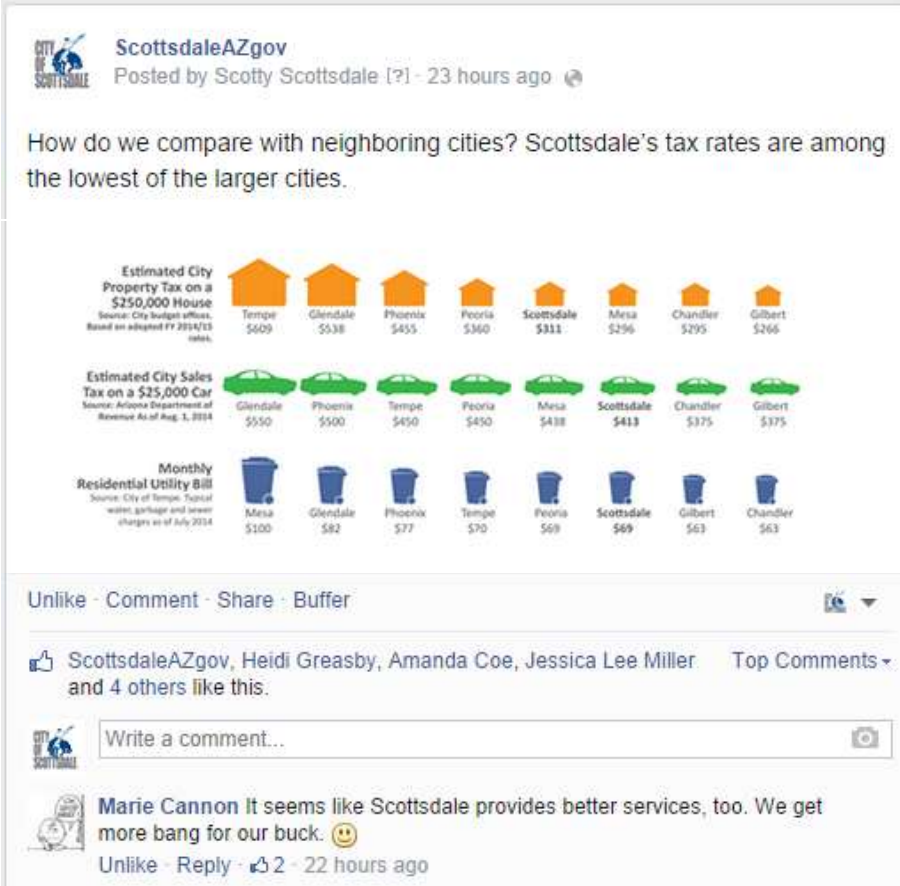"effective information visualization (is) premised on:

creativity

(design that is memorable and understandable)

"effective information visualization (is) premised on:

🐦 **sociability**

(easily shared and improved)

