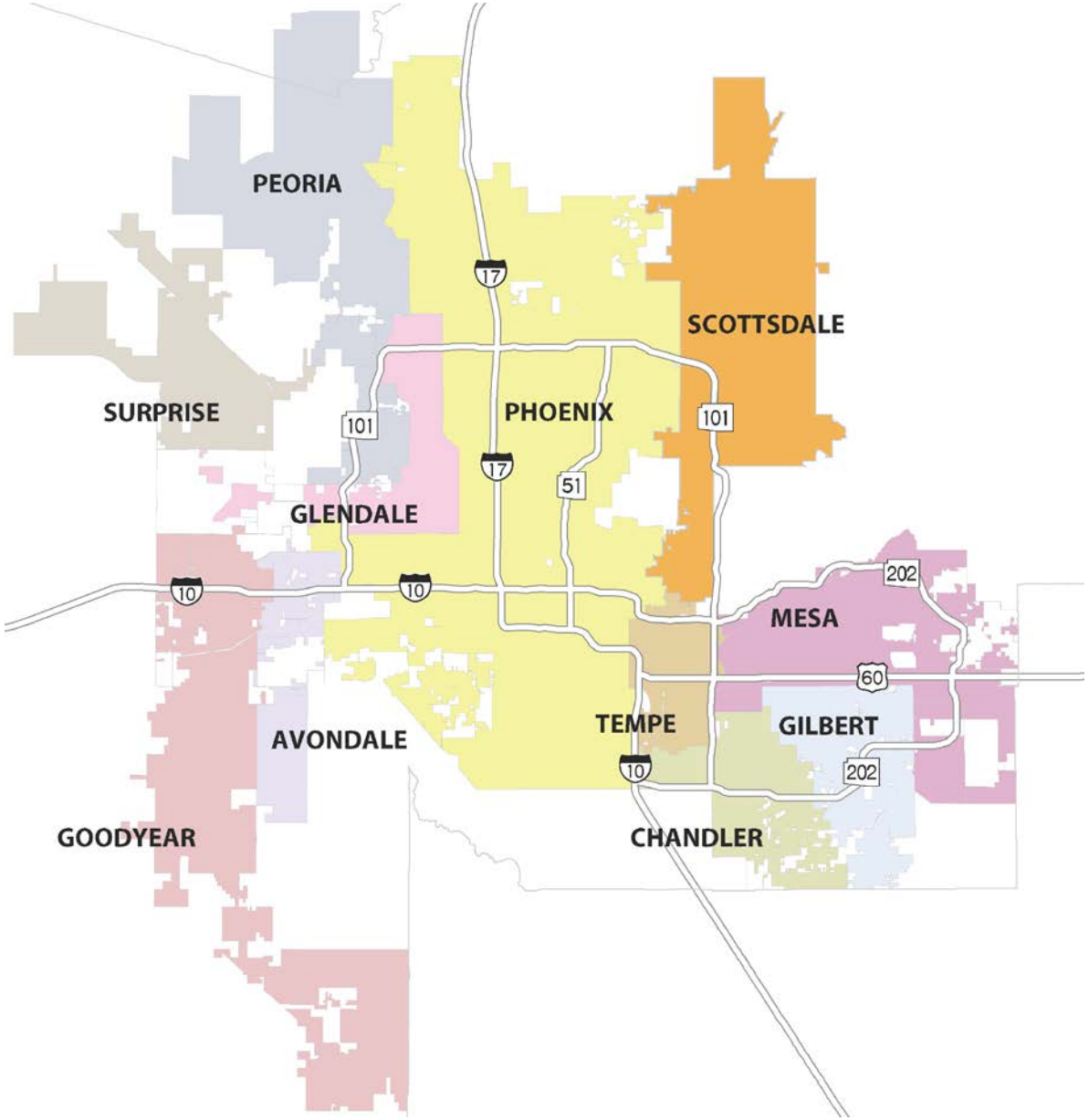
Collaborating and Comparing for Improved Performance

Brent Stockwell, City of Scottsdale
David Swindell, Arizona State University
Karen Thoreson, Alliance for Innovation
Wynette Reed, City of Goodyear

Key Takeaways

- Comparisons help us understand what we do, track our progress, and provide accurate information about service delivery
- To succeed you need jurisdictional commitment, mutual trust, data sharing and a partnership with a neutral facilitator


PEORIA
SCOTTSDALE
SURPRISE
PHOENIX
GLENDALE
MESA
AVONDALE
TEMPE
GILBERT
GOODYEAR
CHANDLER
17
101
10
51
202
60

Polling Question

At what stage are you in your performance management efforts?

A) Not yet implementing
B) Collecting data, but not yet reporting it
C) Collecting and reporting data annually, but not using it
D) Discussing data and performance on a regular basis
E) Comparing data with others and using for decision-making

Collaborating and Comparing
for Improved Performance

THE CASE FOR COMPARISON

Comparisons can be challenging

Context is needed

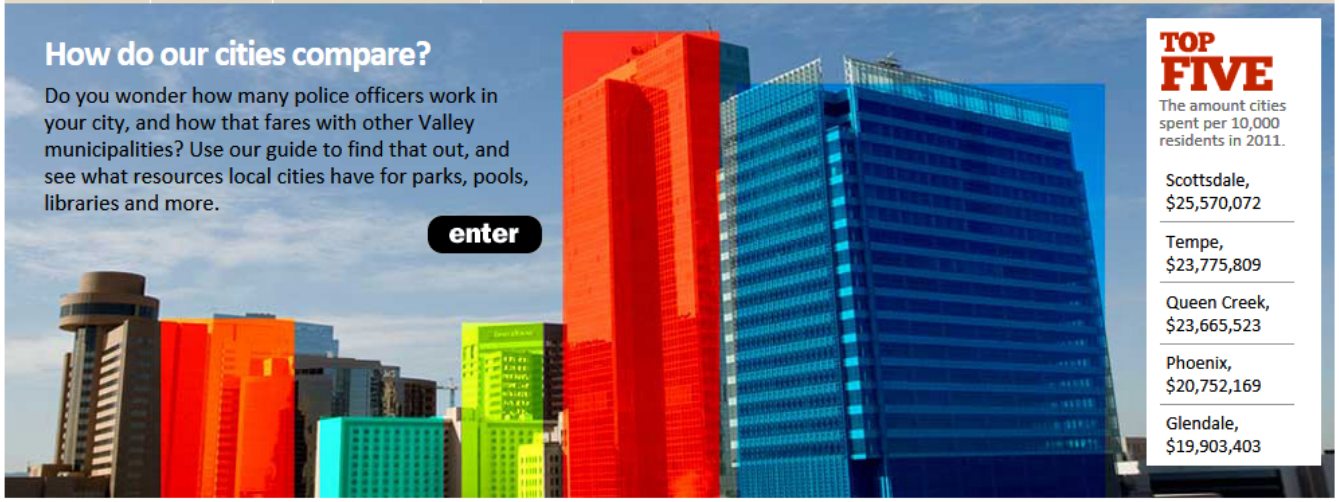
azcentral 12 News & The Arizona Republic A GANNETT COMPANY

LOCAL | NATION | SPORTS | THINGS TO DO | BUSINESS | AZ LIVING | TRAVEL & EXPLORE | POLITICS | OPINION

CITY COMPARISON GUIDE

Measure spending on people, services and programs

Public Safety | Population | Parks & Recreation | Budget



Who has the most parks? The smallest police force? The biggest budget?

