Fairfax County's Performance Measurement System

Performance Measurement Team/

Paulette Armstrong and Bill Yake

March 2012

Schedule

- 8:30 am — Intro to Performance Measurement

  Examples – Division Goal, Service Area Name, Service Area Objective

- 10:00 am — Break
- 10:15 am — Exercise – Steps 1-3 and Report Out

  Intro to Creating Indicators/Measures

- 11:00 am — Exercise – Step 4, Creating Measures
- 11:30 am — Report Out
- 11:45 am — Wrap up

Training Objectives

- To highlight the purpose and value of performance measurement

- To outline the County approach to, and structure of, performance measurement

- To provide hands on experience with deciding what to measure, setting annual objectives, and selecting indicators to quantify/measure progress

Definition

Performance measurement is the regular systematic collection, analysis and reporting of data that tracks resources used, work produced and whether specific <u>outcomes</u> were achieved.

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Why Measure Performance?

If you don't measure results, you can't tell success from failure.

If you can't see success, you can't reward it.

If can't reward success, you're probably rewarding failure.

If you can't see success, you can't learn from it.

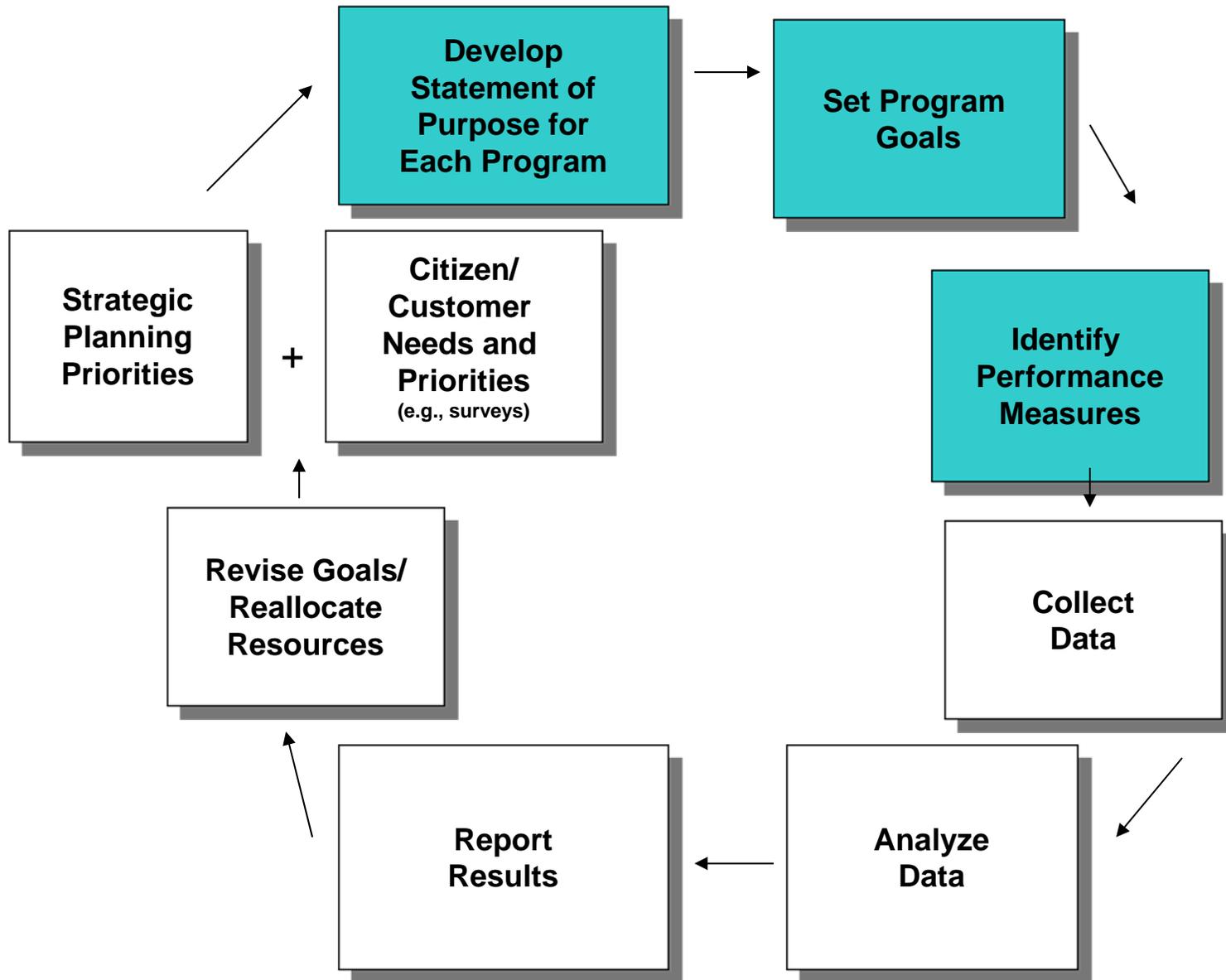If you can't recognize failure, you can't correct it.