Edward R. Tufte

The Visual Display of Quantitative Information, Edward R. Tufte, 2001
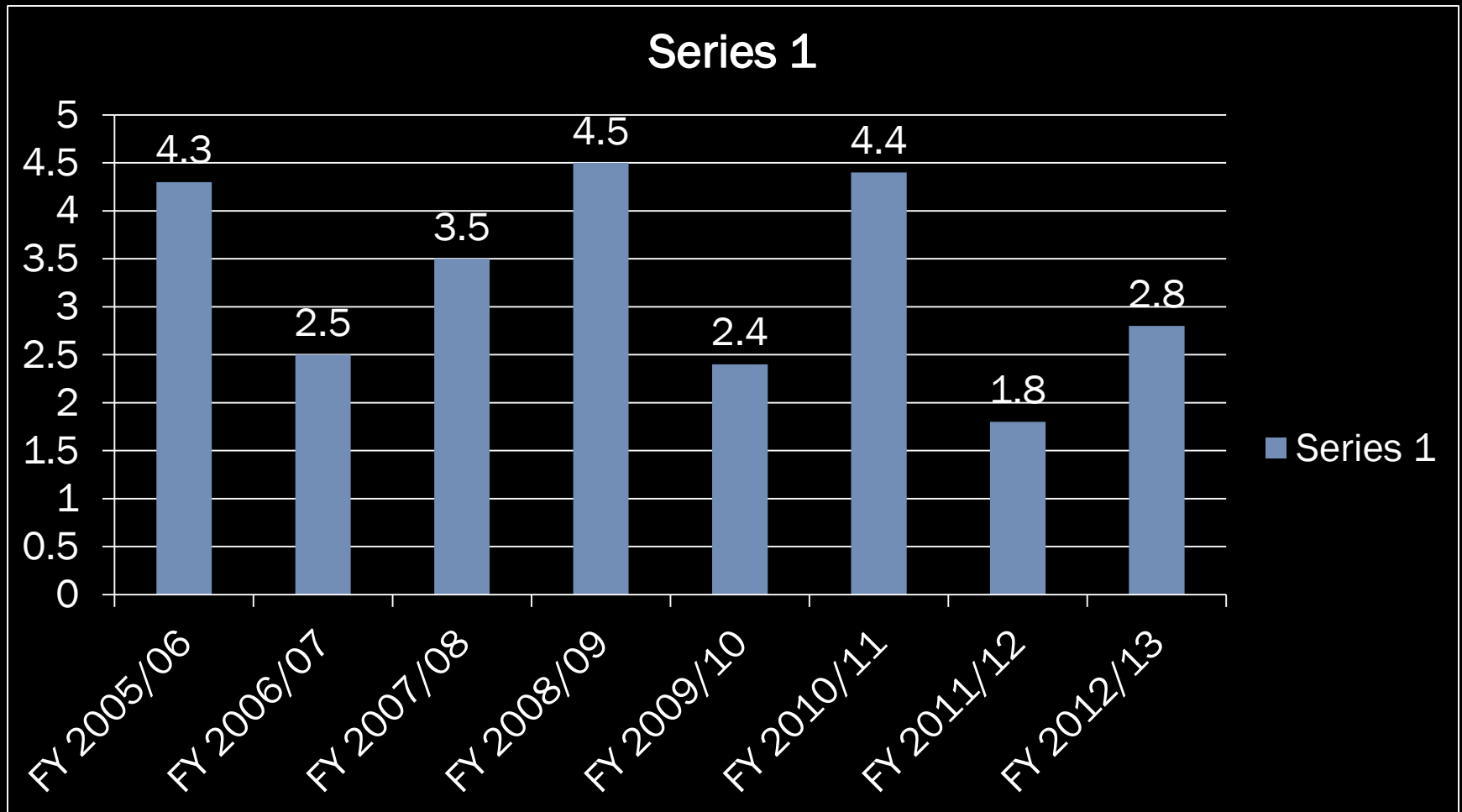