Take a look at these comparisons from fiscal 2011. All data is per 10,000 residents. To compare data, click the enter button above.

Parks Spending

Glendale	$850,625
El Mirage	$491,833
Chandler	$473,493

Police Officers

Phoenix	21.8
Tempe	20.9
Gilbert	10.3

Libraries

Avondale	0.262
Scottsdale	0.230
Mesa	0.091

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BusinessWeek
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The Atlantic
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LASALLE
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Well-Being Index™
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MONOCLE
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Economist Intelligence Unit
CNNMoney
Journal of Urban Affairs
The Journal of the Urban Affairs Association
PLACES RATED
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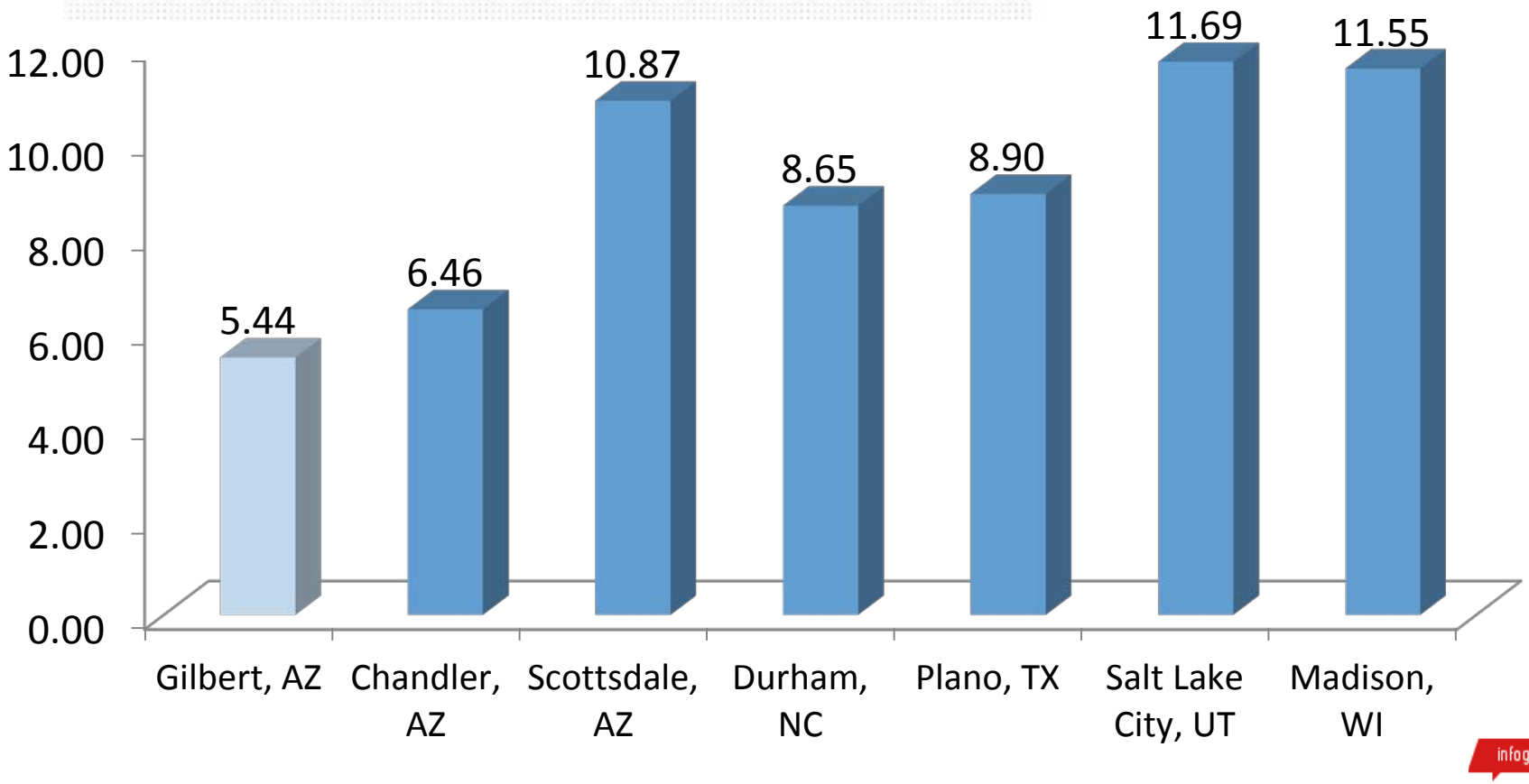
FTE per 1,000 Residents



Strategic Initiative

Office of Information Technology

Information Technology (IT) services can be largely grouped into categories of resident and/or business-facing and staff-facing services. Resident/business facing systems are systems that residents or businesses interface with directly. Staff facing services include IT infrastructure that must be dependable so employees can effectively leverage IT systems to more efficiently provide service to the community. Keeping these systems operational is essential to providing service to the community.

Benchmark: Application Availability – Online applications like utility bill payment and parks and recreation enrollment are systems that provide direct services to residents and businesses. An application outage is a service disruption and inconvenience to the Town's customers.

Comparison to Local / National Averages	
City/Town	Performance (%)
Gilbert, AZ	99.32%
Chandler, AZ*	99.00%
Tempe, AZ	N/A
Fort Collins, CO	99.18%
Henderson, NV**	99.28%

*Only reported whole numbers.
**Henderson, NV tracks availability for critical systems, which include application, network and telephone availability. One figure reported for all three.

Benchmark: Network Availability – The town's data network is essential to the successful use of applications used for service delivery by customer facing business units. A network outage has a direct and immediate impact on customer service and employee productivity.

Comparison to Local / National Averages	
City/Town	Performance (%)
Gilbert, AZ	99.90%
Chandler, AZ*	99.00%
Tempe, AZ	99.93%
Fort Collins, CO**	N/A
Henderson, NV	99.28%

*Only reported whole numbers.
**Fort Collins does not have ability to record network availability per city staff; looking for ways to measure in future.

