Who Is the FBC?

- Voluntary association of 50+/- Florida governments (Cities, Counties and Authorities)
- The largest intrastate performance measurement consortium in the United States
- We develop, collect and report *commonly agreed upon* service area performance measurement data
Florida Benchmarking Consortium Members for FY17/18

- Participating Cities
- Participating Counties
- Participating Other
FBC 20 Service Areas

- Animal Services (AS)
- Building Development & Review (BD)
- Civic Engagement (CV)
- Code Enforcement (CE)
- Environmental Management (EM)
- Fire/Rescue (FR)
- Fleet Management (FM)
- Human Resources (HR)
- Information Technology (IT)
- Risk Management (RM)
- Parks and Recreation (PR)
- Police Services (PO)
- Purchasing (PU)
- Road Repair (RR)
- Stormwater & Drainage Maintenance (SD)
- Solid Waste (Collection) (SC)
- Solid Waste (Disposal) (SW)
- Traffic Engineering (TE)
- Water/Wastewater (WW)
- General Measures (GE)
What is Performance Measurement?

- Movies
- Schools
- Cars
- Baseball
- Others?
“The regular collection of specific information about the effectiveness, the quality and the efficiency of government services and programs.”

What is Performance Measurement?

- A system of measurement on a regular basis of the results and the efficiency of services or programs.

- Helps to tell the public and elected officials how they benefit from our services.

- Provides more insight into the extent to which your services help accomplish your mission.
• What gets measured, gets done.
• In order to improve something, you have to change it . . . In order to change something, you have to understand it . . . In order to understand something, you have to measure it.
• It is better to make decisions on the basis of data than on “gut feelings”
• If you can demonstrate results, you can increase public support.
DOGBERT CONSULTS

YOU NEED A DASHBOARD APPLICATION TO TRACK YOUR KEY METRICS.

THAT WAY YOU'LL HAVE MORE DATA TO IGNORE WHEN YOU MAKE YOUR DECISIONS BASED ON COMPANY POLITICS.

WILL THE DATA BE ACCURATE?

OKAY, LET'S PRETEND THAT MATTERS.
Categories of Information Used in Performance Measurement Systems

- **Inputs**
  Resources used in producing an output or outcome

- **Outputs**
  Completed activity, amount of work done within the organization

- **Effectiveness/Outcomes**
  Assess the effect of the output

- **Efficiency or Unit-Cost Ratio**
  Relationship between the amount of input and the amount of output or outcome
Dimensions of Performance

## Example Measure FY16 Data (Input)

**PI Group HR042 - City**  
**Short Name:** Total number of sick hours used by regular (non-temporary) employees  
**Description:** Total number of hours missed by regular (non-temporary) employees due to illness (personal and family)

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>2013/14 Value</th>
<th>2014/15 Value</th>
<th>2015/16 Value</th>
<th>Current Collection Cycle Notes</th>
</tr>
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<tbody>
<tr>
<td>City of Cape Coral</td>
<td>10,278.07</td>
<td>10,820.68</td>
<td>10,569.89</td>
<td>Crystal Report of Recap of 2 Compensation Pay Codes by fiscal year.</td>
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<td>20,708.21</td>
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<tr>
<td>City of Pompano Beach</td>
<td>63,586</td>
<td>55,954</td>
<td>58,108</td>
<td>There was an increase in the amount of sick leave used from FY 14/15 to FY 15/16</td>
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<td>City of Tallahassee</td>
<td>169,624</td>
<td>159,734</td>
<td>110,301</td>
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### Example Measure FY16 Data (Input)

**PI Group HR049f - City**  
**Short Name** Average number of sick hours per FTE  
**Description** Average number of hours missed by regular (non-temporary) employees due to illness (personal and family)  
**Formula** hr042/hr001

<table>
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<td>City of Pompano Beach</td>
<td>89.06</td>
<td>77.71</td>
<td>79.6</td>
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<td>City of Tallahassee</td>
<td>60.57</td>
<td>56.71</td>
<td>38.37</td>
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# Example Measure FY16 Data (Effectiveness/Outcome)

**PI Group PR023f - City**

**Short Name**
Number of volunteer hours as percentage of total staff hours

**Description**
Number of unpaid hours worked by non-employees at jurisdiction sponsored parks and recreation activities/sports (PR11); Staff Hours - number of FTE’s multiplied by 2,080 for total staff hours available for work (PR5 + PR9).