@EdwardTufte
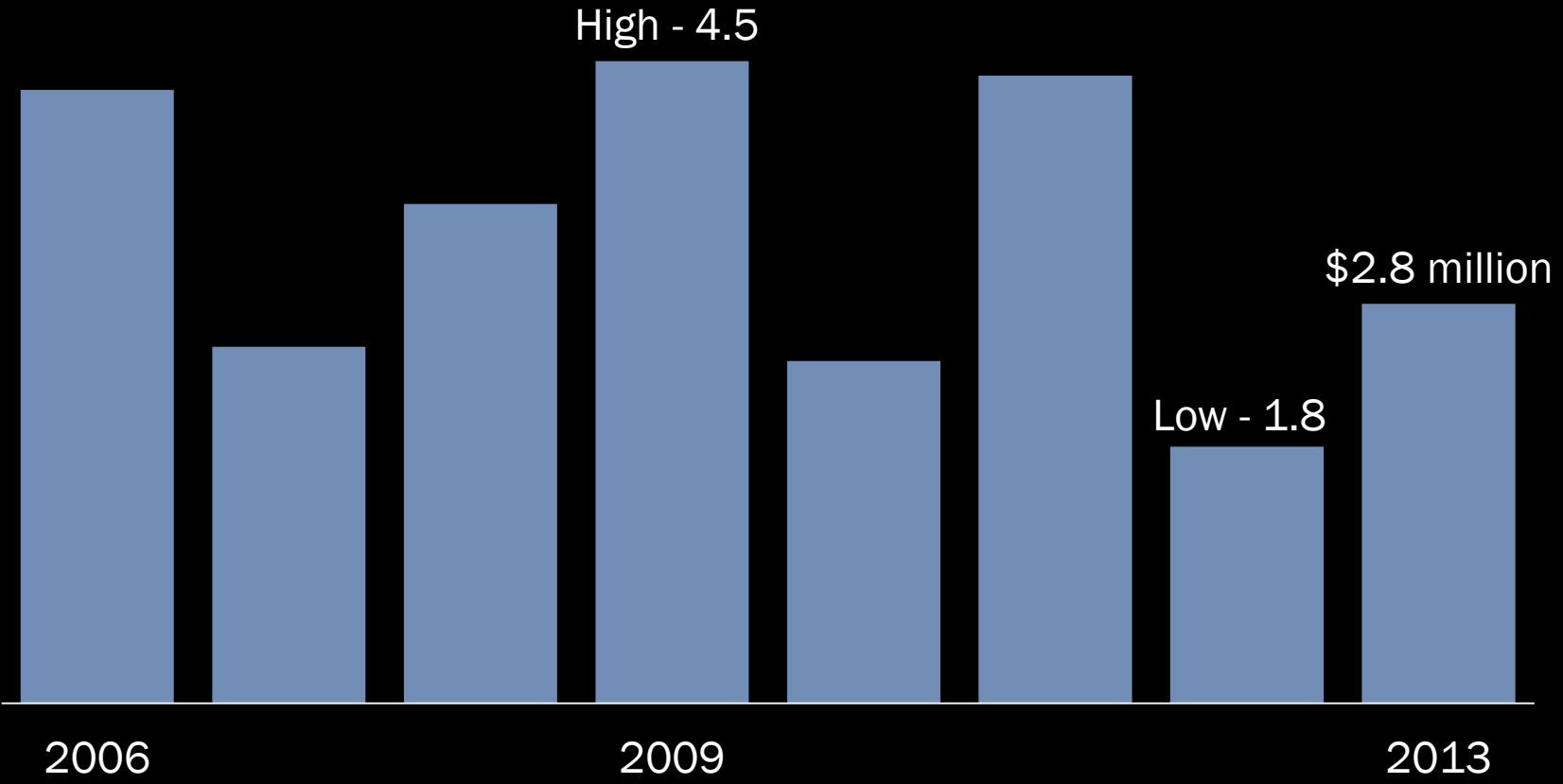
Accessible Complexity: The Friendly Data Graphic

