Scottsdale's 231,200 citizens are served by 6 Council Members, 6 Appointed Officers, 153 Board and Commission Members, 531 Part-time Employees, 2,148 Full-time Employees, and 6,804 Volunteers.
LODEST POINT: 1,150 ft

SCOTTSDALE AIRPORT: 1,510 ft

HIGHEST POINT: 4,877 ft

WINTER:
- 68°
- 43°

SPRING:
- 77°
- 50°

SUMMER:
- 103°
- 78°

FALL:
- 87°
- 61°
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
- 2006: 94%
- 2010: 96%
- 2016: 98%

Quality of life
- 2006: 90%
- 2010: 94%
- 2016: 96%

Appearance
- 2006: 87%
- 2010: 94%
- 2016: 93%

City services
- 2006: 81%
- 2010: 88%
- 2016: 89%

City employees
- 2006: 76%
- 2010: 83%
- 2016: 90%

Value of services for taxes paid
- 2006: 69%
- 2010: 74%
- 2016: 71%
CITY OF SCOTTSDALE
Have you heard of Scottsdale before today?
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?
**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
BY CONDUCTING ACTIVITIES
BY DELIVERING SERVICES
THAT BENEFIT CUSTOMERS
WE ACHIEVE RESULTS
THAT USE RESOURCES
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

WITH DRIVERS AND TRUCKS
BY CONDUCTING ACTIVITIES
BY DELIVERING SERVICES
THAT BENEFIT CUSTOMERS
WE ACHIEVE RESULTS
BY CONDUCTING ACTIVITIES
THAT USE RESOURCES
BY DELIVERING SERVICES
THAT USE RESOURCES
Internal Services
Public Services
BY RECRUITING APPLICANTS THAT ARE QUALIFIED DRIVERS WITH ANALYSTS, COMPUTERS AND WEBSITES

BY DRIVING TO EACH HOUSE TWICE A WEEK

BY COLLECTING REFUSE AND RECYCLING FROM EVERY HOUSEHOLD

WE ENCOURAGE A CLEAN, SUSTAINABLE ENVIRONMENT

WITH DRIVERS AND TRUCKS

WITH ANALYSTS, COMPUTERS AND WEBSITES

BY RECRUITING APPLICANTS

THAT ARE QUALIFIED DRIVERS
By enforcing speed limits on streets through regular patrols by issuing traffic citations to those with unreasonable speeds, so that travel times are reasonable, predictable and collision-free. We manage traffic to avoid collisions and discourage unreasonable speeds 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?

DEFINE

ACHIEVE

ASSESS

IMPROVE
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
<table>
<thead>
<tr>
<th>Output (Activities)</th>
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<th>Outcome (Results)</th>
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<tbody>
<tr>
<td>Permits provided</td>
<td><em>Is not the same as</em></td>
<td>Businesses operating within code</td>
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<tr>
<td>Miles of road paved</td>
<td><em>Is not the same as</em></td>
<td>Safe driving conditions</td>
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<tr>
<td>Students receiving training</td>
<td><em>Is not the same as</em></td>
<td>Students acquire knowledge/skills</td>
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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?
“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
Target or Standard

Measure

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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?
IMPROVE RESULTS
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
Questions that well-written goals answer

What are you trying to achieve?  Who are you doing it for?

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

**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
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?

Three reasons employees don’t like their jobs

- Anonymity
- Irrelevance
- Immeasurability
Brent Stockwell | Asst. City Manager
480-312-7288 | bstockwell@ScottsdaleAZ.gov

go to ScottsdaleAZ.gov search “performance”