

# “Goldilocks in Performance Measurement: Finding the Sweet Spot”

Bill Yake

Performance Measurement Coordinator

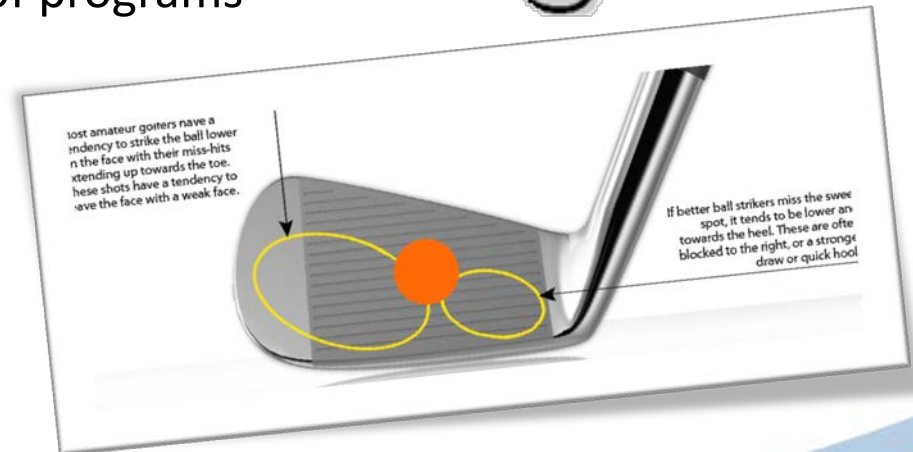
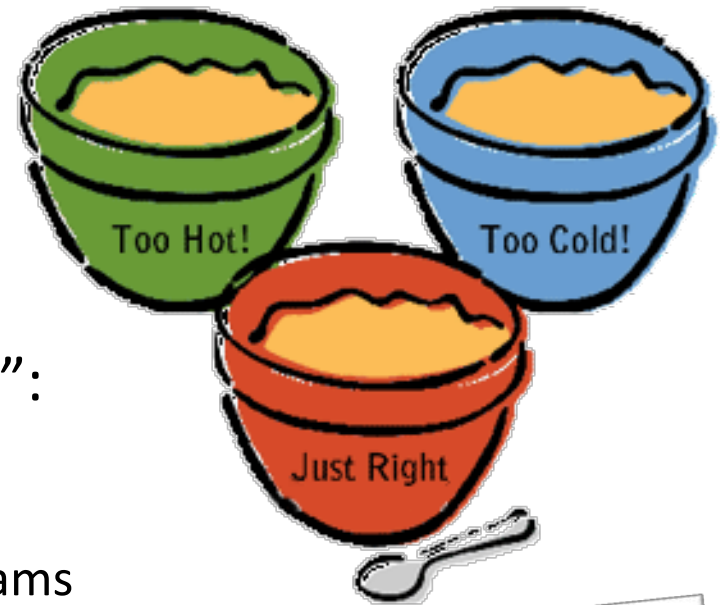
County of Fairfax, Virginia

ICMA Conference Presenter



# Goal for This Session

- Share lessons learned from our experience:
  - Learning the lesson from providing too little and too much data
- Benefits from “hitting the sweet spot”:
  - Focus on the important things
  - Doing the “right things” the “right way”
  - Underscoring value and benefit of programs and services to the taxpayer
- Providing readers with a meta-narrative (“story”) and context for copious data





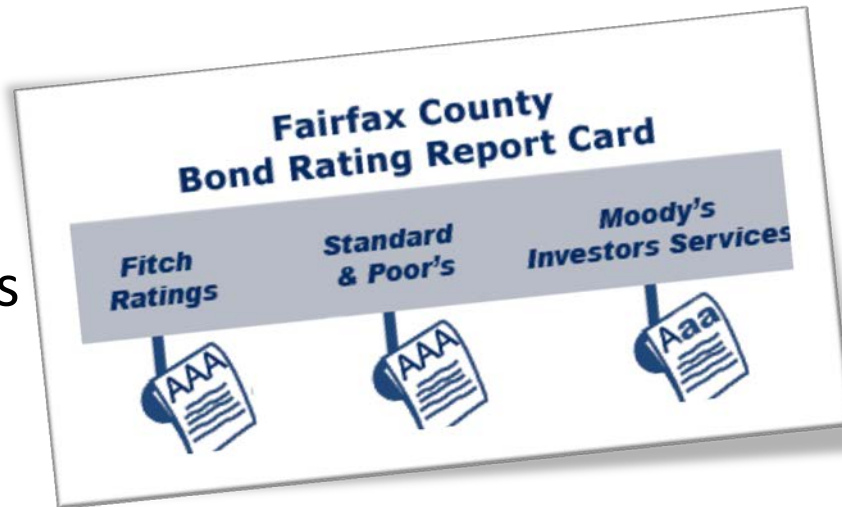
# A Little About Us

- Land area:
  - 407 square miles (land and water)
  - 260,480 acres or 1,023 sq. kilometers
- Population: 1,116,300 (January 2014)
  - Reached 1 million milestone in 2002
  - More people than 8 states
- Average household size: 2.76
- FY 2015 budget: \$6.97 billion (all funds)
  - General Fund Disbursements = \$3.72 billion
  - General Fund Direct Expenditures = \$1.37 billion



# A Little More About Us

- 12,326 Authorized Positions (FY 2015)
- Decreased from 13.57 positions per 1,000 citizens in FY 1991 to **11.02 in FY 2015** (18.8% decrease)
- **Aaa/AAA/AAA** from Moody's, Standard and Poor's, and Fitch (one of only 37 counties, 32 cities and 9 states nationwide)