Benchmark: Telephone Availability – The town's telephone system is essential to interacting with residents and businesses in need of town services. A telephone outage has a direct and immediate impact on customer service and employee productivity.

Comparison to Local / National Averages	
City/Town	Performance (%)
Gilbert, AZ	99.90%
Chandler, AZ*	99.00%
Tempe, AZ	99.93%
Fort Collins, CO	99.93%
Henderson, NV	99.28%

*Only reported whole numbers.
Data source: Municipal FY13 budget documents, IT department staff and municipal websites.

To view FY14 performance measures and objectives for IT, click here.

99.90%
Network Availability

Department benchmarks: 2-3 local, 2-3 outside AZ

Tie to performance measures

Polling Question

What is the most important aspect of benchmarking for your community?

A) To help identify standards to evaluate our performance
B) To see how our performance results match up to others
C) To identify strengths and weaknesses so we can improve
D) To identify best practices for the services we provide

Collaborating and Comparing
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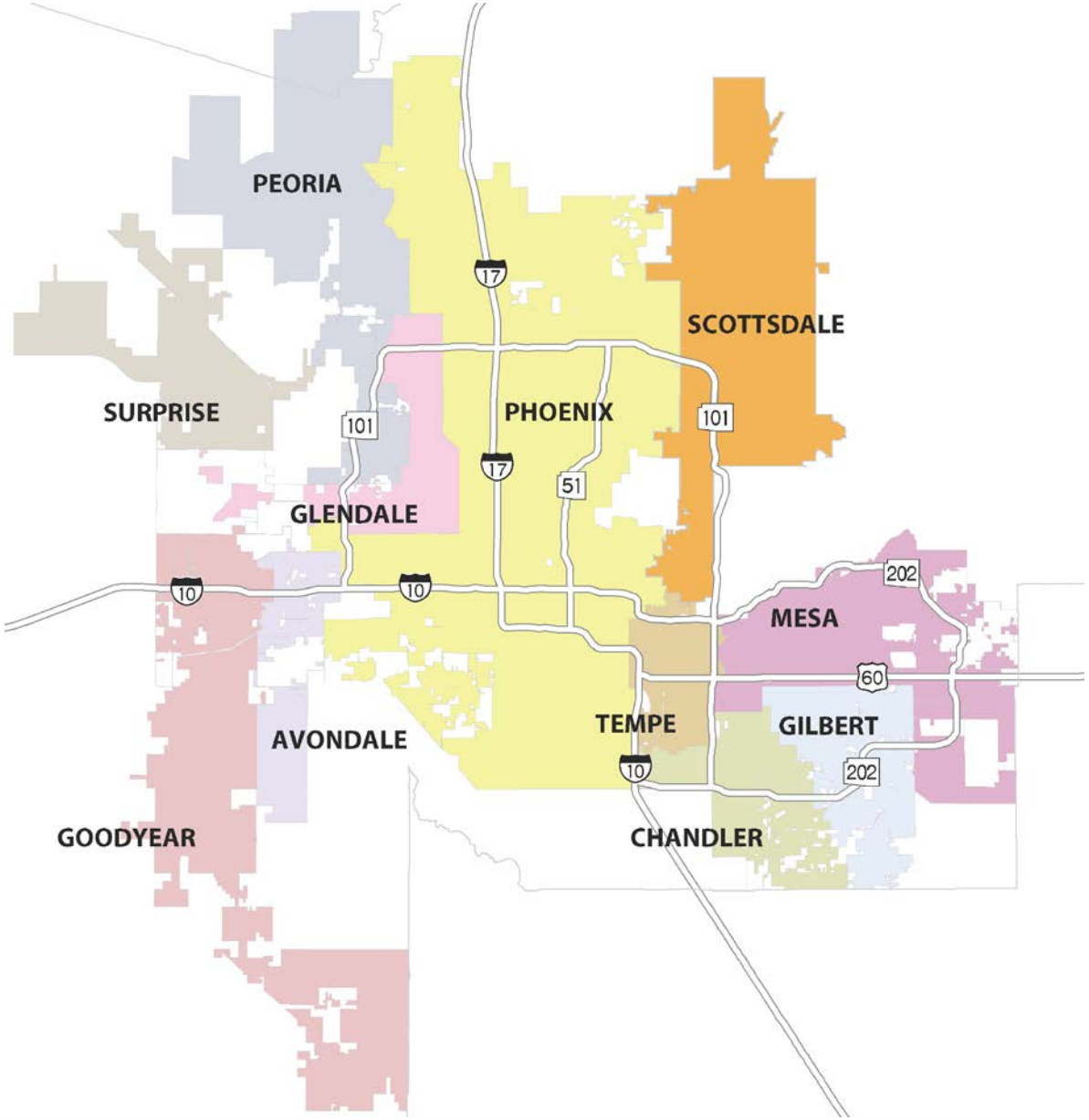
CREATING A CONSORTIUM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City's spending questioned

For Scottsdale, workers are the largest expense

By Beth Duckett
The Arizona Republic

Despite deep cuts planned to city services and personnel next year, Scottsdale's general-fund budget — the money it spends on basic services — is estimated to be millions of dollars greater than other Valley cities' with larger or similar populations.

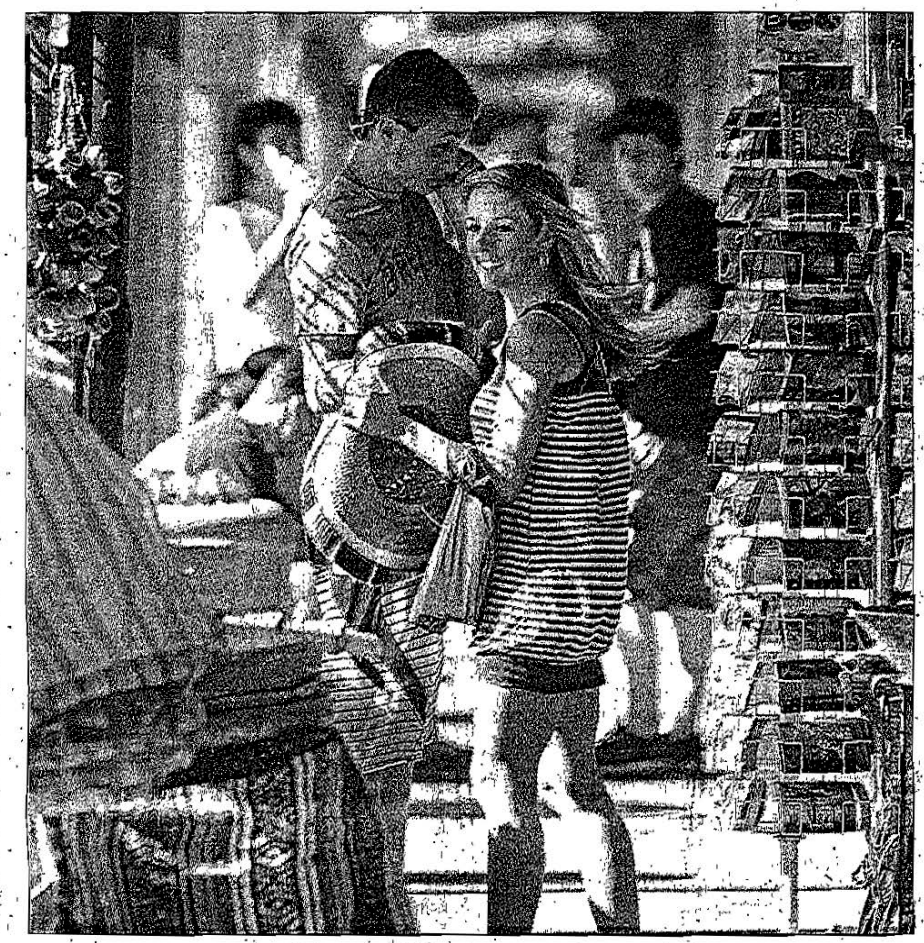
Many officials defend the higher budget in relation to the number of residents, saying it's the price the city must pay to cater to tourists and residents who demand better services and programs in a city known for its upscale neighborhoods and lifestyle.

