



Performance Measurement in Three Communities

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The Communities

- Prince William County, VA
 - Started CPM in 1993
 - Assigned to the Budget Office
- Colorado Springs, CO
 - Started CPM in 1998
 - Assigned to the Budget Office
- Henderson, NV
 - Started CPM in 2003
 - Assigned to the Budget Office

Reasons for Joining CPM

- Something to offer
 - Pride in organization pushed desire to share experiences and knowledge
 - Hoped to be part of a group of leading communities sharing and learning from each other
- Interested in comparative data
 - Wanted to see how we stacked up
 - Wanted to learn who was doing better and how
 - To obtain measures with other cities, apples to apples
- Peer pressure from other cities
 - Hard to claim superiority without facts
 - The professional thing to do
- Started Business Planning program
 - Needed reliable, comparable data to support goal setting
- Prestige of ICMA name
 - Helpful in overcoming resistance to accountability
 - A good housekeeping seal of approval

Is it working successfully?

- Yes, but...
 - Hard to see results early on
 - Definitional struggles took time and effort
 - The “art” of CPM must be learned through experience
 - Validates PM gospel to and with other Council/Manager organizations
 - Provides others to measure against in the state and national “best of class” competition

- Marginally successful, but...
 - Not yet embraced by the departments
 - Usefulness in decision making and relevance to operations not easily seen
 - Not used as a major driver in resource allocation decisions
 - Increased citizen awareness of performance
 - Useful in Strategic Planning for laying a foundation for quantifying performance
 - Organization is starting to ‘get it’
 - CM is using PM in performance goals of department heads; somewhat by department heads with their reports

- Too early to tell, but...
 - Staff and departments still getting to know each other in relation to performance measurement
 - Program management staff have to manage the template completion process
 - Struggles with templates
 - Interpretations are inconsistent within the city and at ICMA
 - Different disciplines of people filling out templates can bring different results, e.g. accountants vs. planners
 - Tweaks required to fit, e.g. payroll data, sworn officers
 - At a minimum it allows you to benchmark against yourself in the early years

Factors needed to succeed

- Buy in by departments
- Leadership from the top
- Get it imbedded in the organization
- Support from the electeds
- Time for implementation
- Desire to compare data
- Overcoming the fear factor
- Ease of access to data by depts.

Barriers to success

- Time pressures on staff
- Resistance to comparison
- Poor opinion of CPM data
- Template difficulties
- Willingness to share data
- Perceived lack of commitment of manager, council, public
- Fear of how it will be used
- It's a change

The Roles

- Ideal for Board/Council: Their idea
 - Limited involvement early on
 - Like it when useful/interesting
- Dept Heads: a mixed bag
 - Depends of how useful it is to them
 - Some go kicking and screaming
 - Allow their own pace?
 - Most involved only through their SAS
- Media: like the comparisons
 - Initial reactions usually positive
 - Good stuff for community TV station
 - Useful in campaigns
 - Bored with regular reports and awards
- Community: Good with Budget
 - Strategic plan links
 - Business community is normally supportive
 - Useful in setting neighborhood goals
- Employees: Intense for some; most unaware
 - More hoopla would help
 - They need to be connected to it in some way.
 - Praise for the data hounds

How the data is used

- In the budget
 - Data sources other than CPM common
 - Budget in Brief
 - In the decision process...somewhat
- In the Strategic Plan
 - To set goals for the plan
 - In service area accomplishment reports
- Some times in performance management
 - Pay for performance problems
 - Mostly in department business plans
- Board/Council agenda items
- Less useful in the early years
 - Patience required
 - Data interpretations vary

Management Support

- Needs to be a high priority
- Should be used in decision making
- Management team needs to see the value
 - Should not be associated with the “current manager” too closely.
- Have to work through initial overt resistance
 - Conversation about defining the target ,not whether their will be one.

Where are the Champions

- Initially the Manager
 - Importance of spreading out that role
 - Getting past this phase
- Different initiatives for different leaders
 - Strategic Plan
 - Economic Development
 - Police data ownership
- Too often it's the analyst in budget
 - Management forgets about the program in the face of daily business.
 - Soft shoeing it with the departments

What's in it for me?

- Early pain offset by optimism
 - Being on the bleeding edge
- Meaningful budget discussions
 - Response times vs. line items
- Better informed citizens
 - Might be evident in ballot issues
 - Separates the what from the how
- Improved resource allocation
 - Helps pinpoint the need
- Leap forward in the learning curve
- Let's us know where we stand
 - Are we really the best?

Communicating PM

- Include in the Strategic Plan and the Budget documents
- Periodic reports on the Agenda
- Community Surveys
- Annual presentation on the CPM Data report
- Performance Measurement Newsletter
- Internal PM committee
- Press releases on Awards
- Meetings with Department Heads and PM program staff
- Citizen reports/goals meetings

The Value of CPM

- Focus on performance
 - PWC's RICTER scale
 - Accountability levels increased
- Supports values of the community
 - Provides data to validate direction
 - Increases awareness of values
- Highlights professionalism
 - Strong association with Council/Manager Plan
 - More meaningful management practices
 - Departments ownership of performance data
 - Involvement leads to saving time and money
- Linkages to Decision Making
 - Better decisions
 - Responsiveness to citizens' concerns
 - Hotspots with Board/Council

Building a Supportive Culture

- Don't make it punitive
 - Should be non-threatening; remember the fear factor
 - Not wise to link to evaluations initially
 - Pay for performance is seen as a threat
 - Take baby steps when required
- Understand the culture
 - Get it down to the lower levels
 - Make sure the program management understands the departmental cultures
- Integrate it into a larger system
 - Link it to understood processes like goal setting
- Stick to it—avoid flavor of the month
- Encourage ownership ...“ you can't take it away now”
- Educate and reinforce the value of CPM
 - Create hoopla
 - Hire people who are supportive of PM
 - Work with depts. to show how the info is valuable to them
 - Put top leadership out front