If you can demonstrate results, you can win public support.

Reinventing Government, David Osborne & Ted Gaebler

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Three things to remember

- Performance measurement is a process

- Success can be measured only if you define your goals and desired outcomes

- A grouping of measures, the "family of measures" can provide perspective

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Performance Measurement is a Process

Develop Statement of Purpose for Each Program → Set Program Goals → Identify Performance Measures → Collect Data → Analyze Data → Report Results → Revise Goals/Reallocate Resources → (Strategic Planning Priorities + Citizen/Customer Needs and Priorities (e.g., surveys)) → Develop Statement of Purpose for Each Program

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A Variety of Measures Exist

- Annual Code Enforcement Expenditures per Capita $250.

- Percent of parents satisfied with community-based Juvenile Residential Services.

- Fire deaths per 100,000 population.

- Seniors served at adult day-care centers.

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What Measures to Choose?
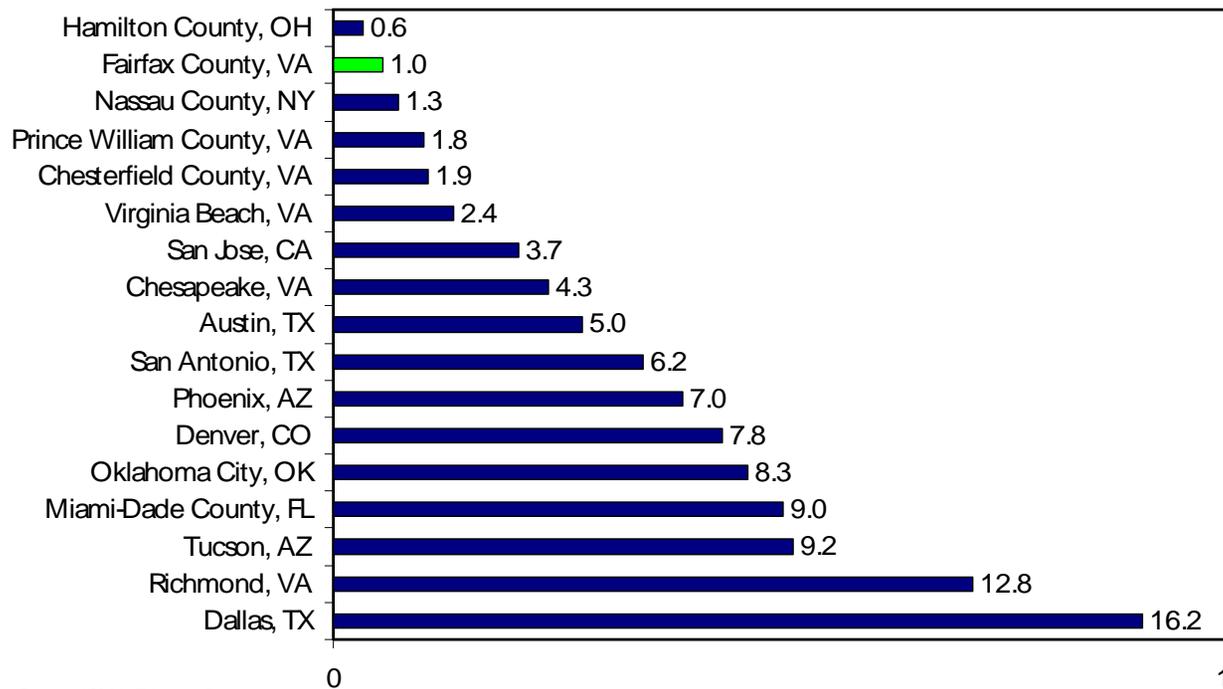# - Creating a Strong PM System