But others suggest the city needs to take a harder look at what it's spending in relation to its population.

A good portion of a Scottsdale's general-fund expenses are spent on employee-related costs. An analysis provided by the city shows Scottsdale ranks the highest among the Valley's largest cities when it comes to the number of employees. The city has 11.7 full-time equivalent employees per 1,000 residents, compared with Phoenix's 10.8 and Chandler's 6.9.

Scottsdale Vice Mayor Bob Little-

See SCOTTSDALE, Page B8



Lacy Fons of Milwaukee tries on hats while shopping last week in Old Town Scottsdale. Tourism is a big driver of general-fund spending, city officials say, as Scottsdale caters to its visitors as well as its residents. DAVID KADLUBOWSKI/THE REPUBLIC

POPULATION VS. BUDGET SIZE

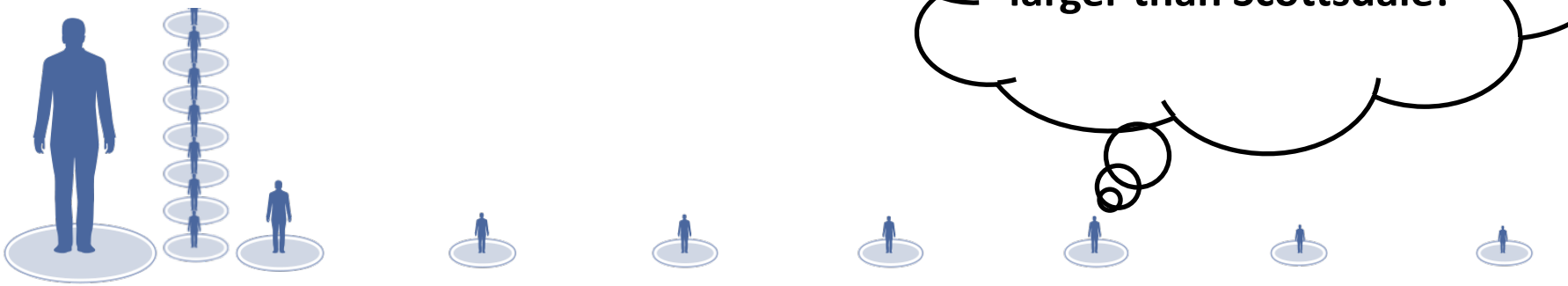
Scottsdale's projected operating budget is higher than those of other Valley cities of larger or comparable populations. Figures are based on the 2010 census and recent reports from cities. Budget numbers are subject to change as cities refine their plans for the 2011-12 budget year.

	Population	Operating budget
Mesa	439,041	$228 million (may increase)
Chandler	236,123	$174 million
Glendale	226,721	$170.8 million
Scottsdale	217,385	$235.2 million
Gilbert	208,453	$103.7 million

EMPLOYEE COSTS OF MAJOR VALLEY CITIES

	Total employees	Employees per 1,000 residents	Personnel costs*
Mesa	3,597.4	8.2	$219.3 million
Chandler	1,625	6.9	$151.1 million
Glendale	1,971	8.7	$149.7 million
Scottsdale	2,546.5	11.7	$160.4 million
Gilbert	1,181	5.7	$66 million

Source: Comparative full-time equivalent information for largest Valley cities, Scottsdale, March 29, 2011. Analysis based on 2010-11 figures. *General-fund estimate for 2010-11 year ending June 30.


Phoenix is almost 7 times larger than Scottsdale!
Phoenix
1,495,900
Mesa
452,900
Chandler
247,100
Glendale
234,100
Gilbert
231,200
Scottsdale
224,800
Tempe
167,900
Peoria
164,400

