

DEVELOPING KPIs

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Dallas County, Texas

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Managing Programs and Services

Managers use data to answer these questions

- What level of service is appropriate for our community?
- What resources do we need to achieve that level?
- How do we define the outcomes we want?
- How will we know if we're achieving the outcomes we desire?
- How efficient are we in using resources to achieve these outcomes?
- When we run into problems, how do we know what part of the process needs to be fixed?

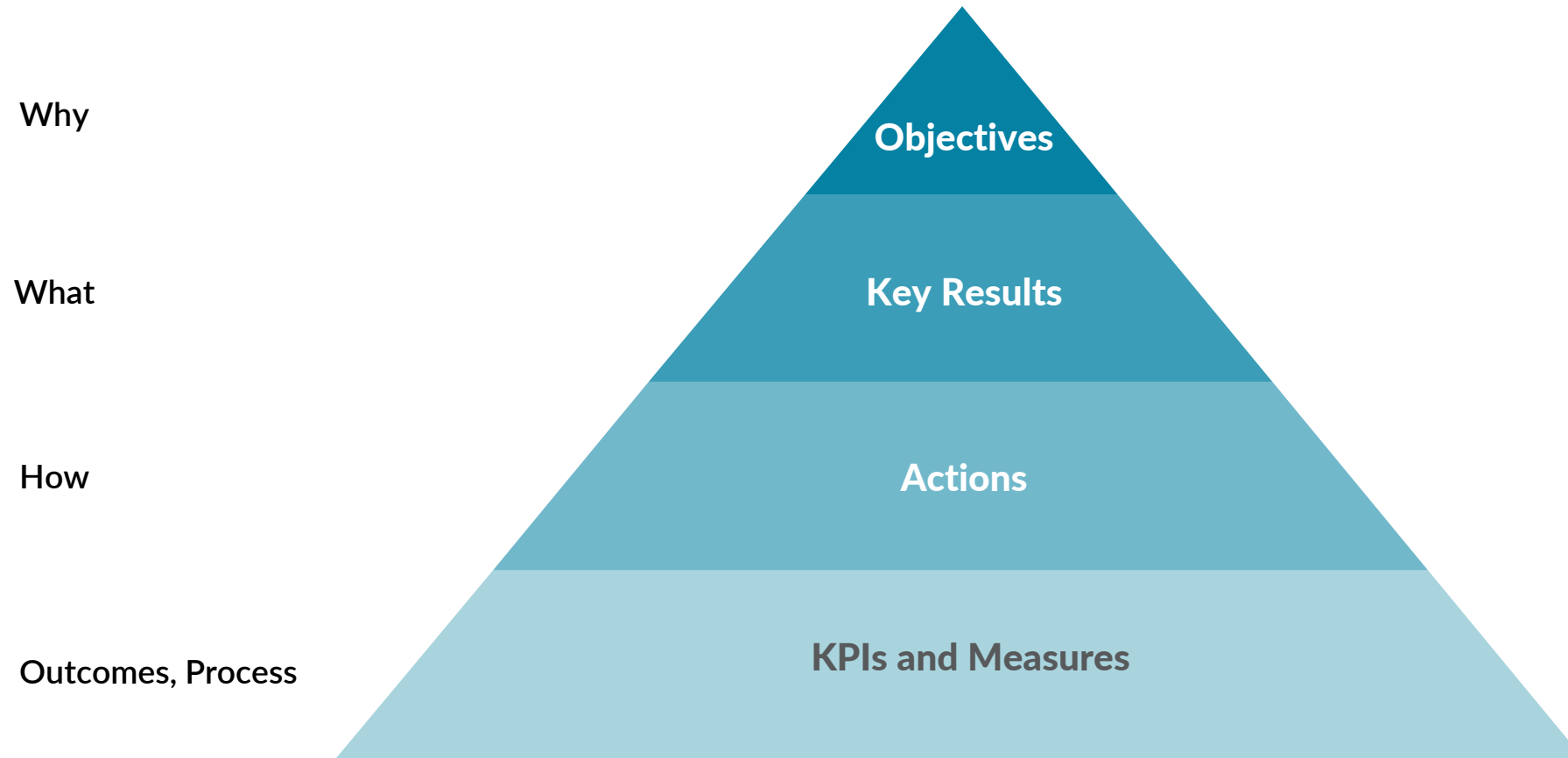


Typical Uses for Measuring Performance

- Day-to-day management
- Program planning and analysis
- Identifying changes in trends toward/away from goals (targets)
- Making service delivery comparisons (both internal and external)
- Reporting to management/policymakers and other stakeholders
- Process improvement projects
- Budgeting



Context Within Dallas County's OKR System



Objective: “I’m going to get in shape”

