

PERFORMANCE MEASUREMENT FOR CITY & COUNTY CLERKS

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Agenda

- Reasons to measure performance
- Alignment with goals and objectives
- Types of measures
- Recognizing good measures
- Examples
- Exercise

The Value of Performance Measurement

Performance measurement...



- provides vital information for management and oversight;
- focuses attention on priorities and results;
- identifies successful strategies;
- enhances accountability.

Two versions of a simple truth . . .

- What gets measured gets done.
- You get what you measure and reward.

Not all sets of measures are equal...
Consider two different approaches to reporting the performance of a Clerk's Office

<p>Council meetings attended.....24</p> <p>Agenda packets assembled.....24</p> <p>Sets of council minutes prepared.....24</p> <p>Licenses issued.....89</p>	<p>Council meetings attended.....24</p> <p>% of agenda packets distributed at least 4 days prior to meeting.....92%</p> <p>% of minutes adopted w/out correction96%</p> <p>% of licenses issued w/in 1 week of application.....82%</p> <p>% of items indexed and distributed w/in 3 days of council action.....93%</p> <p>Average work-hours per set of minutes.....7.2</p>
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Climbing the Steps Toward Performance Management

Mission/Goals

Mission statements declare the agency's long-range intent; its purpose. Although the goals expressed in a mission statement may help shape the agency's values and its organizational culture, they often are imprecise and sometimes even a bit vague.

Objectives



Objectives are unambiguous statements of the agency's performance intentions, expressed in measurable terms, usually with an implied or explicit timeframe.

Performance Measures

Performance measures indicate how much or how well the agency is doing. Ideally, they track the agency's progress toward achieving its objectives.

Performance Management

Many agencies compare this month's or this year's performance measures to those of the past. Some are starting to make comparisons with other agencies and beginning the process of benchmarking.

CITY OF PALO ALTO Mission Statement

The government of the City of Palo Alto exists to promote and sustain a superior quality of life in Palo Alto. In partnership with the community, *our goal is to deliver cost-effective services in a personal, responsive, and innovative manner.*

Poorly Written Goals

- to continue to serve our customers (too ambiguous-- even for a goal!)
- to acquire the latest equipment (for what purpose?)
- to train our employees (as a means to *what end?*)



Well Written Goals for Clerk's Offices

- to maximize public access to local government
- to accurately record and carefully preserve and safeguard the legislative history of the City
- to maximize timely access to City records and information

Well Written Goals for Clerk's Offices

- to maximize public access to local government
- to accurately record and carefully preserve and safeguard the legislative history of the City, and to maximize timely access to City records and information

--City of San Jose, California

--City of San Clemente, California

**It's great to have a
beautiful mission
statement and eloquent
goals...
but you cannot manage
performance on goals
and mission statements
alone!**

Poorly Written Objectives

- to maximize public access to local government (too broad; this is a goal)
- to eliminate complaints (not realistic)
- to study the problem of delays in agenda packet preparation (conducting a “study” is a process; what is the objective?)

Well Written Objectives Are S-M-A-R-T !

- Specific
- Measurable
- Aggressive but Attainable
- Results-oriented
- Time-bound

Source: State of Arizona, *Strategic Planning and Performance Measurement Handbook*, 1994, p. 63.

Departmental objectives often address processes rather than results

For example . . .

- improve communications
- increase training
- conduct a study
- expand technology

Addressing results would be better!