ScottsdaleAZgov
Posted by Scotty Scottsdale [?] · 23 hours ago

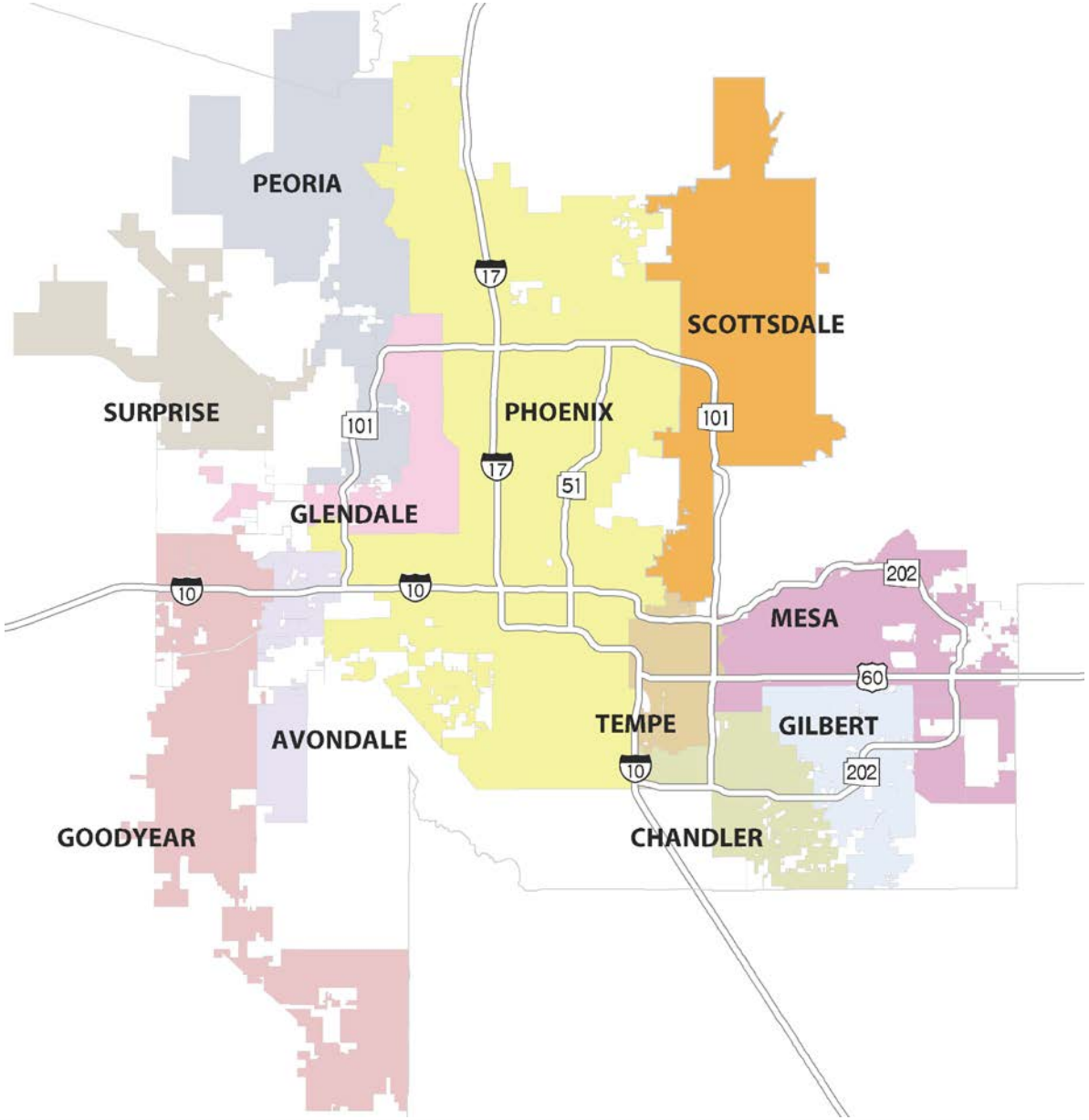
How do we compare with neighboring cities? Scottsdale's tax rates are among the lowest of the larger cities.

Unlike · Comment · Share · Buffer

ScottsdaleAZgov, Heidi Greasby, Amanda Coe, Jessica Lee Miller and 4 others like this. Top Comments

Write a comment...

Marie Cannon It seems like Scottsdale provides better services, too. We get more bang for our buck. 🙂
Unlike · Reply · 2 · 22 hours ago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Valley Benchmark Cities
Early Comparative Efforts

- Sales Taxes
- Property Taxes
- Utility Bills
- Permit and Development Fees
- Land Use Impacts
- Salaries and Benefits
- Sustainability Indicators

Scottsdale
$80.92

Monthly Residential Utility Bill

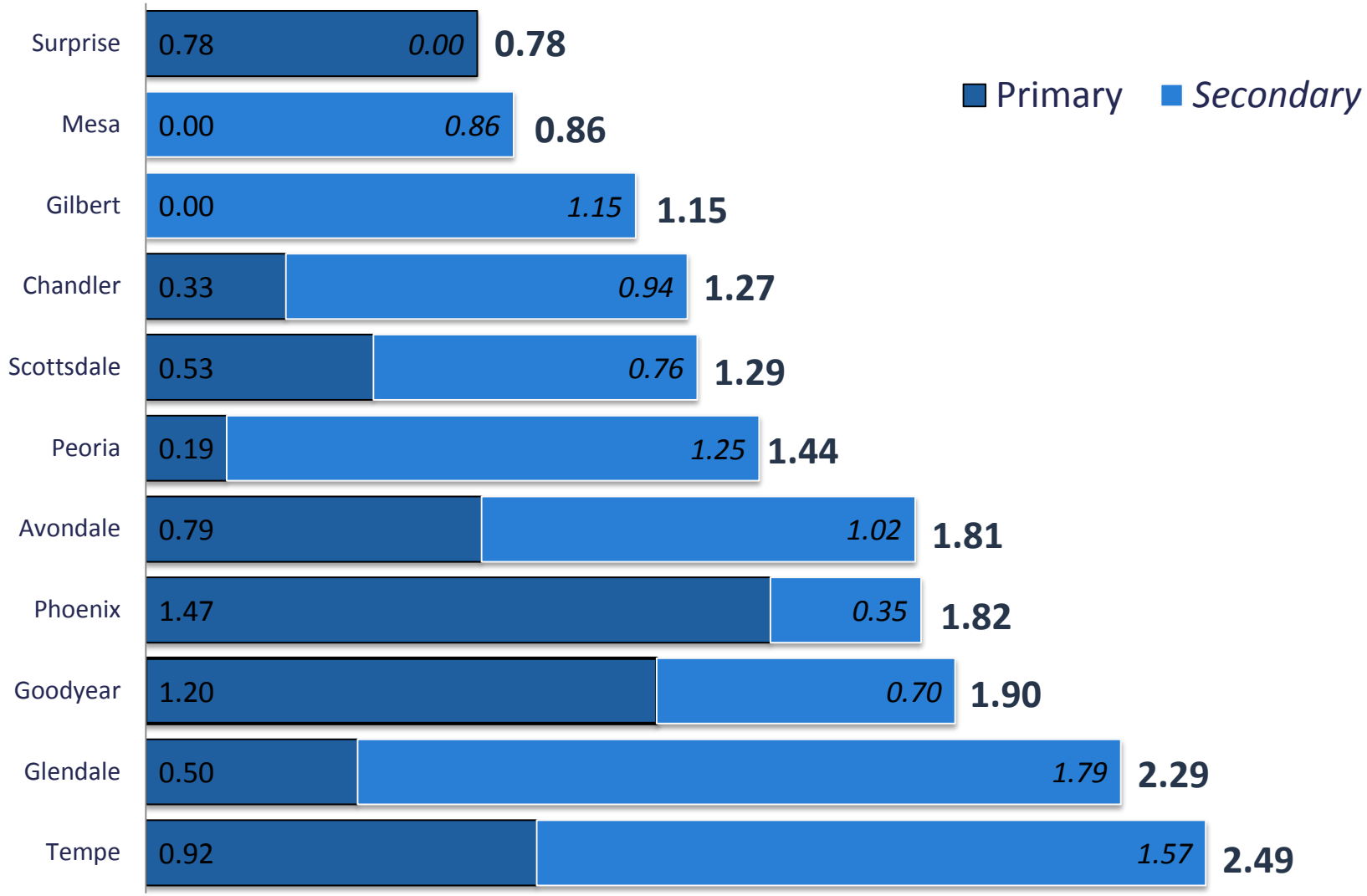
Source: City of Tempe. Typical water, garbage and sewer charges as of January 2012

What is the composition of each city's tax base?

