Is your organization data rich but information poor? Do you know what you want to measure but aren't sure how to collect or best make decisions with the information?
About the Alliance

Inspiring Innovation to Advance Communities

Convene and Engage Networks of Thought Leaders

Provide Training to help Organizations Build and Sustain a Culture of Innovation

Identify, Distribute Leading & Emerging Practices/Trends Important to Local Gov

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Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Today’s Host

Lou O’Boyle
Director of Engagement, Zelos, LLC, Alexandria, VA
The Art and Science of Measuring Performance in Local Government

Telling your story with words and numbers
Survey Question #1

Select which perspective best describes your interest in performance measurement
Objectives

At the conclusion of this session, participants will be able to:

• Identify measures that answer the question, “What do I need to know?”
• Understand and document a process to consistently collect and report data
• Translate data and information into insight, “What is the data telling us?”
3-Part workshop

What should I measure?
Collecting and reporting data
Translating data and information into insight
PART 1

What should I measure?

Collecting and reporting data

Translating data and information into insight
PART 1: Pre-work survey summary

Select the statement below that best describes the current state of your performance measures:

- There is a disconnect between our performance measures and the results we hope to achieve
- We have a LOT of measures, but don’t differentiate between the vital few measures and the trivial many
- Our performance measures tell our story by providing the most important information about what we hope to achieve
- We don’t think about or talk about performance measures

Responses
Performance measures

**Definition:** Meaningful indicators that assess progress

**Means for evaluation:**
- Manageable number?
- Make sense?
- Data available?
- Meaningful information?
The story with words and #s

Healthy Neighborhoods

As measured by…
Story #1

Healthy Neighborhoods

As measured by…

• # of amenities
• Attendance at HOA meetings
• Ranking in “best places to live in USA”
<table>
<thead>
<tr>
<th>Healthy Neighborhoods</th>
<th>As Measured by…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Code violations</td>
</tr>
<tr>
<td></td>
<td>• Home ownership/rentals</td>
</tr>
<tr>
<td></td>
<td>• Police calls for service</td>
</tr>
</tbody>
</table>
## Stories 1 & 2: Healthy neighborhoods

<table>
<thead>
<tr>
<th>As measured by…</th>
<th>As measured by…</th>
</tr>
</thead>
<tbody>
<tr>
<td>• # of amenities</td>
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<tr>
<td>• Ranking in “best places to live in USA”</td>
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</tr>
</tbody>
</table>
Part 1: What should I measure?

- What do you want or need to know?
- What do you talk about?
- What are you asked about?
- What do you wonder about?
- How do you know if things are going well? or not?

- What would you measure?
Foster Care: What should you measure?

Safe, stable homes for at risk children

As measured by...

**SAFETY:** % of children reporting abuse while in Foster Care

**STABILITY:** Average number of placements per child within 12 month period of time
Part 1: Template – What should you measure?

- **Step 1**: What do you want/need to know?
- **Step 2**: What is the data collection objective?
- **Step 3**: How will you use the data?
- **Step 4**: What do you already know?
- **Step 5**: What else do you need to know?
Benchmarking?

PART 2

What should I measure?

Collecting and reporting data

Translating data and information into insight
PART 2: Pre-work survey summary

Select the statement below that best describes your data collection and reporting process:

- There is no standardized process for collecting, reporting and storing data (45.00%)
- There is a systematic process for collecting and storing data but access to the information is very limited (5.00%)
- There is a defined process for collecting and reporting data and the information is easily accessible (10.00%)
How would you measure…

Airline Industry
• On time arrival

City Events
• Attendees at City-sponsored events
Going from the measure to the data

FOSTER CARE: Safe stable homes for at risk children

- SAFE: % of children reporting abuse while in Foster Care
  (founded)
PART 2: Collecting & reporting data template

HANDOUT: Collecting & Reporting Data Template

• 3 views of same template
  – Definition of terms
  – Example
  – Blank template

• Data collection and reporting will be compromised if you cannot complete the template

• Upfront effort has a big payoff
### PART 2: Collecting & reporting data

**DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th>Data collection and reporting template with definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
</tr>
<tr>
<td>• Often the measure reflects compiled data that can be tracked over time, i.e. net gain in businesses operating in jurisdiction; voter turnout; average costs per pot hole repair.</td>
</tr>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>• The explanation will ensure shared understanding.</td>
</tr>
<tr>
<td>• Avoid industry jargon.</td>
</tr>
<tr>
<td><strong>Why it matters</strong></td>
</tr>
<tr>
<td>• Helps explain why you are going to the trouble of collecting and reporting this information, i.e. some elementary and secondary measures are early indicators for high school graduation.</td>
</tr>
<tr>
<td><strong>Collection and calculation method</strong></td>
</tr>
<tr>
<td>• Provides others with understanding of what is included and what is not.</td>
</tr>
<tr>
<td>• Provides consistency over time, ensuring the integrity of the data.</td>
</tr>
<tr>
<td><strong>Accountable individual / position</strong></td>
</tr>
<tr>
<td>• Who would I call to discuss the results?</td>
</tr>
<tr>
<td><strong>Data collection lead</strong></td>
</tr>
<tr>
<td>The person you would call if data is missing or if you had questions about how data is collected and reported.</td>
</tr>
<tr>
<td><strong>Data collection point(s) of contact (if needed)</strong></td>
</tr>
<tr>
<td>• Example: Branch managers post library circulation data on the last Friday of each month into X system.</td>
</tr>
<tr>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>• Targets can reflect industry standards or can be set based on data collected.</td>
</tr>
</tbody>
</table>
PART 2: Collecting & reporting data