- Decide what activities are important to measure

- Ensure you can quantify

- Agree on indicator objectives/targets aligned with mission

- Evaluate: Is the measure is giving you the information you need?

- Does the measure communicate well?

Performance Measurement Systems in Fairfax County

- International City/County Management Association (ICMA) Benchmarking

- Balanced Scorecards (http://infoweb/LEAD/)

- Family of Measures (operations focused)

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Benchmarking provides context

POLICE:
UCR Part I Violent Crimes Reported Per 1,000 Population

Jurisdiction	Rate
Hamilton County, OH	0.6
Fairfax County, VA	1.0
Nassau County, NY	1.3
Prince William County, VA	1.8
Chesterfield County, VA	1.9
Virginia Beach, VA	2.4
San Jose, CA	3.7
Chesapeake, VA	4.3
Austin, TX	5.0
San Antonio, TX	6.2
Phoenix, AZ	7.0
Denver, CO	7.8
Oklahoma City, OK	8.3
Miami-Dade County, FL	9.0
Tucson, AZ	9.2
Richmond, VA	12.8
Dallas, TX	16.2

Source: ICMA FY 2005 Data

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# Family of Performance Measures provides perspective

Key Performance Measures

Objectives

◆ To suppress the transmission of West Nile virus from infected mosquitoes to the human population, holding the number of human infections to no more than three.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/Actual	FY 2010	FY 2011
Output:					
Mosquito larvicide treatments of catch basins to control West Nile virus	101,118	101,416	102,000 / 105,099	105,000	105,000
Efficiency:					
Disease-carrying insect program cost per capita	$1.66	$1.25	$1.66 / $1.28	$2.02	$2.01
Service Quality:					
Percent of targeted catch basin areas treated with mosquito larvicide within the scheduled timeframe	100%	96%	100% / 90%	100%	100%
Outcome:					
Confirmed human cases of West Nile virus in Fairfax County, Fairfax City and Falls Church City as reported by VDH (1)	1	1	1 / 1	1	1

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The Family of Measures….

- Aligns measures with each department's organizational structure (cost centers)

- Provides an understanding of what our dollars are buying
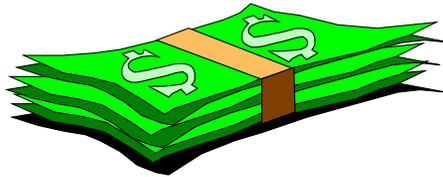
- Relates budget and staff resources (Inputs) to results