City	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe	Average
Commercial/Industrial (Assessed at 19.5%)	19%	19%	18%	19%	19%	20%	17%	26%	17%	12%	**33%**	20%
Ag/Vacant/Open Space (16%)	20%	9%	12%	**26%**	18%	17%	12%	22%	11%	14%	24%	17%
Primary Residence (10%)	35%	45%	**55%**	39%	42%	43%	53%	37%	51%	52%	26%	43%
Other Residential (10%)	**25%**	14%	15%	15%	18%	20%	17%	14%	21%	22%	16%	18%
Special Uses (5%)	0%	**16%**	0%	0%	1%	0%	0%	1%	0%	0%	1%	1.7%

Source: Maricopa County Assessor, 2013 State Abstract (August).

FY 2013/14 Combined City Property Tax Rate per $100 assessed value



Source: Maricopa County Finance Department, 2013 Tax Rates

Valley Benchmark Cities
Single Family Residential
Owner Occupied Parcels
2013 Assessed Tax

DRAFT

- Less than - $750.00
- $750.01 - $1,000.00
- $1,000.01 - $1,500.00
- $1,500.01 - $2,200.00
- More than $2,200.01

City	Mean	Median	Maximum
Avondale	$1,177.89	$1,155.48	$5,305.28
Chandler	$1,634.49	$1,429.54	$57,339.80
Gilbert	$1,744.65	$1,583.96	$17,452.10
Glendale	$1,290.58	$1,128.12	$24,844.62
Goodyear	$1,866.87	$1,635.24	$10,298.72
Mesa	$1,259.74	$1,051.46	$24,506.98
Peoria	$1,517.91	$1,341.74	$27,902.68
Phoenix	$1,491.13	$1,105.70	$58,192.48
Scottsdale	$3,201.50	$2,566.00	$126,029.02
Surprise	$1,413.80	$1,215.80	$6,744.76
Tempe	$1,933.45	$1,638.24	$24,677.64

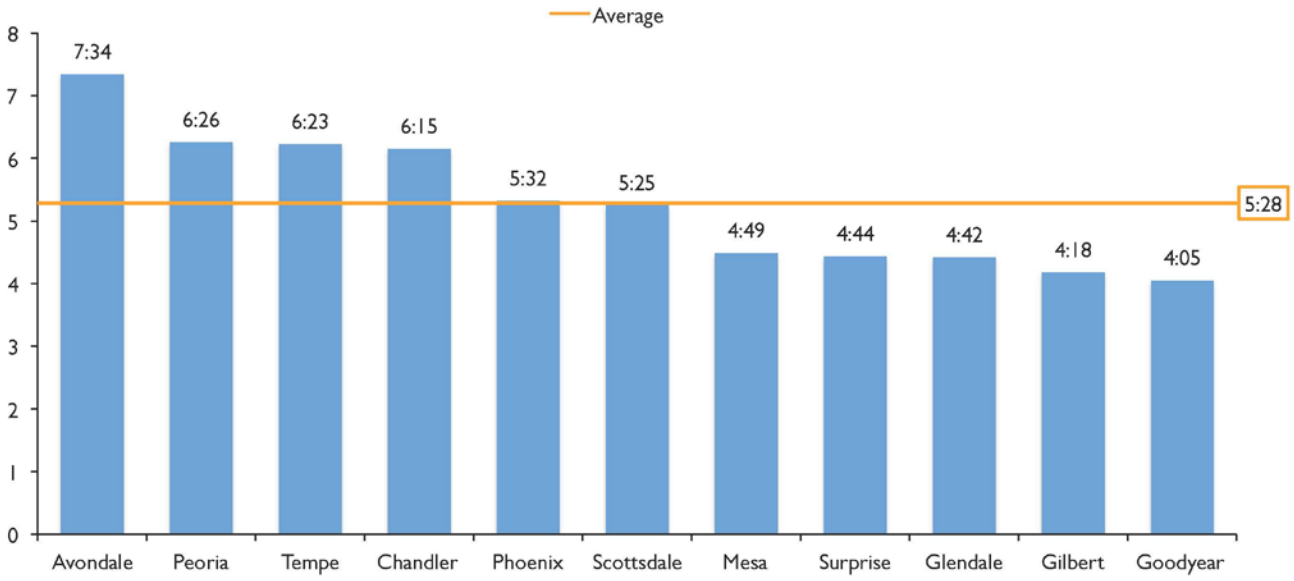
CITY OF SCOTTSDALE
City of Scottsdale GIS
February 12, 2014

PEORIA
SURPRISE
SCOTTSDALE
PHOENIX
GLENDALE
MESA
TEMPE
GOODYEAR
AVONDALE
CHANDLER
GILBERT

Notice: This document is provided for general information purposes only. The City of Scottsdale does not warrant its accuracy, completeness, or suitability for any particular purpose. It should not be relied upon without field verification.

Police Response Time

Length of time it takes for police to arrive after a resident calls 9-1-1, measured in minutes and seconds.



- Phoenix: Police Department reports the median response time, not the average response time due to known outlier calls that statistically skew the average
- Glendale: A new CAD system was implemented in November 2013, which created a data discrepancy due to a change in the method for recording "Time Received". For consistency the number here uses "Time Entered"