Well Written Objectives

- to make city council packets available to the public on the city web site within 2 days after receipt by council members at least 95% of the time
- to maintain a citizen complaint rate of less than 3 per 10,000 population
- to distribute agenda packets to commissioners at least 3 days prior to the board meeting at least 90% of the time

Types of Performance Measures

- **Output (workload) measures**
 - tell you “how much” or “how many”
- **Efficiency measures**
 - relate outputs to resources consumed (e.g., unit costs, output per labor-hour)
- **Outcome (effectiveness) measures**
 - tell you “how well” (e.g., indicators of quality or progress toward objectives)

Examples of Types of Measures: Clerk's Office

- **Output (workload) measure**
 - number of council minutes prepared
- **Efficiency measure**
 - average staff-hours per set of minutes
- **Outcome (effectiveness) measure**
 - percentage of minutes needing no corrections

Two different approaches to reporting the performance of a Clerk's Office

Council meetings attended.....24	Council meetings attended.....24
Agenda packets assembled.....24	% of agenda packets distributed at least 4 days prior to meeting.....92%
Sets of council minutes prepared.....24	% of minutes adopted w/out correction96%
Licenses issued.....89	% of licenses issued w/in 1 week of application.....82%
	% of items indexed and distributed w/in 3 days of council action.....93%
	Average work-hours per set of minutes.....7.2

Two different approaches to reporting the performance of a Clerk's Office

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WHICH OF THESE ARE OUTPUT (WORKLOAD) MEASURES?

Two different approaches to reporting the performance of a Clerk's Office

WHICH OF THESE ARE EFFICIENCY MEASURES?

Average work-hours per set of minutes.....7.2

Two different approaches to reporting the performance of a Clerk's Office

- % of agenda packets distributed at least 4 days prior to meeting.....92%
- % of minutes adopted w/out correction96%
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WHICH OF THESE ARE OUTCOME (EFFECTIVENESS) MEASURES?

Raw workload measures (output) have little managerial value.

To inspire “managerial thinking,” you must build measures of efficiency and effectiveness (outcomes) into your set of measures.



Think about performance results that are important to your success as city/county clerk.

Which desired results should be expressed as objectives?

How will you measure progress on these objectives?

Selected Performance Targets for the Office of City Clerk in San Jose

	<u>Target</u>
% of Council reports available online 10 days prior to the meeting	95%
% of Public Records Act Requests received and fulfilled by the Clerk's Office within 10 days of request	100%
% of Council synopses completed and posted online within three business days after the Council meeting	95%
% of Resolutions/Ordinances processed/posted online within 30 days of final Council action	65%

Source: City of San Jose (CA). *Proposed 2009-2010 Operating Budget*, p. VII.535.

Measures Suggested by a Group of City Clerks in Texas

- % of agenda packets delivered to Council at least 3 days prior to meeting
- % of contracts executed and filed w/in 5 days of Council approval
- % of elections not successfully contested or challenged
- % of Council documents distributed to requesting dept. within 24 hours
- % of inquiries/complaints answered/resolved w/in 24 hrs.

Measures Suggested by Texas Clerks (continued)

- % of minutes prepared within 5 work days
- % of minutes approved without corrections
- % of requested records retrieved from remote storage within 4 days
- % of other records provided w/in 1 hour
- Among persons contacting the City Clerk's Office, the percentage "satisfied" or "very satisfied" with the services received

How much in advance of the next meeting should the agenda packet arrive?

Timely Issuance of Agenda Packets

San Clemente, CA

Percentage of agendas/packets provided at least 7 days prior to the meeting: 100%

Bellevue, WA

Percentage of agenda packets delivered to council at least 4 days before meeting: 84%

Grants Pass, OR

Target: Prepare council packet material by the Friday noon prior to the meeting date at least 95% of the time
Actual: target met

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

How promptly should minutes be prepared following the meeting?

Prompt Preparation of Minutes

Boston, MA

Percentage of minutes distributed and updates entered within 48 hours: 100%

Norman, OK

Percentage of council minutes prepared within 3 days following meeting: 95%

Fort Smith, AR

Percentage of draft minutes prepared within 4 days following meeting: 100%

Manhattan, KS

Target: within 7 days of meeting

Actual: 100%

Alexandria, VA

Percentage of minutes completed within 2 weeks of council meeting: 100%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.



How do you measure the quality of the minutes your office prepares?

Quality of Minutes

Norman, OK

Percentage of council minutes requiring correction: 1%

Austin, TX

Percentage of time minutes are approved without amendment: 98%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

How quickly should you process official documents?

