“...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

IMPROVE RESULTS

ASSESS RESULTS
BY CONDUCTING ACTIVITIES
BY DELIVERING SERVICES
THAT BENEFIT CUSTOMERS
WE ACHIEVE RESULTS
THAT USE RESOURCES
BY DRIVING TO EACH HOUSE TWICE A WEEK WITH DRIVERS AND TRUCKS

BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD

WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT
BY RECRUITING APPLICANTS THAT ARE QUALIFIED DRIVERS WITH ANALYSTS, COMPUTERS AND WEBSITES WITH DRIVERS AND TRUCKS BY DRIVING TO EACH HOUSE TWICE A WEEK BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT
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
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
Program Evaluation
<table>
<thead>
<tr>
<th>SCIENTIFIC METHOD FOR EVALUATION</th>
<th>PURPOSE</th>
<th>RESEARCH</th>
<th>HYPOTHESIS</th>
<th>EXPERIMENT</th>
<th>ANALYSIS</th>
<th>CONCLUSION</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>What problem are you trying to solve?</td>
<td>What can you find out about the problem?</td>
<td>Why do you think the problem is occurring?</td>
<td>How might you test your hypothesis?</td>
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- **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

<table>
<thead>
<tr>
<th>Condition</th>
<th>What is the problem? What is happening?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect</td>
<td>Why should anyone care? What is the impact?</td>
</tr>
<tr>
<td>Cause</td>
<td>Why did the condition happen?</td>
</tr>
<tr>
<td>Criteria</td>
<td>How do we know this is a problem? What should be?</td>
</tr>
<tr>
<td>Recommendation</td>
<td>How do we improve the condition? How do we address the cause?</td>
</tr>
</tbody>
</table>

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

1995: 2% Market, 5% Merit, 3% Fix
2005: 2.5% Market, 5% Merit, 2.5% Fix
2015: 6% Market, 5% Merit, 3% Fix
Scottsdale Typical compared to 5-city step average base salary

Completed Years of Service

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

$45,000 $50,000 $55,000 $60,000 $65,000 $70,000 $75,000 $80,000

Scottsdale

5-City Average
Because of step programs and increases there is a gap between the Valley average and current Scottsdale salaries.

Scottsdale is higher in these years.

Scottsdale is lower in these years.
Where do Scottsdale Police Officers Live?
(by zip code)

- Scottsdale: 67 (21%)
- Gilbert: 45 (14%)
- Phoenix: 66 (20%)
- Mesa: 45 (14%)
- Glendale: 11 (3%)
- Tempe: 9 (3%)
- Chandler: 20 (6%)
- All other: 18 (6%)
Do we need another engine company downtown?
First Response Unit - Station 602 Area

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

FY 2012/13
1.1 companies
Station 602
6,784 Calls

10% more calls

OTHERS
- 601: 3%
- 603: 3%
- PHX: 1%
- TEMPE: 0.2%

OTHERS
- 601: 13%
- 603: 7%
- PHX: 4%
- TEMPE: 0.3%
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.

<table>
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<tr>
<td>$0</td>
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<tr>
<td>$200,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>$400,000</td>
<td></td>
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Would you like to join your neighbors and donate to Scottsdale Cares?

YES,
I want to donate $1/month to Scottsdale Cares!
Annex 1: Yes and No buttons email

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

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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 Yes and No button email.

*Figure 2: Effect of receiving different emails on donation rates (amongst those who opened the email)*
Improve your reporting
“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

SECOND EDITION
The Visual Display of Quantitative Information

Edward R. Tufte


@EdwardTufte
“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