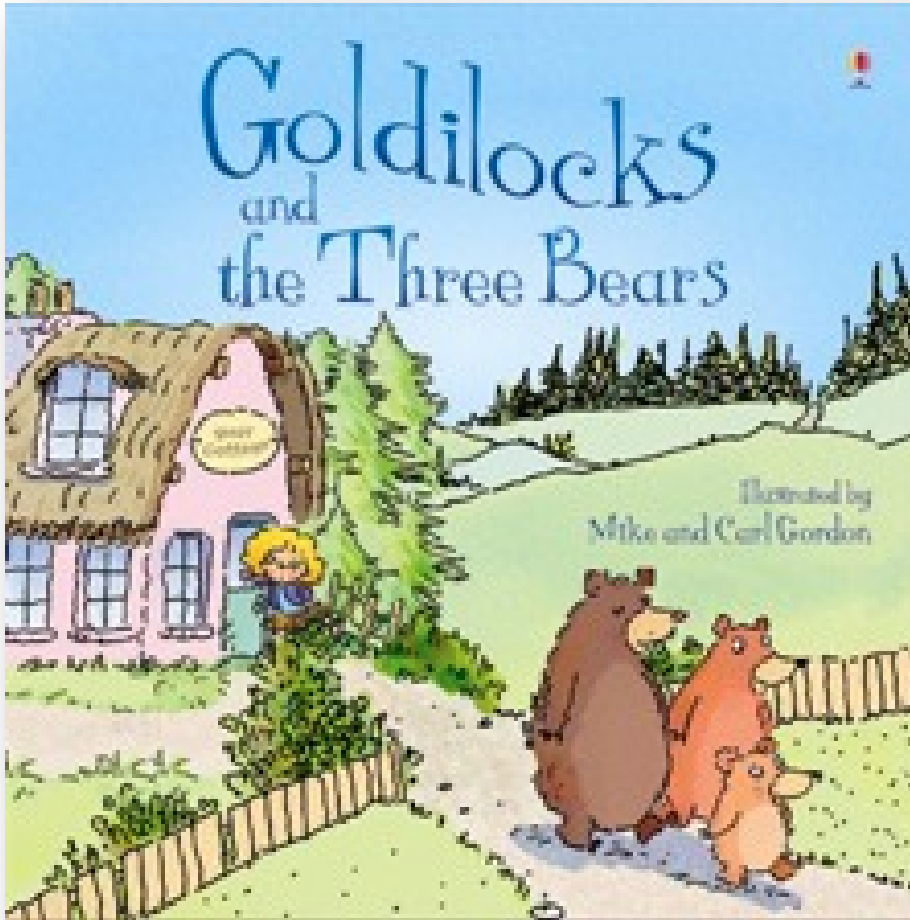
WHAT'S  
THE  
POINT?



The Power & Value  
of **Outcomes**



# “Goldilocks in Performance Measurement: Finding the Sweet Spot”

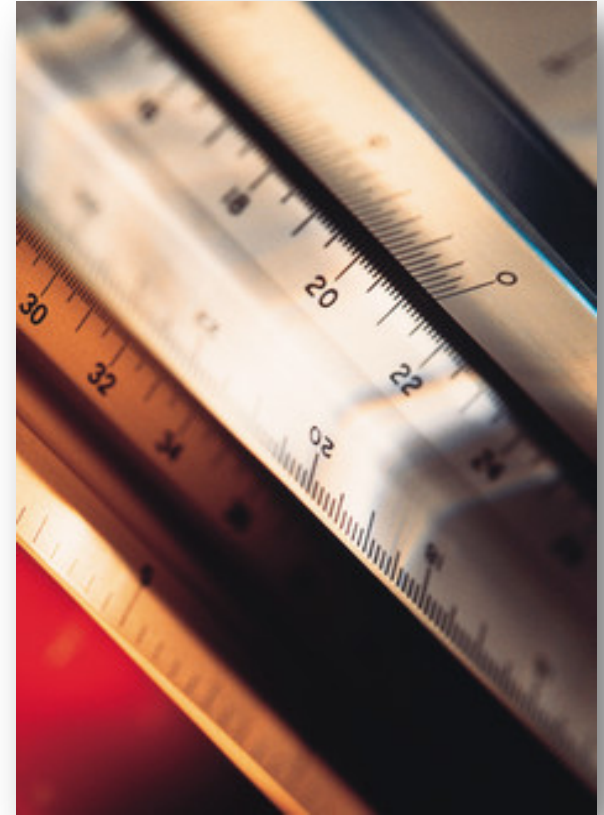


- Our program has evolved since FY 1997 to include:
  - Key County Indicators
  - Benchmarking
  - More pronounced focus on outcomes
- We provide “outcome” data for:
  - Elected officials
  - Other Decision-makers
  - Public
  - Staff