**Formula**
\[
\left( \frac{PR011}{(PR005+PR009) \times 2080} \right) \times 100
\]

<table>
<thead>
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<td>City of Clermont</td>
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<td>0%</td>
<td>1%</td>
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<tr>
<td>City of Coral Springs</td>
<td>2.77%</td>
<td>2.56%</td>
<td>2.59%</td>
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<td>4.17%</td>
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<td>City of Deerfield Beach</td>
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<td>0%</td>
<td>5.6%</td>
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<td>10.15%</td>
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<td>4.44%</td>
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<td>City of Plant City</td>
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<td>9.09%</td>
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<tr>
<td>City of Pompano Beach</td>
<td>12.23%</td>
<td>14.06%</td>
<td>89.9%</td>
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<tr>
<td>City of Port Orange</td>
<td>6.85%</td>
<td>11.18%</td>
<td>14.12%</td>
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<tr>
<td>City of Port St. Lucie</td>
<td>18.81%</td>
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<td>17.01%</td>
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<td>City of Tallahassee</td>
<td>24.88%</td>
<td>23.42%</td>
<td>31.73%</td>
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**Example Measure FY16 Data (Efficiency)**

**PI Group PR025f - City**  
**Description** Ratio of maintenance employees per park acre (passive and active) maintained  
**Formula** PR003/PR005

<table>
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<td>City of Dania Beach</td>
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<tr>
<td>City of Deerfield Beach</td>
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<td>City of Oviedo</td>
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<td>0.05</td>
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<td>City of Palm Bay</td>
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<tr>
<td>City of Pinellas Park</td>
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<td>City of Plant City</td>
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<tr>
<td>City of Pompano Beach</td>
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<td>0.04</td>
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<td>City of Port Orange</td>
<td>0.06</td>
<td>0.08</td>
<td>0.05</td>
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<tr>
<td>City of Port St. Lucie</td>
<td>0.02</td>
<td>0.08</td>
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<tr>
<td>City of Tallahassee</td>
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<td>0.03</td>
<td>0.02</td>
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</tr>
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</table>
What benefit is there to Performance Measures?

- Behaviors change when people know they are being watched. (Hawthorne Effect)
- Helps develop a system of recognition based on facts
- Reveals information about your operations that you may not have known or uncovered
- Links your organization's mission to your daily work
- Demonstrate accomplishments
- Maximizes utilization of resources
Focus on the important few things you do.

Pick measures that tell stakeholders:
- what you do,
- how much of it you do,
- how well you do it,
- what results you get.

Measuring too much is just as bad as not measuring anything (Peter Drucker)

You get 80% of your results from 20% of your efforts” (Pareto Rule)
Arguments Against Performance Measurement

You Can’t Measure What We Do

Response: No matter what the service or program, some local government is already measuring it.

It’s Not Fair Because We Don’t Have Total Control Over The Outcome

Response: Few, if any, programs and services have total control over their outcomes.

It Will Invite Unfair Comparisons

Response: Comparisons are going to be made anyway

It Will Be Used Against Us

Response: Demonstrating transparency and accountability inspires trust, even when the news is not good.
Performance Measurement Pitfalls

• Weak formal program or coordinating team
• Measures are presented in program plans but are not linked to any specific goals, funding levels or performance trends
• Most measures are output indicators
• Results are not helpful in decision making or program modifications
• There is no process for confirming accuracy/validity of data
• There is no benchmarking to compare services to peer communities
First Challenge – to Local Governments

Service metrics vs. community metrics

- Internal systems focus on service metrics (inputs, outputs, quality, outcomes)
- External systems focus on community metrics (economic and quality of life measures, i.e. social indicators)
Developing a balanced set of performance metrics

- Tendency is for heavy reliance on inputs and outputs

- Outcomes are influenced by many factors beyond local government control
The actual utilization of performance measurement data for benchmarking purposes

- Majority of local governments are still relative newcomers to performance measurement and benchmarking; they need basic education and training, as well as support and encouragement in order to move forward.
Performance Measurement focuses on measuring what is occurring, but does not ask why or how it is occurring.
Benchmarking...

NOT the same as marking benches
What is Benchmarking?

• Selection of a reference point from which to draw comparisons

• An objective standard against which we measure ourselves

• Benchmarking should motivate people to improve toward a goal
Five areas to benchmark

- Historical trends
- Goals to results
- Internal components, i.e. between departments or between neighborhoods
- Community’s service level to similar communities’ level of service
- Comparisons to other entities, i.e. larger communities, private business
To really improve your performance, you have to ask yourself:

- Why are others better?
- How are others better?
- What can we learn?
- How can we catch up?
- How can we become the best in our peer group?
The Benchmarking Process

1. Identify service to be benchmarked
2. Identify comparable institutions
3. Collect data
4. Identify the performance gap
5. Estimate the performance potential
6. Develop action plans
7. Establish targets
8. Act according to targets and monitor the progress
9. Adjust process according to monitoring results
10. Communicate and get acceptance
Accountability & Transparency

- Can you demonstrate to citizens and elected officials that your department, agency, program provides: efficient, effective and quality services?
- Can you tell your story?
- How do your departments and services compare overall to other local governments?
- Do you have departments or services that are exemplary?
- More participation in a larger group (like FBC), more accurate comparisons!
Summary of Benchmarking

- Benchmarking should motivate people to improve toward a goal.