Characteristics of friendly graphics

❑ words are spelled out

❑ words run from left to right

❑ little messages help explain data

❑ avoid elaborately encoded shadings, crosshatching and colors

❑ labels are placed on the graphic itself; no legend is required

❑ graphic attracts viewer, provokes curiosity

❑ colors, if used, are chosen so that color-deficient and color-blind (5 to 10 percent of viewers) can make sense of the graphic (blue can be distinguished from other colors by most color-deficient people)

❑ Type is clear, precise, modest

❑ Type is upper- and lower-case, with serifs

SECOND EDITION

The Visual Display of Quantitative Information

EDWARD R. TUFTE

The Visual Display of Quantitative Information, Edward R. Tufte, 2001, p. 183
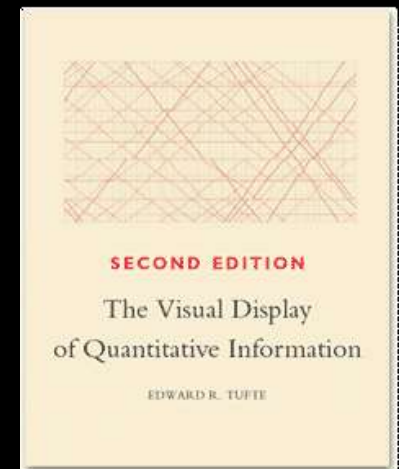
Total Full-Time Attrition and Unemployment Rate

Retirements

13.3%

11.0%

10.0%

9.3%

9.0%

8.4%

7.1%

5.6%

4.4%

4.0%

3.6%

3.3%

Unemployment Rate

Other Turnover

Retirement Incentive Program

95/96 | 00/01 | 02/03 | 05/06 | 09/10 | 12/13 YTD
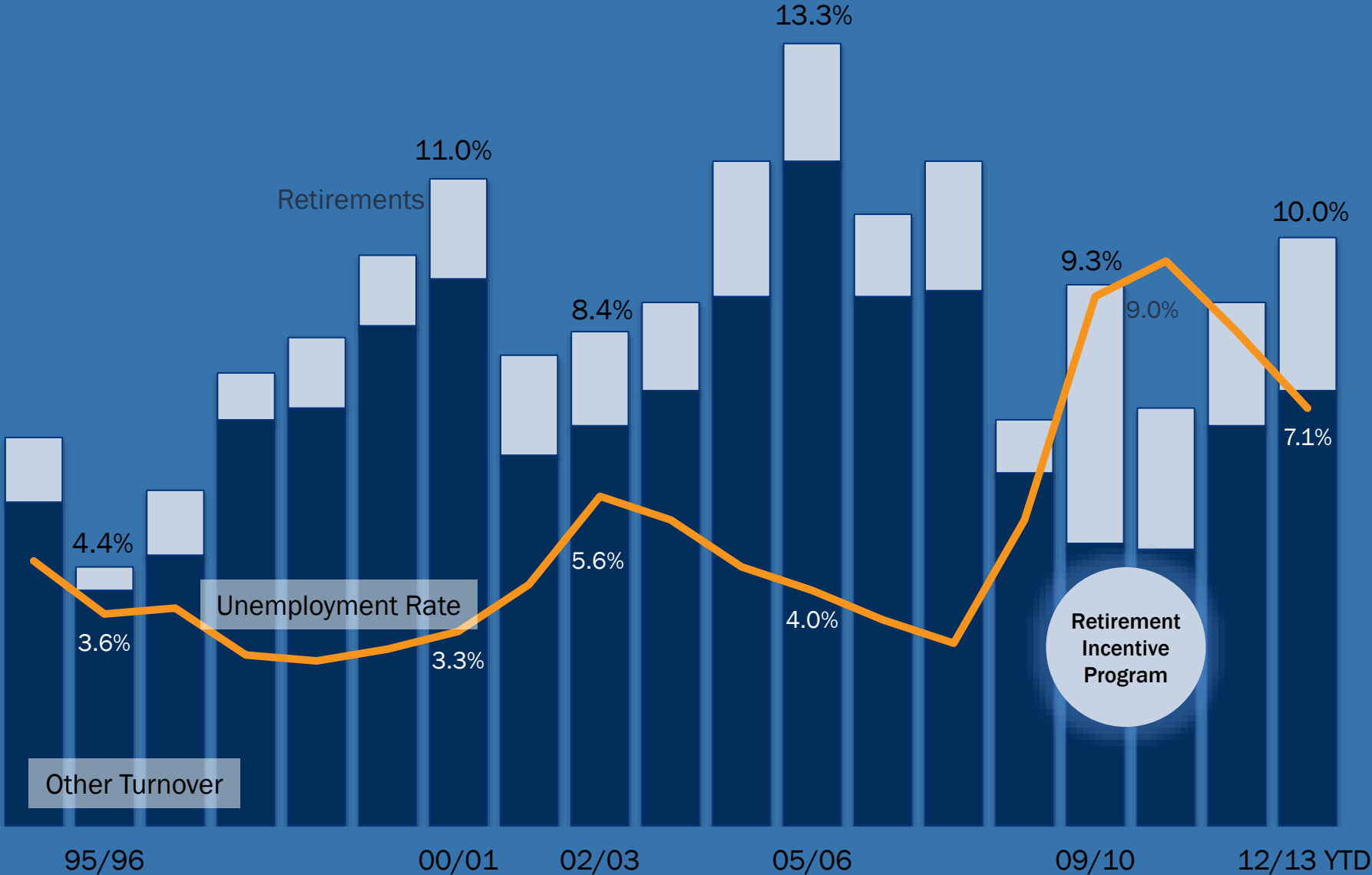
First Response Unit - Station 602 Area