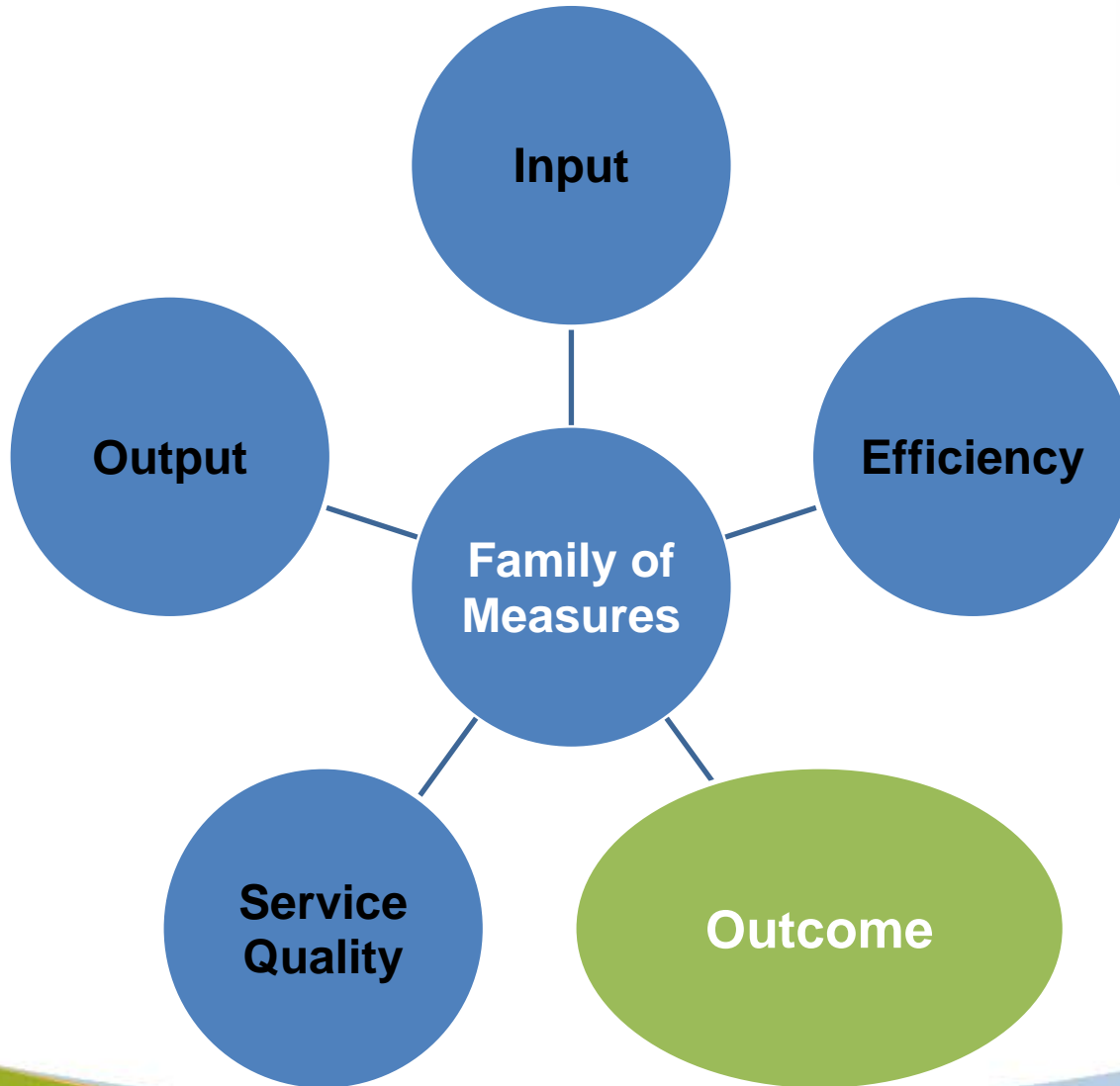


# “Goldilocks in Performance Measurement: Finding the Sweet Spot”

- Prior to FY 1999, nearly 84% of our indicators tracked workload or output rather than service quality, efficiency and outcome, and nearly 33% of indicators did not correlate with stated objectives
- However, by FY 2002, 100% of objectives were aligned with outcome indicators
- As of June 2014, we have essentially reached parity among output, efficiency, service quality and outcome in the spread of about 1,400 indicators for 44 agencies and 92 funds.
  - About 350 of these measures are “outcome” measures



# Our 'Family of Measures'





# Our PM Definitions: Example from our Health Department

**Input** – budget, staff years

**Output** – immunizations administered, children immunized

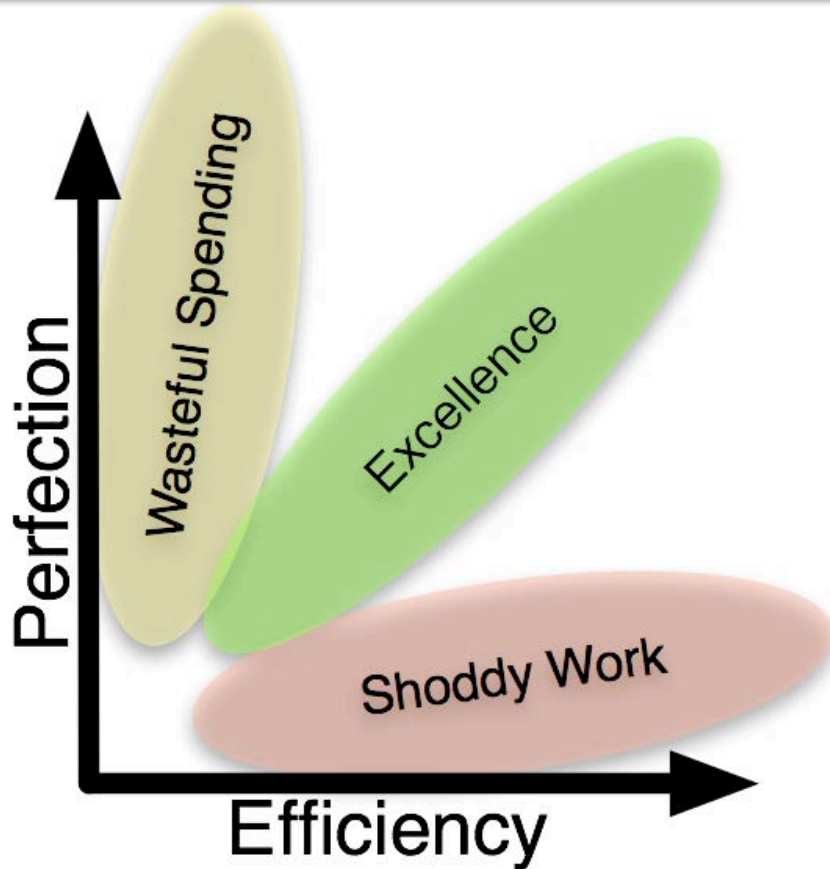
**Efficiency** – cost per immunization

**Service Quality** – satisfaction rate of children's parents

**Outcome** – percentage of children immunized



# “Finding The Sweet Spot” in Efficiency and Effectiveness



**Effectiveness: Doing The Right Things.**  
One of the definitions of effectiveness is the emphasis how well the intended outcome was accomplished.

**Efficiency: Doing Things The Right Way.**  
Efficiency tends to be more process oriented and emphasizes the aspects of time and funding.

# Over Focus Since FY 1997 Has Been on “Results”

- **Results** \ri-zƏlts:

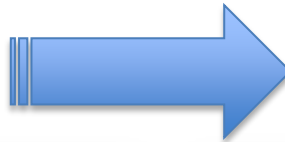
“1. consequence, issue, or conclusion; also, **benefit or tangible effect**: **FRUIT**.

2. Something obtained by **calculation** or investigation.”



# Performance Measures in Our Budget: Focus on Outcomes

**OUTCOMES  
IN BUDGET**



**LINKED TO COMPLETE  
FAMILY OF MEASURES**

## Circuit Court and Records

### Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate FY 2014	Future Estimate FY 2015
	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate/Actual		
<b>Land Records and Public Services</b>					
Percent change in time to return documents	57%	127%	(60%)/ 28%	(22%)	0%
Percent change of CPAN connections	0.0%	0.0%	0.0%/4.0%	0.0%	0.0%
Percent change in waiting time	200.0%	(26.6%)	(9.1%)/31.8%	(31.0%)	0.0%
<b>Courtroom Operations</b>					
Percentage point change in juror utilization rate	(1)	(1)	1/2	(1)	0
<b>Clerk's Office</b>					
Percentage change in number of requests (phone & email) received	7%	1%	(18%)/(6%)	(2%)	0%
<b>Civil Records</b>					
Percentage point change of DCTP Law caseload concluded within one year	3	0	0/(4)	4	0
Percentage point change of DCTP Domestic caseload concluded within 15 months of initial filing	(1)	0	0/(1)	1	0

A complete list of performance measures can be viewed at [www.fairfaxcounty.gov/dmb/fy2015/adopted/pm/60.pdf](http://www.fairfaxcounty.gov/dmb/fy2015/adopted/pm/60.pdf)

### Performance Measurement Results

As a Virginia Constitutional Officer, the Clerk of Court to the 19<sup>th</sup> Judicial Circuit serves all residents of the City of Fairfax and Fairfax County. Court users include litigants, attorneys, jurors, title companies and members of the public who are seeking a marriage license, to record real estate deeds, to probate a will, or to become a notary.