Key result: lose weight

Key result: get stronger

Key result: be healthier



Objective: “I’m going to get in shape”

Key result: lose weight

KPI: reduce weight by 25 pounds by December 31st

KPI: cut intake of added sugars to 36 g/day

Key result: get stronger

KPI: achieve a time of 1:20:00 for a 15K run

Key result: be healthier

KPI: reduce blood sugar level by 10 mg/dL

KPI: reduce average blood pressure to 180/20



Objective: “I’m going to get in shape”

Key result: lose weight

Action: eat less calories (log daily food consumption)

Key result: get stronger

Action: circuit training three times per week

Action: one hour on treadmill four times per week

Key result: be healthier

Action: test blood serum quarterly

Action: test blood pressure daily



Objective: “I’m going to get in shape”

Key result: lose weight

Measure: reduce calorie intake to 1,400 per day

Measure: get 66% of calories through raw foods

Key result: get stronger

Measure: bench press capacity

Measure: pace on treadmill

Key result: be healthier

Measure: blood sugar levels

Measure: diastolic and systolic pressure



TYPES OF MEASURES



Types of Measures

Measuring what and when?

Measuring What?

- Descriptors
- Inputs
- Outputs
- Workload, Process Efficiency Measures
- Effectiveness Measures

Measuring When?

- Leading Indicators
- Lagging Indicators



Types of Measure – Descriptors

Information about the jurisdiction, programs, or how resources are used

- Population served
- Types of services
- Demographic characteristics
- Service delivery mechanisms
- Project complete or incomplete



Types of Measures – Inputs

What are we using to deliver services?

- FTEs
- Dollars budgeted
- Equipment assigned
- Materials consumed
- Time spent
- Data collected



Types of Measures – Outputs

The amount of work produced (output) expressed in units of service delivered

- Number of permits issued
- Number of customers served at the counter (by type)
- Number of code enforcement cases opened (by type)
- Number of parking permits processed
- Number of traffic studies completed



Types of Measures – Workload, Process Efficiency Measures

Indicate how well resources have been used and expressed as a ratio between the amount of input invested and the amount of work produced (output); desired process outcomes

- Number of building inspections conducted per FTE
- Number of cases reviewed per code enforcement officer (FTE)
- Cost per plan check completed
- Cost per traffic signal maintained



Types of Measures – Effectiveness Measures

Indicate how well the service achieves desired outcome.

Effectiveness measures demonstrate **quality or responsiveness** of program or service delivery and are important to citizens

- Percent of code enforcement cases resolved through voluntary compliance
- Percent of survey respondents rating the courtesy and friendliness of public counter staff as good or excellent
- Percent of zoning plan checks conducted within X days of submittal
- Percent of traffic signal service requests responded to within X hours or X days



Using Performance Management Information Over Time

- Increase accountability for results, both internally and with contractors
- Evaluate programs against resources invested
- Assist in budget development and justification
- Help motivate continuous improvement in service quality
- Demonstrate linkages between organizational units
- Tell the program's story – communicate and educate



Using Industry Standards and Benchmarking

Sources and uses

National programs (UCR/DOJ, NFPA, GASB, etc.)

Industry associations (APWA, NRPA, APA, GFOA, etc.)

Nonprofits (STAR Communities, etc.)

Neighboring communities

Benchmarking consortia

- Who are the top performers and why?
- How effective are different approaches?
- Are our outcomes in the right range?
- How can we all learn to improve together?



Limitations of Performance Measures

Yes, you can measure too much!

- Measures are limited in scope
- Measures serve as indicators only, may not expose root cause
- Availability, timing and quality of data may not be ideal
- Reliability and comparability of data may be questioned
- Measures don't prove cause and effect
- Measures don't explain why a result occurred
- Measures can be manipulated



The Power of Performance Management

Reinventing Government by David Osborne and Ted Gaebler

What gets measured gets done

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 you 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



IDENTIFYING KPIs



What to Measure?

Defining “success”

What evidence indicates “success” from the perspective of various stakeholders?

What would be the consequences if the program were to be eliminated?

- Who would complain?
- What would they complain about?
- Who would be delighted and why?



Anatomy of a KPI

Parameter	Description
Numerical	Does each KPI begin with a numerical designation (percent, number, or rate of)
Relevant	Does it describe success for the objective?
Influence	Does what it measures have significant influence over the desired objective?
Importance	Does it measure an important aspect of the program/process outcome?
Customer focus	Does it reflect the quality characteristics of importance to customers?
Data support	Is the measure supported by reliable and valid data?
Data feasibility	Is it feasible and cost-effective to collect data on the measure?
Specificity	Is the wording specific, clear and understood?
Targeted	Is there a relevant target/benchmark/goal established for the measure?
Comparable	Can the measure be collected/reported on over time?



THANK YOU