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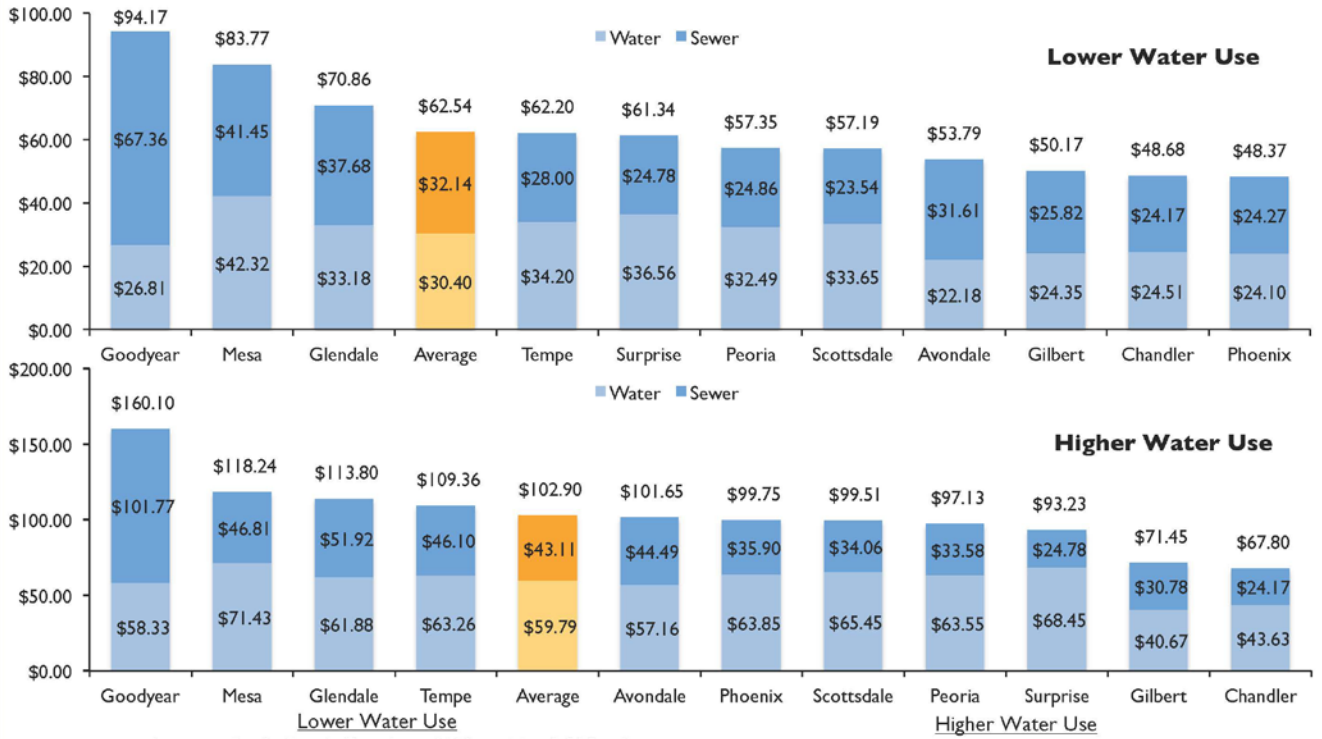
ASSEMBLING COMPARATIVE DATA AND THE REPORT

Valley Benchmark Cities

FY 2013/14 Report

Typical Monthly Bill for Water and Sewer



Lower Water Use

- Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter; Sewer Use 8,000 gallons
- Chandler's seasonal rates have been averaged
- Taxes are not included in computations
- Rates are for municipal water providers only

Higher Water Use

- Assumes Single-Family Residential Water Use 17,000 gallons on 1" Meter; Sewer Use 12,000 gallons
- Chandler's seasonal rates have been averaged
- Taxes are not included in computations
- Rates are for municipal water providers only

ALLIANCE FOR INNOVATION
TRANSFORMING LOCAL GOVERNMENT

ICMA

Bond Rating

The Standard & Poor's bond rating as of July 2013

- Note: S&P was chosen because all communities hold this rating.
- Ratings are the most recent rating for general obligation debt only

ALLIANCE FOR INNOVATION TRANSFORMING LOCAL GOVERNMENT

ICMA

Acknowledgements

Valley Benchmarking is a collaborative consortium that relies heavily upon its member communities for data, and their representatives to the group to evaluate the data to make it useful information for our communities. This report represents a significant effort by all members, and their work is hereby acknowledged.

In addition, special acknowledgement is given to the Marvin Andrews Fellows who compiled the information and created this report.

City of Avondale
- Dave Vaca, Senior Budget Analyst

City of Chandler
- Julie Buelt, Senior Financial Analyst
- Greg Westrum, Budget Manager

Town of Gilbert
- Amber Costa, Management and Budget Administrator
- Mary Vinzant, Assistant to the Town Manager

City of Glendale
- Jennifer Campbell, Assistant City Manager

City of Goodyear
- Wynette Reed, Deputy City Manager
- Christian Williams, Executive Management Assistant

City of Mesa
- Chase Carlile, Senior Budget Analyst
- Janet Woolum, Performance Administrator

City of Peoria
- Katie Gregory, Deputy Director of Finance and Budget

City of Phoenix
- Rick Freas, Deputy Budget and Research Director

City of Scottsdale
- Brent Stockwell, Assistant City Manager

City of Surprise
- Nicole Neary, Administrative Services Assistant

City of Tempe
- Cecilia Robles-Velasco, Budget Manager

International City and County Management Association, Center for Performance Analytics (ICMA-CPM)
- Gerald Young, Senior Management Associate

Maricopa Association of Governments (MAG)
- Lora Mwaniki-Lyman, Regional Economist

Arizona State University
- George Pettit, Professor of Practice
- David Swindell, Director of the Center for Urban Innovation

Alliance for Innovation
- Karen Thoreson, President & CEO
- Yesenia Castaneda, Management Intern, Marvin Andrews Fellow
- Craig Dudek, Management Intern, Marvin Andrews Fellow
- Tyler Goodman, Management Intern, Marvin Andrews Fellow

Police Services

Police services aim to uphold the laws that allow residents of each community to feel safe and secure in their places of residence. Through problem solving, pursuit of those involved with criminal activity, and professional security services, police departments work to ensure the security and lawfulness of their communities. Specific objectives include the following:

- Enforcing the law
- Prevention of crime
- Protecting residents
- Providing emergency response
- Investigating and solving of crime

Photo courtesy of the City of Peoria, AZ

Influencing Factors:

Community Characteristics: The geographic size, diversity of the landscape, and the developed environment of a community can impact the amount and the type of areas that a police department needs to serve.

Impact of Non-Residents: Visitors to a particular city who do not maintain a formal residence impact the need for public safety services. These visitors could be seasonal residents, commuters, from neighboring cities, or tourists.

Citizen Engagement with Police: The extent to which police officers are involved in the community and residents are aware of the services provided by the department. Some police forces are supplemented by civilian staff to provide additional resources and support in the community.

Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic health as potential predictors of demand for police services.

Deployment Strategies: How police resources are utilized within a community can vary based on multiple community factors. For example, some agencies place an emphasis on non-sworn roles in patrol support that can offset the cost of more traditional sworn positions.

