

# **Performance Measures**

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## **Overview**

One of the City Council priorities is "Doing Business Effectively and Efficiently." Establishing performance measures as a decision-making and management tool is responsive to this policy direction and is reflected throughout the City's two-year budget for FY 2004/2005 and FY 2005/2006.

The goals of comparing our performance to other cities include:

- Ensuring the provision of exceptional Redwood City services by learning from successful practices in other cities
- Demonstrating performance accountability using quantifiable methods
- Easily communicating findings to the Council and Citizens

In addition, we believe this program demonstrates that Redwood City is:

- Open to a review of our methods
- Willing to share with others
- Interested in examining best practices
- Seeking opportunities to challenge ourselves
- Promoting continuous improvement and innovation

The budget includes performance measures for all departments except the City Attorney and City Council departments as the primary source of data for measures, International City/County Management Association (ICMA), does not collect any measures for these departments. It is noteworthy that while ICMA also does not collect data for the City Manager or City Clerk departments, both departments have developed and included performance measures for the first time this year.

## **The Data**

Much of the data comes from the International City/County Management Association (ICMA) Center for Performance Measurement and their annual collection of data from communities throughout the nation. The target is to compare Redwood City with similarly-sized California communities where possible. However, it should be noted that fewer California cities were able to participate in 2002, possibly due to the onset of the State fiscal crisis and the State's decision to impact City's budgets. It may be assumed that if California's fiscal situation worsens and budgets get tighter, some communities may choose to discontinue participation in the program, despite the fact that this is the time we most need to learn from one another.

To effectively continue providing meaningful performance measures, departments are often looking to communities outside of California or to performance measures independent of the ICMA effort. Sources of data and measurement outside of ICMA's effort include professional associations, reports to State or Federal agencies, and industry standards.

## **The Presentation Structure of the Performance Measures**

Performance measures have been incorporated into each of the relevant department sections. There are two parts of the performance measures comprised of the following components:

- 1) Objectives -- In each department, you will find a "Performance Measures Objectives" section which is a summary of the performance measure objectives for that department. Each objective contains:
  - a. A bulleted statement setting the goal for each of the next two fiscal years
  - b. A "Status" statement commenting on how close the department came to meeting the previously stated goal
- 2) Graphs -- Each of the Performance Measure objectives is graphed and analyzed in more detail in a one-page sheet following the objectives. Each graph page has the following components:
  - a. Graph -- a visual picture of the findings comparing Redwood City to several other cities over several years. Each graph will also include a smaller box on the right showing the National FY 2001-2002 median for cities with populations under 100,000.
  - b. Definition -- an explanatory statement of what is being measured.
  - c. Analysis -- an explanation of the impact of the findings or what factors have influenced certain numbers.
  - d. Next steps -- a plan of what each department will do with the data over the next 1-2 years to maintain or improve their performance.

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