Fairfax Circuit Court is the busiest and largest Circuit in the Commonwealth of Virginia. While the recession continues to force an environment of personnel hiring austerity, Circuit Court has still been able to meet most performance objectives. For example, the percentage of DCTP Domestic cases (mostly divorce) finalized within 15 months of the suit being filed remained at a very high 97 percent. This was one percentage point lower than the estimated 98 percent, but still well exceeded the Commonwealth average of 90 percent. In spite of the fact that Circuit Court has such a high volume of domestic cases, Fairfax surpasses state-wide goals.

In Fiscal Year 2013, the number of criminal prosecutions and civil litigations being adjudicated, as well as

## Circuit Court and Records

### FY 2015 Adopted Budget Plan: Performance Measures

#### Land Records and Public Services

##### Goal

To record, preserve, safeguard and provide convenient access to all recorded documents and instruments pertaining to land and property brought before the Court; and to coordinate the retention, archiving and disposition of those documents in accordance with the Code of Virginia.

##### Objective

To maintain an average turnaround time of 25 days in returning recorded documents.

##### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate FY 2014	Future Estimate FY 2015
	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate/Actual		
<b>Output</b>					
Land Documents Recorded	205,650	212,644	215,000 / 248,584	250,000	250,000
<b>Efficiency</b>					
Cost per recorded document	\$5.42	\$5.30	\$5.28 / \$4.57	\$4.54	\$4.54
<b>Service Quality</b>					
Turnaround time in returning recorded document (days)	11	25	10 / 32	25	25
<b>Outcome</b>					
Percent change in time to return documents	57%	127%	(60%) / 28%	(22%)	0%

# Providing Context to Our PM Data: Not Enough to Just Provide Data

## Circuit Court and Records

### Key Performance Measures

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# Key County Indicators: Focus on Outcomes

**Fairfax County currently measures and publishes 47 key County indicators or proxy measures.**

**These outcome or proxy measures provide a snapshot and reflect the overall quality of life in our community.**

**👥 Maintaining Safe and Caring Communities:** The needs of a diverse and growing community are met through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.

Key County Indicators	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual
Ratio of Violent Group A Offenses to 100,000 County Population (Calendar Year)	83.48	74.61	82.78
Clearance rate of Violent Group A Offenses (Calendar Year)	57.81%	58.33%	52.05%
Percent of time Advanced Life Support (ALS) transport units on scene within 9 minutes	88.0%	85.0%	86.7%
Fire suppression response rate for engine company within 5 minutes	60.0%	56.0%	52.4%
Percent of low birth weight babies (under 5 lbs 8 oz)	7.0%	6.9%	NA <sup>1</sup>
Immunizations: completion rates for 2 year olds	69.0%	71.0%	62.0%
Virginia Department of Education (VDOE) On-Time Graduation Rate	91.40%	91.30%	92.00%
Children in foster care per 1,000 in total youth population	1.18	1.33	NA <sup>2</sup>
Percent of seniors, adults with disabilities and/or family caregivers who express satisfaction with community-based services that are provided by Fairfax County to help them remain in their home/community	93.0%	93.0%	94.5%
Percent of restaurants operating safely	97.5%	97.5%	98.9%

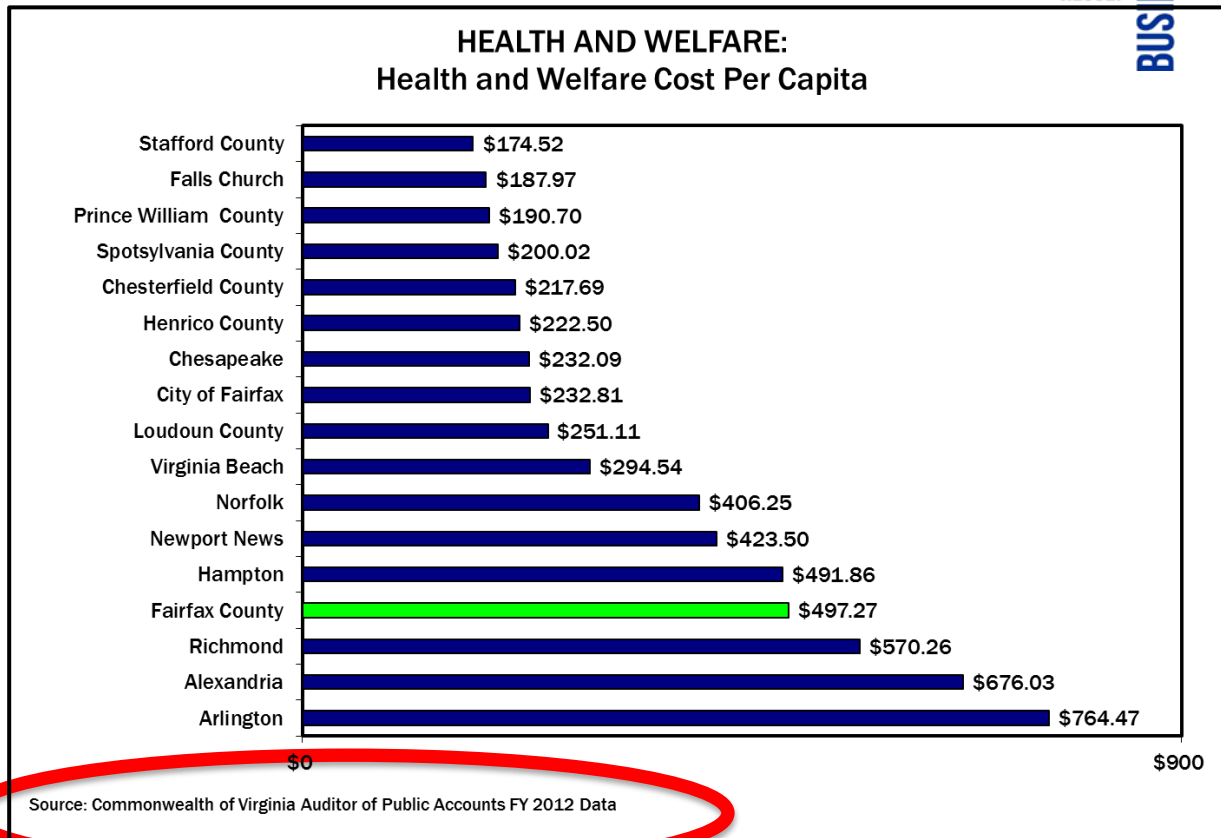
<sup>1</sup> Prior year actuals on the percent of low birth weight babies are provided by the Annie E. Casey Foundation, and FY 2012 is the most recent data available in time for budget publication.

<sup>2</sup> Prior year actuals on Children in foster care per 1,000 in total youth population are provided by the American Community Survey (ACS) of the United States Census Bureau, and FY 2012 is the most recent data available in time for budget publication.