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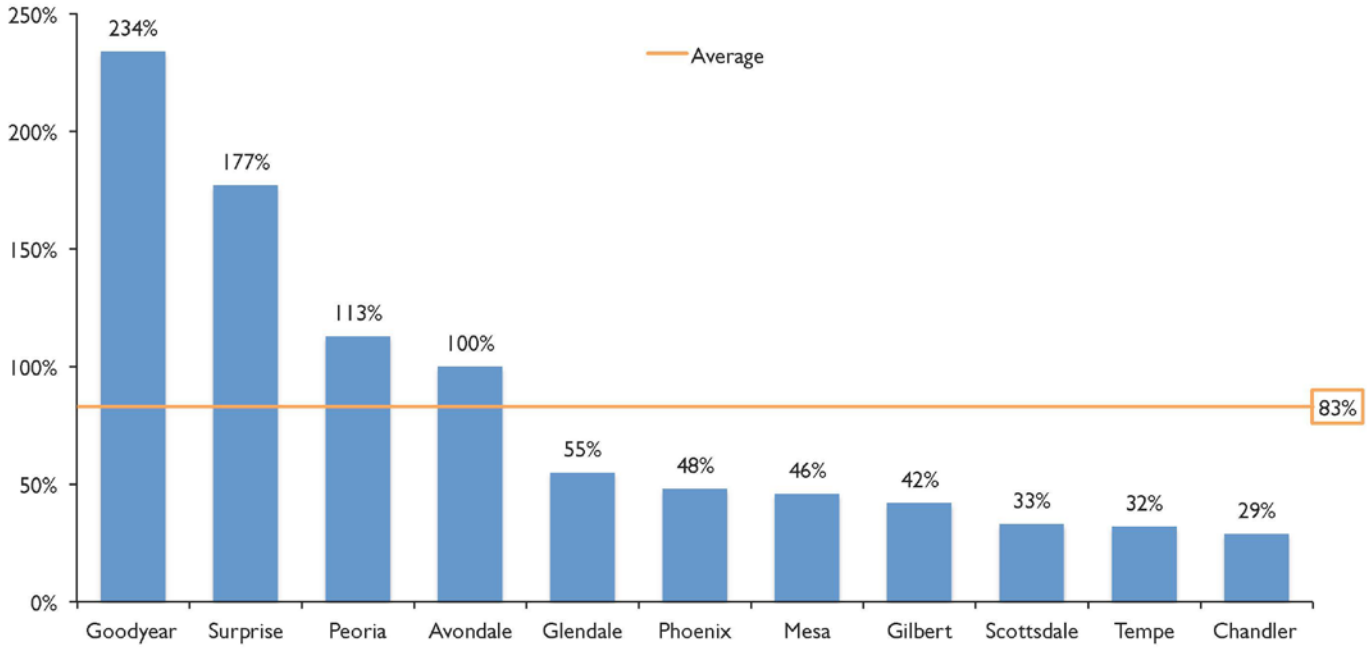
Forecast Population Growth Rate

Projected 2040 population divided by the 2013 population to reveal growth projections for upcoming 25 years



- Peoria- Only includes the portion within Maricopa County
- Sources: July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013) and June 2013 MAG Socioeconomic Projections, Population, Housing, and Employment by Municipal Planning Area and Regional Analysis Zone

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Polling Question

What do you think the perils of public benchmarking might be?

A) We might not look very good to our elected officials
B) Our peers might get a poor impression of us
C) The news media might publish the information to make us look bad
D) It's a lot of work and the information might not be very valuable

Collaborating and Comparing
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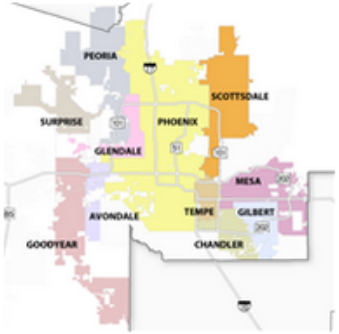
SUCCESS FACTORS

GROUP

Valley Benchmark Cities

MEMBERSHIP Private (Invitation required to join)

Overview | Members | Questions | Files | Calendar | Wikis | Join Requests



The purpose of the Valley Benchmark Cities initiative is have an ongoing benchmarking project to obtain relevant statistics and indicators from peer cities in the Valley to aid in management decision-making and elected official policy making process. Participating communities include the 11 largest cities and towns in the Valley of the Sun. Phoenix, Mesa, Chandler, Glendale, Scottsdale, Gilbert, Tempe, Peoria, Surprise, Avondale and Goodyear. Partners include the Alliance of Innovation, Arizona State University and the ICMA Center for Performance Analytics.

GROUP DISCUSSION

Edit group settings
Invite people to this group
Leave this group
Edit your interests and email preferences
Ask this group a question
Create a wiki for this group
Start a new group
Help

THIS GROUP

MEMBERS
54

STARTED
Dec 7 2011

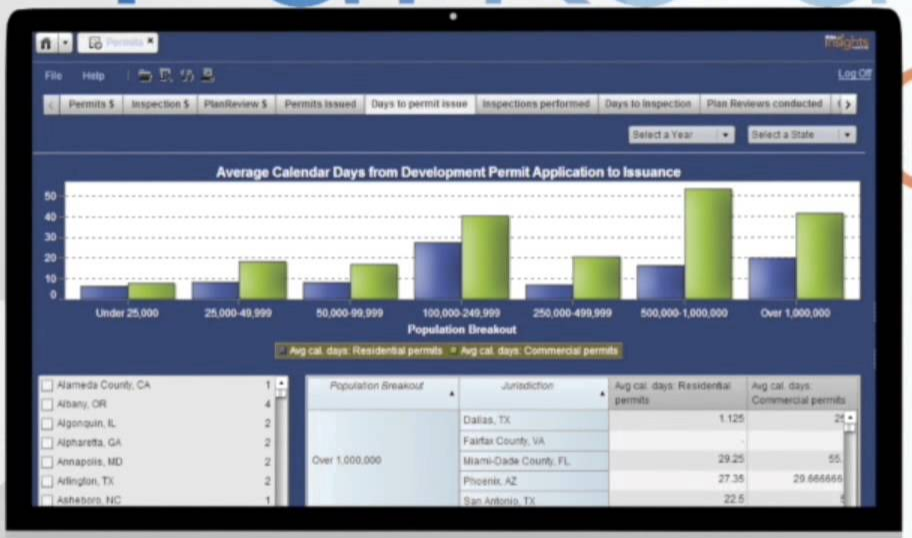
FOUNDER
Brent Stockwell

RELATED TOPICS

- Performance Management and Analytics
- Finance and

ICMA insights
Measure • Compare • Explore • Analyze • Transform

Parks and R



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The x factor

Collaborating and Comparing
for Improved Performance

CREATING YOUR OWN CONSORTIUM

You can do it too!

- Identify similar size and scope jurisdictions within your region
- National comparisons are more complex due to differences in climate, geography, demand levels, political environment, funding differences, etc.

Key steps for use by others

- Identify and invite key leaders
- Identify potential university partners
- Build rapport by learning from others
- Dialogue about efforts already underway
- Begin collecting and sharing information
- Consolidate key findings into a report

“Residents who experienced … ‘operational transparency’ in government services – seeing the work that government is doing – expressed more positive attitudes toward government and greater support for maintaining or expanding the scale of government programs.”

Harvard Business School study, 2013

Questions/Comments?

Add Report Link to ASU site here.

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