The Balance – a High Performing Agency
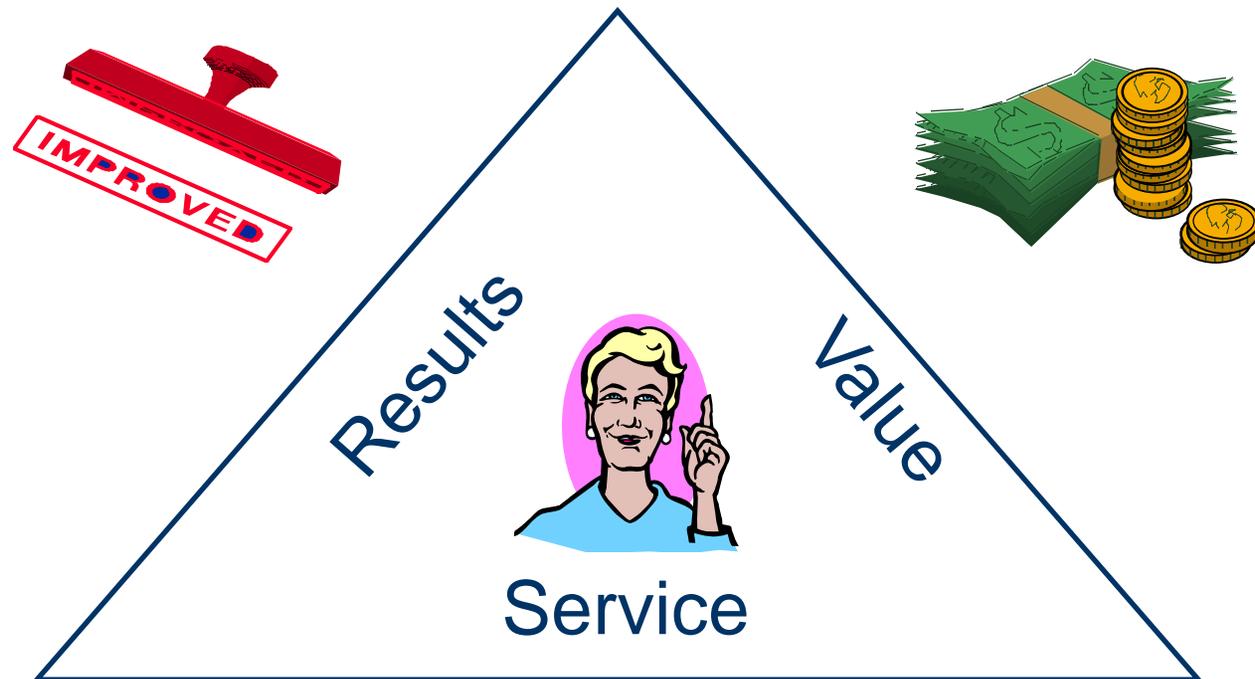
Family of Measures

- Input
  -unit of resources expended to produce services

- Output
  -quantity of products or units of service provided

- Efficiency
  -inputs used per unit of output

- Service Quality
  -measure of the extent to which customers are satisfied with a program or how timely or accurately the service is provided

- Outcome
  -qualitative results of service; ultimate benefit to customers

Examples of PM Indicators

Category	Definition	Example
Input	Resources used to produce an output.	Cost (direct costs plus fringe benefits) Staff hours
Output	Quantity or number of units produced. Activity-oriented, measurable and usually within managerial control.	Residential properties assessed Clients served Calls responded to
Efficiency	Inputs per unit of output or Outputs per input.	Cost per appraisal Appraisals per appraiser
Service Quality	Timeliness, accuracy and/or customer satisfaction of the service provided.	Errors per data entry operator Response time Percentage of customers satisfied
Outcome	Qualitative consequences associated with a program/service. Focuses on the ultimate "why" of providing a service.	Job trainees who hold a job for more than six months

The Process –
Creating a Set of Measures

Step 1: Evaluate existing agency mission and division/business area goals

Step 2: Identify service areas (program categories)

Step 3: Define service area objectives

Step 4: Identify PM indicators that measure progress toward service area objectives

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Step 1:
Agency Mission and Division/Business Area Goals

Step 1:
Division Goal Statement

- States what is to be accomplished

- States what is to be provided/produced

- States why the division/business area exists

- Identifies customers

- Transcends several years

- Begins with "To and a verb"

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Step 1:
Division Goal Template

To provide/produce (<u>service or product</u>)

to (<u>customer</u>)

in order to (<u>statement of accomplishment</u>).