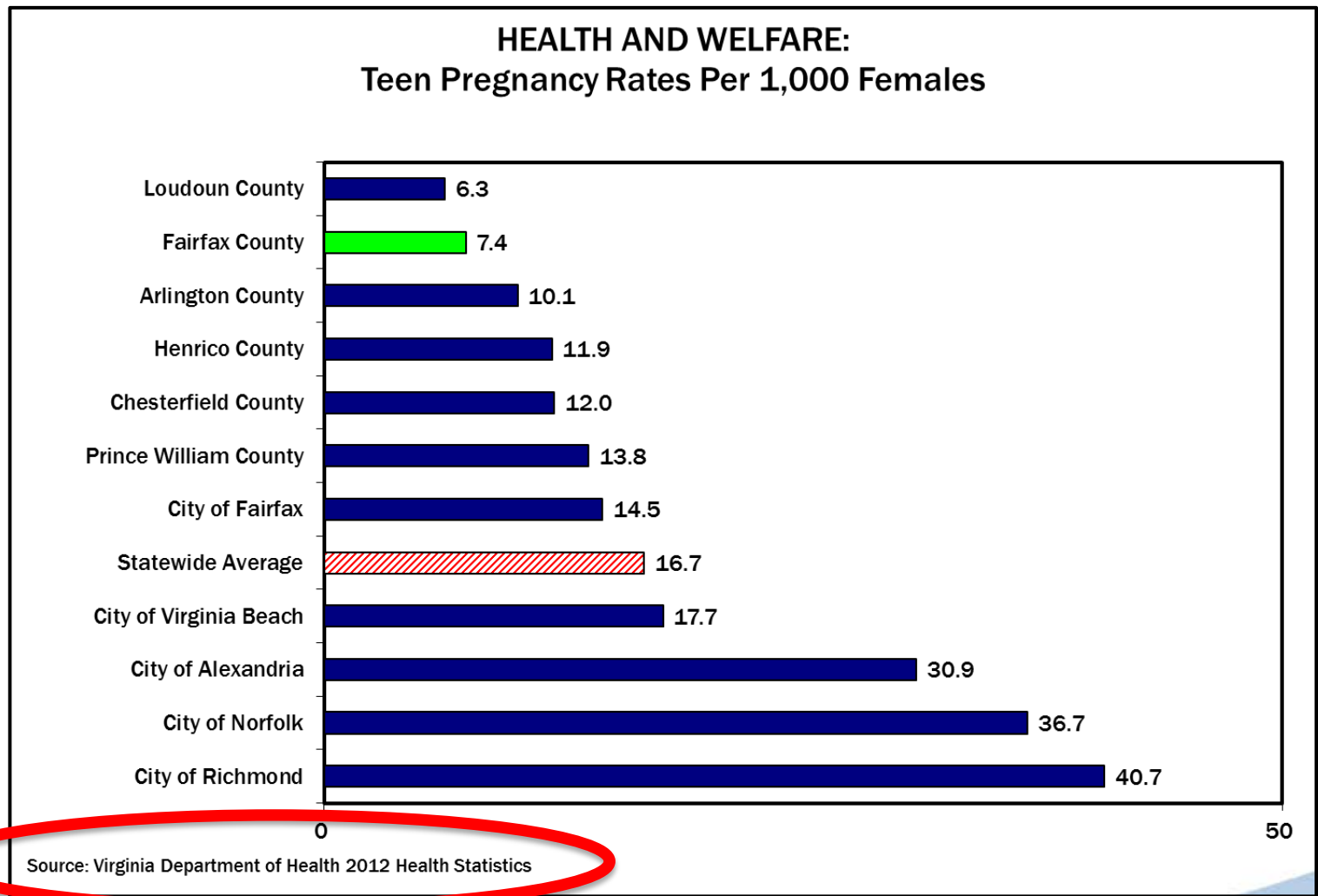
Fairfax County is one of the nation's safest jurisdictions in which to live and work. In early 2010, the Police Department implemented a new records management system (RMS), which tracks and reports on all statistical data. Pursuant to the migration to the new RMS system, the reporting format has also migrated from the Uniform Crime Reporting (UCR) to Incident-Based Reporting (IBR). In FY 2013, the Fairfax County **ratio of "Violent" Group A Offenses** result of 82.78 incidences per 100,000 residents continues to reflect one of the lowest violent crime rates of any large jurisdiction in the United States.