# SIMPLE EXAMPLE: Data collection and reporting template

<table>
<thead>
<tr>
<th>Measure</th>
<th>Volunteer hours – reported monthly (Aging Services programs).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The measure reflects volunteer hours associated with the 9 senior centers, the Meals on Wheels program and the Adopt a Senior program.</td>
</tr>
<tr>
<td><strong>Why it matters</strong></td>
<td>Many programs in aging services rely on the generosity of a great number of volunteers. A 32% increase in available service levels are a direct result of a robust volunteer recruitment and retention effort. Aging Services watches these numbers closely as the demands for services continue to increase.</td>
</tr>
<tr>
<td><strong>Collection and calculation method</strong></td>
<td>Volunteer = Person who has signed a volunteer agreement and is performing work. 1 hour = 60 minutes; 0.5 = 30 minutes; &gt; 30 but &lt; 60 = 1 hour • Data is entered daily, reported monthly. • Information is entered into Excel spreadsheet specifically designed for capturing volunteer data and is available on the shared drive. • Monthly data submission deadline is COB of first workday of the month following the data collection month.</td>
</tr>
<tr>
<td><strong>Accountable individual / position</strong></td>
<td>Director of Aging Services</td>
</tr>
<tr>
<td><strong>Data collection lead</strong></td>
<td>Manager of Senior Support Services</td>
</tr>
<tr>
<td><strong>Data collection point(s) of contact (if needed)</strong></td>
<td>• 9 Senior Center supervisors • Coordinator for the Meals on Wheels program • Coordinator for the Adopt a Senior program</td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>• 2200 volunteer hours per month</td>
</tr>
</tbody>
</table>
### PART 2: Collecting & reporting data

<table>
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<td>Target</td>
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</table>
PART 3

- What should I measure?
- Collecting and reporting data
- Translating data and information into insight
PART 3: Pre-work survey summary

Select the statement below that best describes your use of data to gain insight and make decisions:

- We rarely review that data we collect
- Charts and graphs are used primarily for presentations and/or publications
- We regularly review and discuss data and use the information to make decisions and allocate resources
FOSTER CARE:
Safe, stable homes for at risk children

% of children reporting abuse while in Foster Care (founded)

Average number of placements per child within 12 month period of time
FOSTER CARE:
Safe, stable homes for at risk children

% of children reporting abuse while in Foster Care (founded)

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>2</td>
<td>3.6</td>
<td>5.2</td>
<td>6</td>
</tr>
</tbody>
</table>

Average number of placements per child within 12 month period of time

<table>
<thead>
<tr>
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<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3</td>
<td>6</td>
<td>7.2</td>
<td>9</td>
</tr>
</tbody>
</table>

Average age of those in Foster Care

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3</td>
<td>8</td>
<td>9</td>
<td>12</td>
</tr>
</tbody>
</table>
What I ordered

What I got
PART 3: Translating data and information into insight

- Regularly review data and information
- Look for things that cause you to ask questions
- Be inquisitive with the right people at the table
- Know when to make changes, get additional information or let it ride
Insight?

Well run organization
- Measure #1
- Measure #2
- Measure #3

Safety and security
- Measure #1
- Measure #2
- Measure #3

Economic prosperity
- Measure #1
- Measure #2
- Measure #3

Healthy living and well-being
- Measure #1
- Measure #2
- Measure #3

Thriving communities
- Measure #1
- Measure #2
- Measure #3
Performance measures wrap-up

What should I measure?
Collecting and reporting data
Translating data and information into insight
Pre-work survey summary
Ranking with 1 being the biggest challenge

In your opinion, what are the biggest challenges you face in managing performance

1. Identifying the right things to measure
2. Technical tools/systems to support data collection and reporting
3. Viewing problems identified by data as opportunities
4. Having the right organizational culture
5. Finding time – other priorities
6. Analytical skills
7. Knowing where to start
Driving Innovation

The Alliance for Innovation is inspiring innovation to advance communities. Is your community ready to take the step forward and invest in innovation, future-proof your community, and build a culture of action-leaders?

Join today...

Questions? Need Handout Copies? Contact Ryan Spillers at rspillers@transformgov.org
Save the Date!
Upcoming learning events:
http://transformgov.org/en/calendar

- Leveraging Startups for the Public Good on 9/28
- Four Innovators Walk into a Bar... on 10/3
- Effective Communication for Leadership: Who Am I Speaking To? on 10/26
- Your City As An Incubator: Leveraging Emotionally Engaged Citizens to Build Thriving Communities on 10/11
The ART and SCIENCE of Measuring Performance in Local Government: Telling Your Story with Words and Numbers

Thank You for Joining Us Today!

*Talk to you on October 11th for Part 2 Session!*