Prompt Processing of Official Documents

Boston, MA

Percentage of documents processed within 48 hours:
100%

Reno, NV

Percentage of ordinances conformed and submitted for
codification within 1 week of adoption: 100%

Percentage of resolutions conformed and distributed
within 1 week: 100%

Percentage of contracts and agreements conformed
and indexed within 2 weeks of action: 95%

Source: Ammons, David N., *Municipal Benchmarks*
(3rd edition). Armonk, NY: M.E. Sharpe, 2012.

Do you index Council documents and actions?

How soon is your updated index available?

Prompt Indexing of Council Documents and Actions

Frisco, TX

Percentage of ordinances, resolutions, and agreements indexed within 72 hours:

100%

Norman, OK

Percentage of council items indexed and properly distributed within 3 days following council action: 100%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

How quickly should you be expected to retrieve official records and other information upon request?

Prompt Retrieval of Records and Information

Norman, OK

Percentage of requests for information from central files handled within 5 minutes: 98%

Anaheim, CA

Percentage of record requests fulfilled by end of business day: 95%

Miramar, FL

Percentage of records requests retrieved and delivered within 24 hours: 99%

Orlando, FL

Percentage of requests for retrieval of records and/or information filled within 2 business days: 97%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

...and a Bit Longer for Freedom-of-Information Requests

Tempe, AZ

Target: Respond to at least 95% of all public records information requests within 2 business days

Actual: 99%

Bellevue, WA

Percentage of public disclosure responses within 5 days: 100%

San Clemente, CA

Percentage of public records requests responded to within 10 days: 100%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

What is your role in the process of appointing members of boards and commissions?

Board and Commission Appointments

Reno, NV

Percentage of nomination lists presented to the council at least 2 weeks prior to expiration of term: 90%

Percentage of lists with at least one qualified applicant/nominee per vacancy: 92%

Williamsburg, VA

Board and commission vacancy rate: 0%

Austin, TX

Percentage of board and commission positions that are vacant: 17%

Source: Ammons, David N., *Municipal Benchmarks* (3rd edition). Armonk, NY: M.E. Sharpe, 2012.

Practical References on Performance Measurement

- David N. Ammons (ed.), *Leading Performance Management in Local Government* (Washington, D.C.: ICMA, 2008). To order, see <http://icma.org/press/leadingpm>.
- David N. Ammons, *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*, 3rd edition (Armonk, NY: M.E. Sharpe, 2012). To order, see <https://www.routledge.com>.
- James Fountain, Wilson Campbell, Terry Patton, Paul Epstein, and Mandi Cohn, *Reporting Performance Information: Suggested Criteria for Effective Communication* (Norwalk, CT: Governmental Accounting Standards Board, 2003). For an on-line copy, see http://www.seagov.org/sea_gasb_project/suggested_criteria_report.pdf. For ordering information, contact GASB at (203) 847-0700.

Practical References (continued)

- Harry P. Hatry, *Performance Measurement: Getting Results*, 2nd edition (Washington, D.C.: The Urban Institute, 2006). To order, call 1-877-UIPRESS (toll-free).
- Harry P. Hatry, D.M. Fisk, J.R. Hall, Jr., P.S. Schaenman, and L. Snyder, *How Effective Are Your Community Services? Procedures for Performance Measurement*. 3rd edition (Washington, D.C.: The Urban Institute and ICMA, 2006). To order, call 1-800-745-8780.
- Theodore H. Poister, *Measuring Performance in Public and Nonprofit Organizations* (San Francisco, CA: Jossey-Bass, 2003). To order, see www.josseybass.com.

Useful Web Sites

- City of Bellevue, Washington—good selection of performance measures in the budget: <http://www.bellevuewa.gov/budgets.htm>
...plus Performance Reports at http://www.bellevuewa.gov/citizen_outreach_performance.htm
- Fairfax County, Virginia—excellent performance measures found in the budget at: http://www.fairfaxcounty.gov/dmb/archives/budget_archives.htm