# Benchmarking: Focus on Outcomes

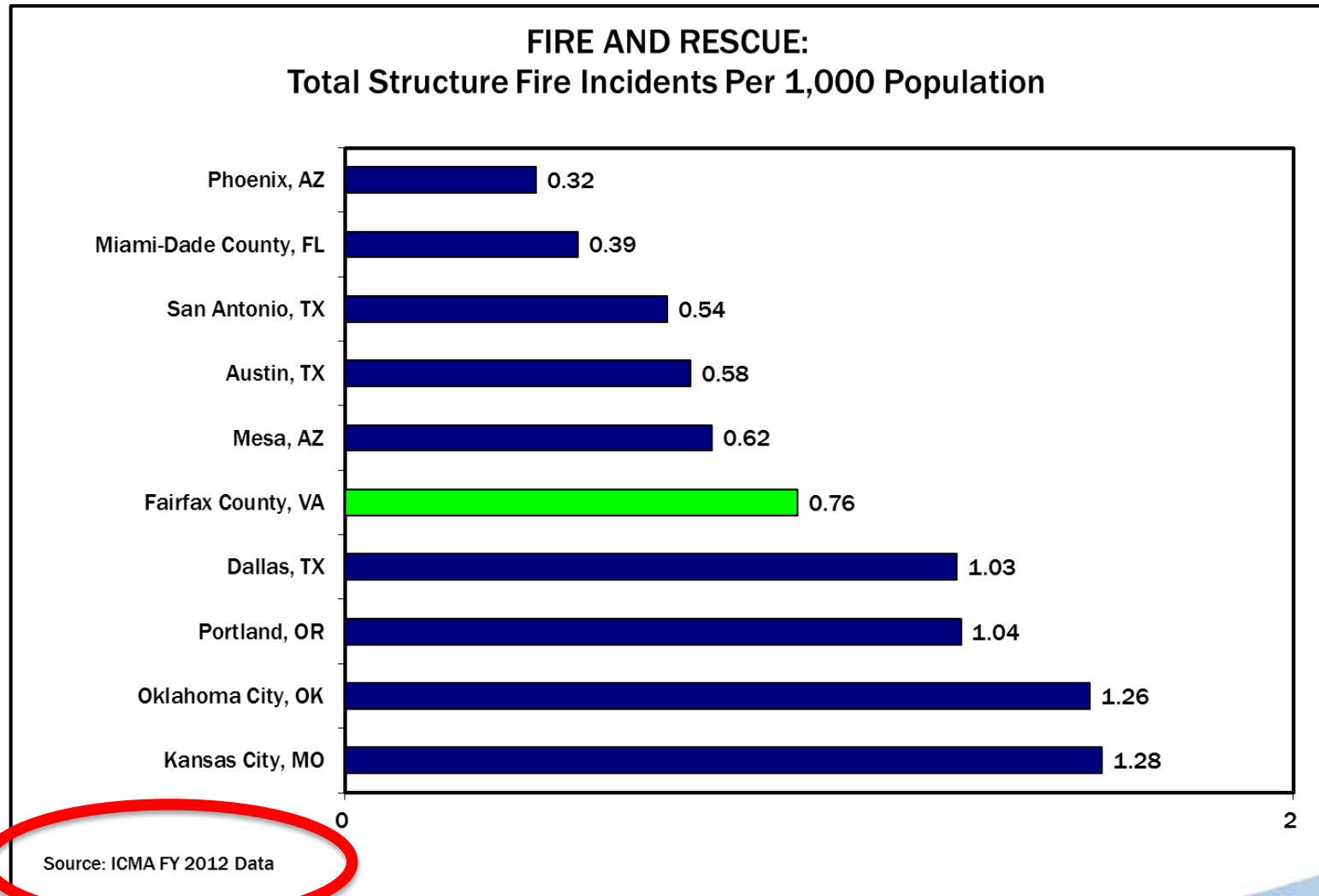


# Benchmarking: Focus on Outcomes

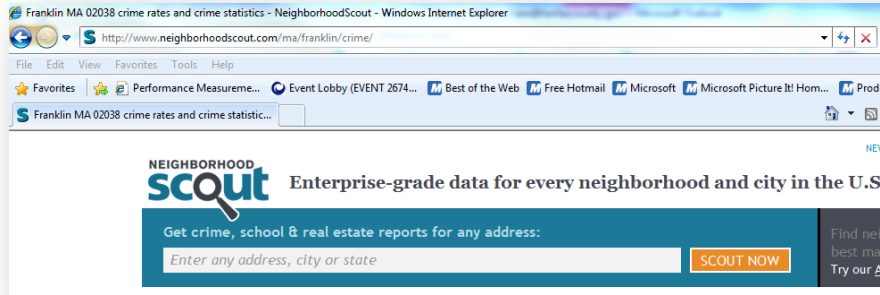




# Benchmarking: Focus on Outcomes



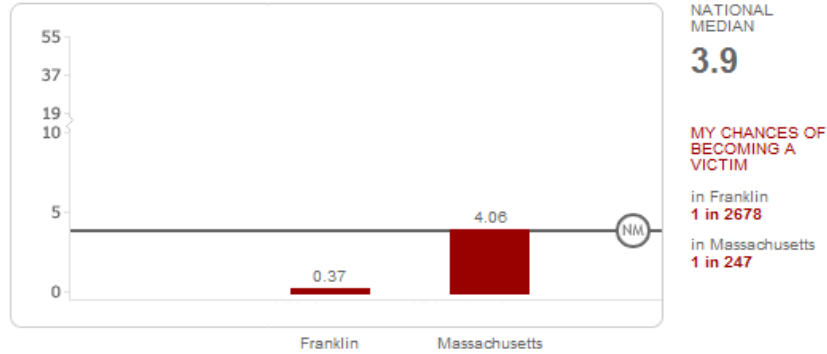
# A Good Example of Benchmarking



## Franklin Crime Data [Crime Data FAQ](#)

CRIME INDEX	Franklin Annual Crimes		
	VIOLENT	PROPERTY	TOTAL
<b>92</b> (100 is safest)	12	167	179
Safer than 92% of the cities in the US.	annual crimes per 1,000 residents		
	0.37	5.20	5.57

## Violent Crime Comparison per 1,000 residents

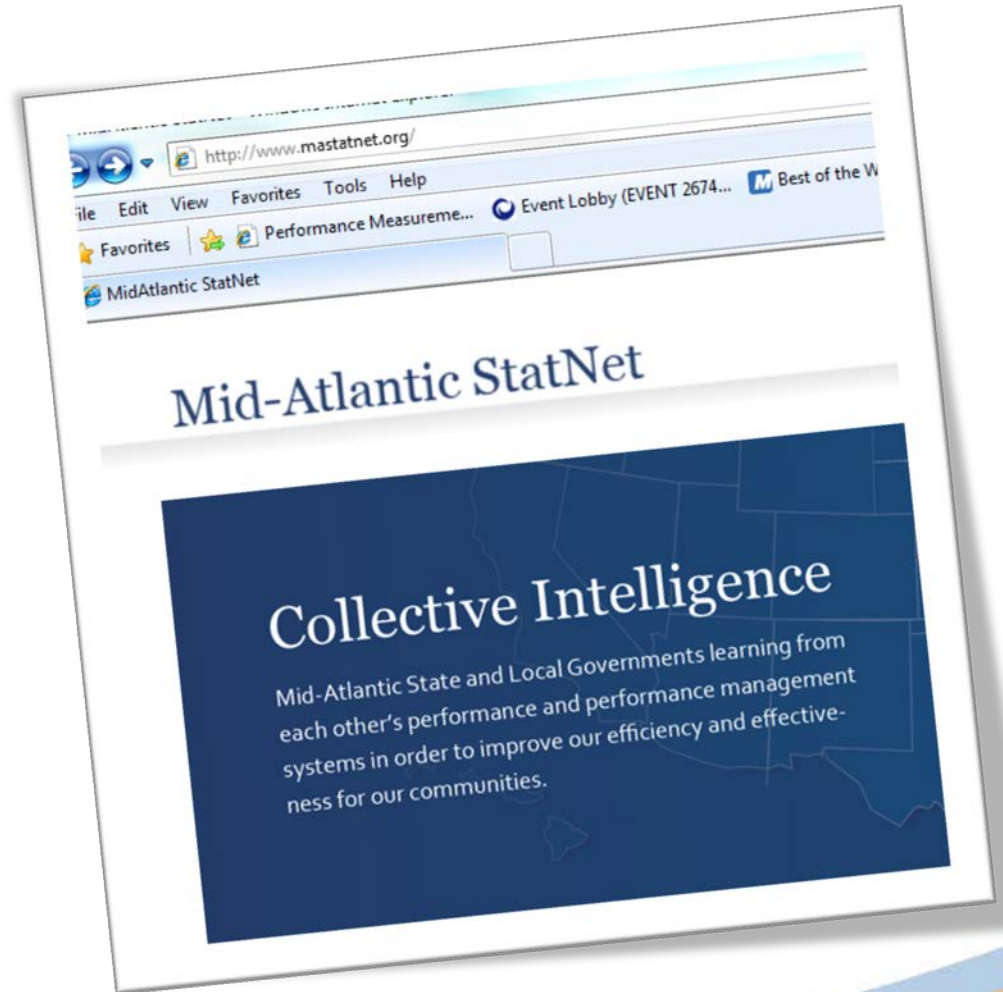


Franklin violent crimes	Population 32,134			
	MURDER	RAPE	ROBBERY	ASSAULT
REPORT TOTAL	0	1	9	2
RATE PER 1,000	0.00	0.03	0.28	0.06