Step 1:
Division Goal Example

Maternal and Child Health Services

To provide maternity, infant and child health care and/or case management to at-risk women, infants and children in order to achieve optimum health and well-being.

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Step 2:
Service Areas

Step 2: Service Area

- Broad program or activity area directed to achieving a specific objective (<u>not geographic area</u>)

- Group together services/activities that:
  - Focus on a common set of customers and/or
  - Support a common set of objectives

- Limit the number of service areas that you report on. Choose services/activities that are:
  - critical to success of agency's mission
  - consume significant portion of cost center budget
  - politically sensitive or frequently in spotlight
  - significant customer service focus

Protective Services Example: Breakouts of "Service Areas"

Are these Acceptable or Not Acceptable service groupings?

Choice #1

- Child Protective Services
- Adult Protective Services

Choice #2

- Complaint Processing
- Investigations

Program of Protective Services - Example Service Area Breakouts

● **Acceptable**

● **Not Acceptable**

Choice #1 is customer focused

- Child Protective Services
- Adult Protective Services

Choice #2 is focused on agency output rather than on service objectives

- Complaint Processing
- Investigations

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Remember – Service Areas point to the goal or customer

- **Cost Center:** Protective Services

- **Cost Center Goal:**
  - To protect children and elderly and disabled adults from maltreatment and exploitation.

- **Service Areas**
- Child Protective Services
- Adult Protective Services

Step 3: Define Service Area Objectives

Step 3:
Service Area Objective

- Supports a division's broad goal

- Reflects planned benefit(s) to customer

- Quantifies portion of the goal that will be accomplished within the fiscal year

- Describes quantifiable future target (optional)

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Step 3:
Objective Statement Template

To improve/reduce/maintain (accomplishment)

by (a number or percent), (from X to Y)

Toward a future target of (a number) (optional)

Step 3: Service Area Objective Example

Maternal and Child Health Immunization Services

To improve the immunization completion rate of children served by the Health Department by 3 percentage points, from 77 percent to 80 percent, toward a target of 90 percent, which is the Healthy People Year 2020 goal.

Step 3:
Acceptable or No?

Teen Pregnancy Prevention Objectives

50,000 teens will attend Teen Pregnancy Prevention Education Seminars.

Reduce the teen pregnancy rate by 2 pregnancies per 1,000 population from 42 to 40 in localities with comprehensive teen services.

Increase the number of localities with comprehensive teen services from 20 to 27.

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Setting Targets – Stretch but Realistic

- Benchmarking
- National standards
- Mandates
- Board direction
- Past performance
- Internal goals

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Exercise (Steps 1-3):

- Divide into groups. Scenarios to be distributed

- Practice steps 1-3 together for Scenario 1: (division goal, service area name, service area objective)

- BREAK

- Come back and each group does the same steps for their scenario

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Step 4:
Identify Indicators that Measure Progress toward Objectives

SMART Measurement

- **S**trategic: collect only needed data

- **M**easureable: get the right data for program being measured

- **A**ccurate: measure things as accurately as possible given time and cost constraints

- **R**eliable: record data correctly

- **T**ime-based: keep it simple

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Budget Document

Key Performance Measures

Objectives

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Output v. Outcome

"Activity" Measure	"Purpose" Measure
Number of site visits per week	Number of successful/completed visits per week
Number of telephone calls taken per day	Number of queries/ problems resolved per day
Number of training courses delivered	Number of people successfully applying the new skills

Outcome Ties Back to Objective

- **Objective:** To maintain at **98 percent**, the percentage of served children who remain safely in their home.

- **Outcome Indicator:** Percent of at-risk children served by agency who remain safely in their home.