93% ◀ 7% OTHERS

601	3%
603	3%
PHX	1%
TEMPE	.2%

FY 2011/12
1.9 companies
Station 602
6,161 Calls

10% more calls

77% ◀ 23% OTHERS

601	13%
603	7%
PHX	4%
TEMPE	.3%

FY 2012/13
1.1 companies
Station 602
6,784 Calls
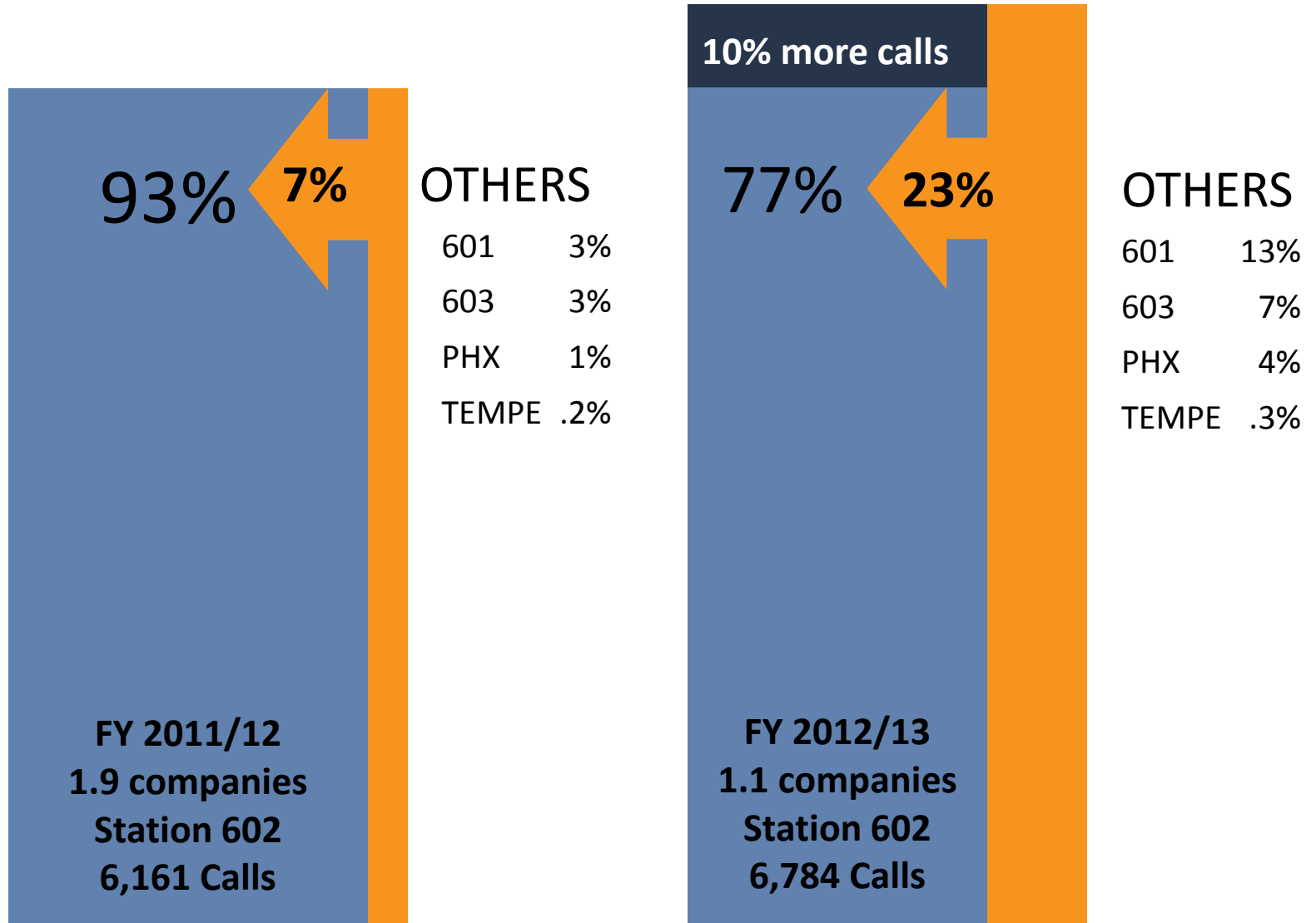
"People… operate with beliefs and biases.
To the extent you can eliminate both and replace them with data, you gain a clear advantage."