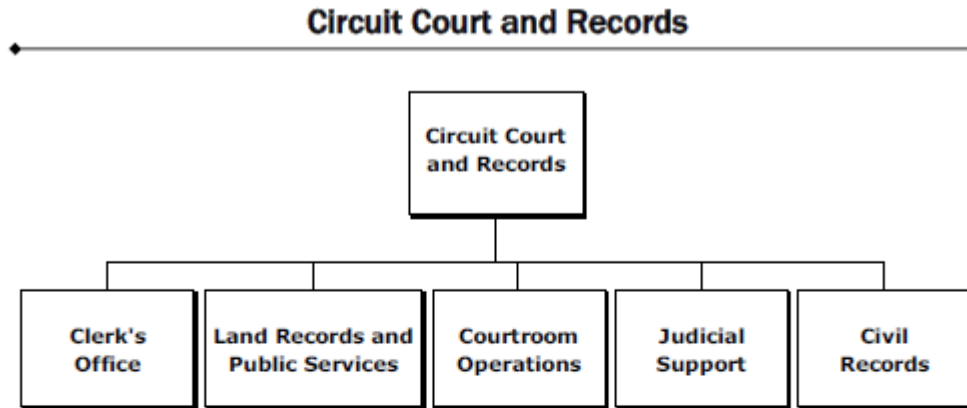
United States violent crimes	Population 313,914,040			
	MURDER	RAPE	ROBBERY	ASSAULT
REPORT TOTAL	14,827	84,376	354,522	760,739
RATE PER 1,000	0.05	0.27	1.13	2.42

# Benchmarking: Mid-Atlantic StatNet

- Our mission and goal is to initiate and conduct ongoing dialog with staff from various service areas
- Share best practices
- Support professional development
- Focus on outcomes to improve our efficiency and effectiveness



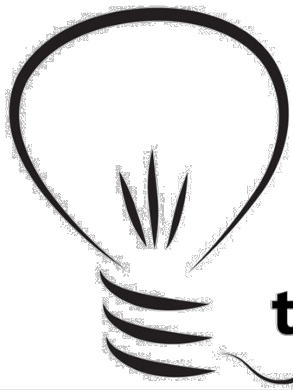
# High Level Budget Drivers and Metrics



## Mission

To provide administrative support to the 19<sup>th</sup> Judicial Circuit; to preserve, maintain and protect the public records; and to offer public services with equal access to all in accordance with the [Code of Virginia](#).

<b>AGENCY DASHBOARD</b>			
Key Data	FY 2011	FY 2012	FY 2013
1. Public Records Held	41,099,915	44,614,094	44,986,502
2. Criminal Cases	7,031	7,195	7,057
3. Civil Cases	19,414	19,123	21,346
4. Probate Cases	2,105	3,230	2,201
5. Land Recordings	205,650	212,644	248,584
6. Marriage Licenses, Trade Names, Financing Statements, Notaries	12,507	12,507	12,964
7. Jurors called to court for cases	10,294	9,911	7,780



## thinking differently

- **Rethink:** we can no longer do more with less
- **Review:** looking at functions with eye for surgical programmatic reductions and over-arching cross-agency functions
- **Reduce:** we have been in perpetual reduction mode since FY 2009 to .....???



# Lines of Business Inventory: Focus on Outcomes

• FY 2017

• FY 2010

• FY 2008

• FY 2001

• FY 1997

• FY 1994

## LOBS Highlights:

### LOB 80-05 Civil Case Management

(Includes Differentiated Case Tracking Program [DCTP], Neutral Case Evaluation [NCE] & Motions Docket)

- ♦ **What We Do:** Seven DCTP clerks provide mechanisms such as tightly controlled docket scheduling, case monitoring, and master calendaring to ensure that civil and domestic cases are concluded in a timely manner. NCE enlists volunteer senior level attorneys to hear settlement cases as an alternative method of dispute resolution and to reduce the court's docket. Pre-trial motions determine what evidence is presented in a case, whether a case will proceed, and enforces orders from prior cases.
- ♦ **Who We Serve:** Citizens, judges, attorneys
- ♦ **Why We Do It:** To reduce time from initiating a case until it is heard in court and to reduce the court's docket by resolving cases timely or narrowing the issues and enlisting alternate resolution methods prior to trial. To comply with Judicial Counsel guidelines. Guidelines include concluding civil cases within one year of the initial filing date and to conclude domestic cases within 15 months of the initial filing date.
- ♦ **Benefits and Value of LOB:**
  - FY 2008 – concluded 84.1% of Civil cases within one year of initial filing (state average is 75%)
  - FY 2008 – concluded 97.2% of Domestic cases within 15 months of initial filing (exceeds recommended disposition time by 6%)
  - Trial dates available as early as 4 months from initial filing.
  - Fairfax Circuit Court serves as a model for courts throughout Virginia, the nation and worldwide.
  - 70% of cases whose parties meet with NCE are disposed prior to trial.
  - Motions Docket resolves issues prior to trial resulting in settlement, faster resolution of complex issues, and shorter trials.
  - Cost and time savings to litigants.

For more information, please see FY 2008 LOBS Volume 1, Page 125.

# The Problem We All Share

**“We are drowning in data but we are starving for wisdom.”**









# Increased Movement Towards Greater Transparency and Accountability

[Home](#)
[Living Here](#)
[Doing Business](#)
[Visiting](#)
[Departments & Agencies](#)

[Transparency](#) > Financial Transparency > transparency results

**Transparency**  
 Fairfax County Transparency application allows the public to view budget and expenditure data and specific vendor payments.

- The financial data for the current fiscal year is updated on a monthly basis by the end of the following month from the County's financial system.
- Amounts displayed are year-to-date aggregated through the selected fiscal month.
- Data is available beginning with Fiscal Year 2013. Please note that a fiscal year spans from July 1st through June 30th of the following year.

For additional information regarding this initiative, please refer to the [overview page](#) or the [frequently asked questions \(FAQs\)](#).  
 To view similar information for the Fairfax County Public Schools, please visit the [Fairfax County Public Schools Transparency website](#).