FY09	FY10	FY11	FY12 Est.	**FY13 Est.**
96%	97%	98%	98%	**98%**

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Satisfaction Rankings may also tie back to the Objective

- **Objective: To increase** the percent of participants who respond they are satisfied with the number and variety of Recreation Services programs, from 91% **to 96%.**

- **Outcome Indicator:** Percent of participants indicating satisfaction with the number and variety of programs offered

FY09	FY10	FY11	FY12 Est.	**FY13 Est.**
94%	95%	91%	91%	**96%**

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More Examples of PM Indicators

| Terminology	Definition	Examples
Input	Value of resources used to produce an output.	• Dollars budgeted/spent • Staff hours used
Output	Quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.	*Output:* • Eligibility interviews conducted • Library books checked out • Children immunized • Prisoners boarded • Purchase orders issued
Efficiency	Inputs used per unit of output.	• Plans reviewed per reviewer • Cost per appraisal
Service Quality	Degree to which customers are <u>satisfied</u> with a program, or how <u>accurately</u> or <u>timely</u> a service is provided.	• Percent of respondents satisfied with service • Error rate per data entry operator • Frequency of repeat repairs • Average days to address a facility work order
Outcome	Qualitative consequences associated with a program/service. External forces can sometimes limit managerial control. Outcome focuses on the ultimate "why" of providing a service.	• Reduction in fire deaths/injuries • Percent of job trainees who hold a job for more than six months • Percent of juveniles not reconvicted within 12 months • Adoption/redemption rate of impounded animals

Work Backwards through the Logic Model

- Identify your Inputs

- Decide Where you Want to End Up (outcomes)

- Identify your activities (outputs) that will get you there

- Identify desirable service quality level

- Identify how you can demonstrate good corporate stewardship by efficiently using resources

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Exercise (Step 4):

- Work together on indicators for Neighborhood Watch service area.

- Break into groups and brainstorm possible indicators/measures for the service area(s) you have been working on

- Be prepared to discuss your measures

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Helpful Hints - Be Sure To:

- Define service areas by program objective/customers rather than process function

- Quantify objectives

- Associate objectives with an outcome

- Word outcomes the same as objectives

- Provide a complete Family of Measures

- Reference the correct baseline (current year) to target year for objectives

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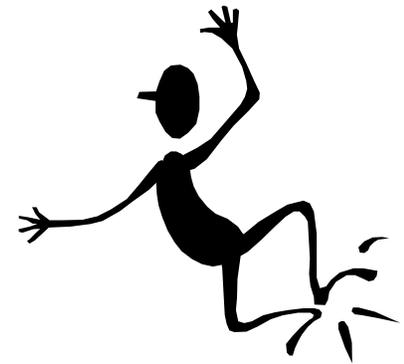
Group Report Out on Indicators

Involve the Users of Data in Crafting Appropriate Measures

- Decision-making processes varies from department to department

- Strategic Planning development may be further along or not so far along

- Data users may include division director, a citizen advisory council, and program managers

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Recap

- Performance measurement is a process

- Success can be measured only if you define your goals and desired outcomes

- A grouping of measures, the "family of measures" can provide perspective

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Check In & Wrap Up

- Questions?

- Objectives met?

- Take advantage of resources - Manuals, PM Team, FairfaxNET

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Performance Measurement Resources

- *Measures Up* manual
- Staff
  - Agency's DMB analyst
  - PM Contacts at the end of this powerpoint
- Performance Measurement Library in DMB
- Budget Document
- Brownbag lunches
- Other jurisdictions
- Professional and Nonprofit Associations

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Moving on….

- The following classes will build on our work today:

  Data Collection – March 14
  > Ensuring the integrity of data

  Surveying for Customer Satisfaction – March 21
  > Using customer feedback to measure
  > service quality.

  Managing for Results – April 11
  > Using data to identify and close gaps in performance.

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Contact Information - PM Team

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Rebecca Makely
  (Finance & Planning, Cable and Consumer Affairs)

Doug Miller
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Allison Mulligan
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Laurie Stone
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