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

Moneyball (2011)

Assign a staff member to regularly review performance measures

Make sure that targets and standards are identified for each measure

Build review of measures into the regular management cycle – monthly staff meetings?

Work with her team to create a simple report that distills and clarifies performance information for management and customers

What should Abigail do?

Review measures on an regular basis and look at historical trends, performance against targets and standards – including benchmarked organizations

Make sure Abigail is prepared for management review sessions

What should Daniel do?

Take a look at the reports and look for explanations for variations in data.

Keep Abigail updated on changes or trends as she notices them

Provide feedback on reports and analysis from the perspective of the customers she works with.

What should Emily do?

Solid Waste Department

Mission

Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and the highest possible customer satisfaction.

Key services include:
- Provide weekly refuse/recycling and monthly brush/bulk collection to residents
- Provide commercial refuse collection 6 days a week to business and apartments

Expectations

#1 Department personnel must treat residents and businesses as customers
#2 Encourage residents and businesses to increase the amount of recycling
#3 Scheduled pick-ups must be adhered to in all possible circumstances
#4 The department must provide cost-effective services for the citizens

Goal 1   To provide the highest quality service at the lowest practical rate

Goal 2   Increase residential recycling diversion rate to 35% or greater by 2020

Goal 3   To reduce the number of missed collections by 40% by 2015

Goal 4   95% of residents will rate department personnel as "excellent" by 2015

Performance Summary

Measure	Input	Output	Efficiency	Effectiveness	Link to Goal	Link to Expectations
124,000 tons of garbage collected annually						
620 pounds of recyclable material collected per resident per year						
$10.8 million expended for equipment and materials						
10 commercial users reporting missing collections per 1,000						
Average monthly cost of $15.96 per customer for residential service						
$6.2 million expended for labor						
80,000 households and 1,500 commercial customers						
5 household reported missed collections per 10,000 collections						
17% diversion rate for material collected						

Questions for Discussion:

- What historical information would help you better evaluate these measures?

- What benchmark information would help the reader evaluate the information?

- How could this information be presented to the city council to be as effective as possible?

What are we asking you to do?

1. Review services to ensure they are aligned with strategic, council or general plan goals, make adjustments as needed

2. Review existing measures to ensure you are measuring the efficiency, effectiveness, and cost-effectiveness of services and create new measures, if needed

3. Identify standards and targets for each measure to ensure that you have context for evaluating success

4. When measures do not meet identified targets or standards, create and execute a plan to improve performance

Managing Organizational Performance

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Scottsdale City Manager's Office
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480-312-7288