Fiscal Year:   
 Through Month:   
(All data displayed will be fiscal year-to-date through month selected)

[Vendor Payments](#)
[Budget vs Actual Expenditures](#)

Select General Fund Departments to see specific departmental data (e.g. Police Department, Fairfax County Public Library).  
 Select Funds to see total expenditures for the entire General Fund or for any other Fairfax County Government Fund.

Select:   
 Department:

[View Data](#)

**Expenditures by Category**  
 GENERAL FUND DEPARTMENTS - MANAGEMENT AND BUDGET  
 Year-to-Date July 2013 - June 2014

Expenditures by Category	Revised Annual Budget	Expenditures Year-to-Date
COMPENSATION	\$4,061,899.00	\$3,921,831.54
OPERATING EXPENSES	\$425,713.49	\$363,726.75
<b>TOTALS:</b>	<b>\$4,487,612.49</b>	<b>\$4,285,558.29</b>



# Online Access to Performance Measurement Data: City of Austin, Texas



City of Austin - ePerformance Measures - windows internet explorer

http://www.austintexas.gov/budget/eperf/index.cfm?fuseaction=home.Department&DEPT\_CD=FIRE

File Edit View Favorites Tools Help

City of Austin - ePerformance Measures

AUSTINTEXAS.GOV | AIRPORT | LIBRARY | AUSTIN ENERGY | AUSTIN WATER | CONVENTION CENTER | VISITORS BUREAU | OPEN GOVERNMENT

austintexas.gov  
the official website of the City of Austin

Pay Online Services Calendar Media Center Depart

## ePerformance Measures

Home All City Departments Definitions

**Fire** Approved Amount: \$ 148,751,134  
Approved FTE: 1,272.00

Department Director: Rhoda Mae Kerr - Fire Chief  
Department Website: <http://www.austintexas.gov/department/fire>  
Department Phone: 512-974-0130

Department Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2013 Target	FY 2014 Target
<b>Performance Measures</b>					
Percent of emergency incidents where the amount of time between call receipt and the arrival of AFD unit is 8 minutes or less	86.2	86	85	85	85
Number of unintentional fire deaths in the past 12 months	4	6	5	0	0
Percent of structure fires confined to room of origin	81	86	82	82	82
Percent of customers satisfied with the quality of AFD services	91	92	90	90	90
Number of unintentional fire deaths occurring in structure fires	New Meas.	New Meas.	5	0	0
Percent of cardiac arrest due to cardiac cause that arrive at hospital with a pulse	New Meas.	38	32	No Goal	40

Key Indicators Department Mission and Goals

Program: **Emergency Prevention** Approved Amount: \$ 5,050,064  
Approved FTE: 32.85

Activity: [Investigations](#)  
Engineering and Inspection Services

Source: City of Austin, Texas

<http://www.austintexas.gov/budget/eperf/index.cfm>

# One of Our Biggest Challenges: Timing

- One of the challenges we face in local government is the tight time constraints in the budget cycle:
  - between the time a County administrator or city manager presents the budget to elected officials and the time the budget is approved
  - Public hearings and town hall meetings are sandwiched in between these dates
  - Not a lot of time for anyone to process and review all the data



# Shout Out: City of Bellingham, Washington: Community Indicator Projects



While both government-sponsored performance measured initiatives and community indicator projects can develop outcome-oriented performance measurement systems as demonstrated in this paper, there have historically been differences in their approaches and orientation. The table below describes some of these differences.

	Government-Sponsored Performance Measurement	Community Indicator Projects
Who are the champions?	Elected officials or high level managers.	Community leaders, independent organizations.
Who are the designers?	Public managers, agency personnel, and technical experts.	The broader community—ranging from government personnel to citizens.
What is the predominant measurement focus?	Internal: agency or program specific performance.	External: indicators of community conditions and quality of life.
Who is responsible for the results?	Agency personnel.	Non-profits, community groups, government, citizens.
How often is data reported?	Quarterly, monthly, bi-weekly, or weekly.	Annually or biennially.
Who are the primary users?	Elected officials, public managers, agency personnel, and the public.	The public, community leaders, and government.

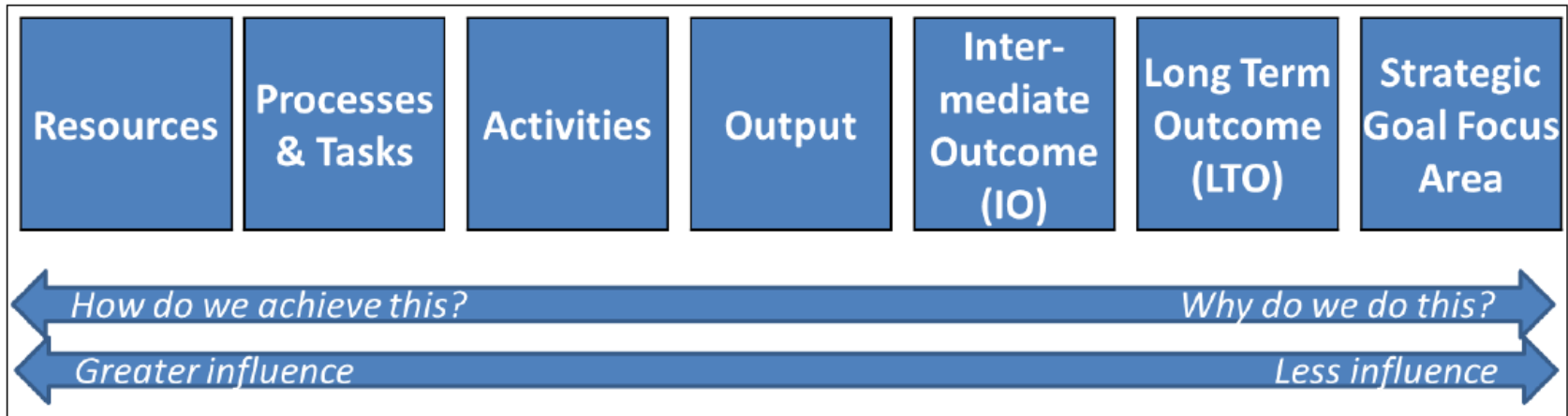
Source: City of Bellingham, Washington

<http://www.cob.org/documents/issues/kloby-report.pdf>

# Best Practice: The City of Alexandria, Virginia



## The City's Performance Management Philosophy – The Logic Model



# Questions/Comments?

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ICMA  
**100**<sup>th</sup>

ANNUAL CONFERENCE

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**Charlotte**  
Mecklenburg County

SEPTEMBER • 14-17 • 2014