- If you don’t measure it, you don’t know if it works.

- Used wisely, benchmarking can be a powerful change management tool.

- Long term process that takes TIME!
Overview: The Difference Between Performance Measurement and Benchmarking

**Performance Measurement**
Focuses on measuring *what* is occurring, but does not ask *why* or *how* it is occurring

**Benchmarking**
Comparing your performance to yourself (over time) or to other similar governments, programs or services
Focused on standardized measures that ALL entities can respond to

Measures provide data to lead organizations to benchmark similar operations

Demographic and output measures that fit all organizations – regardless of size
WHAT DOES THE DATA TELL US TO DO?

WE ONLY HAVE BAD DATA ON THIS.

DOES THE BAD DATA SUGGEST WE SHOULD DO WHAT WE WANTED TO DO ANYWAY?

WELL, YES.

THAT'S CALLED "GOOD DATA."
Selected Code Enforcement (CE) Measures

- Average Calendar Days from Complaint to First Inspection
- % Cases Brought Into Compliance
- Complaints as % of Total Cases
- Cost per Inspection
- Average Days for Compliance
- Cost per Citizen
CE22f: % Cases Brought Into Compliance
CE23f: Complaints as % of Total Cases
CE35f: Cost per Citizen

- Dania Beach
- North Miami
- Coral Springs
- Pinellas Park
- Cape Coral
- Pompano Beach
- Lakeland
- Port St. Lucie
- Ormond Beach
- Port Orange
- Oviedo
- Plant City
- Winter Garden
- Tallahassee
- Mount Dora

Cost ranges from $0.00 to $25.00.
Selected Building & Development (BD) Measures

- # of BEMP Inspections Completed per Day per Inspector FTE
- Cost per Inspection
- # of Plans Reviewed per Day per Reviewer FTE
- Cost per Plan Review
- # of Permits Issued per Permit Technician
BD014f: BEMP Inspections per Inspector FTE per Day
BD015f: Cost per Inspection

- Plant City: $50.00
- Dania Beach: $50.00
- Coral Springs: $45.00
- Pinellas Park: $45.00
- Deerfield Beach: $45.00
- Tavares: $40.00
- Clermont: $40.00
- Lakeland: $40.00
- Winter Garden: $35.00
- Port St. Lucie: $35.00
- Port Orange: $35.00
- Pompano Beach: $30.00
- Tallahassee: $15.00
- Mount Dora: $0.00
BD017f: Cost per Plan Review

- Lakeland
- Dania Beach
- Tavares
- Clermont
- Pinellas Park
- Deerfield Beach
- Winter Garden
- Plant City
- Port St. Lucie
- Port Orange
- Coral Springs
- Pompano Beach
- Mount Dora

Costs range from $0.00 to $160.00.
Final Comments

• Remember – measuring too much is the same as not measuring at all
• If you don’t measure it, you don’t know if it works
• Long term process that takes TIME!
• “Performance measurement systems should be positive, not punitive. The most successful performance measurement systems are not ‘gotcha’ systems, but learning systems.” -National Performance Review
While the data do not tell the whole story about local government performance they can be used to initiate a dialogue about how similar governments deliver the same services.

This self examination can lead to more efficient service delivery.

Local governments need a standard by which to evaluate service delivery.
Did You Know the FBC Offers . . .

✓ Comparison reports against jurisdictions and PIs of your choice (no charge)
✓ Lean Six Sigma **Yellow** Belt Training & Certification
✓ Lean Six Sigma **Green** Belt Training & Certification
✓ Lean Six Sigma **Black** Belt Training & Certification
✓ Data Driven Strategic Planning - Early 2019
✓ Topic Focused Training as Requested (i.e. Best Practices, How to Benchmark, etc.)
✓ Annual Conference (2 days - October 2019)
Conclusion

Time and dedication are necessary if performance measurement and benchmarking are to be turned into performance management.
Questions ?
Contact Information

➢ FBC Website:  www.flbenchmark.org

➢ Susan Boyer
   FBC Executive Director
   Email: sboyer@flbenchmark.org