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Performance Measures and Benchmarking

Presented by:
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Performance Measures

- *In order to improve something, you have to change it. In order to change something, you have to understand it. In order to understand something, you have to measure it.*
  - *-John Becker*

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Performance Measures? What do you mean?

- Financial Statements.

- Box Scores.

- Dow or NASDAQ.

- Report Cards.

- Personnel Evaluations.

Performance Measures Are All Around Us!!!

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Performance Measures -Defined

- Performance Measurement is the process whereby an organization establishes the parameters within which programs, investments and acquisitions are reaching the desired results.
  - The process of measuring performance often requires the use of statistical evidence to determine progress toward specific defined organizational objectives.

HUH????

If you don't know where you are and where you have been, you cannot move forward to where you want to be!

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Performance Measures – Why Do Them?

- The adage: *"If it's not broken, don't fix it"* doesn't work anymore.

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Reasons for Performance Measures

1. To ***Evaluate***
2. To ***Control***
3. To ***Budget***
4. To ***Motivate***
5. To ***Celebrate***
6. To ***Promote***
7. To ***Learn***
8. To ***Improve***

- Robert D Behn, 2003

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1.Evaluate

- How well is your government performing?

2. Control

- Are your people doing what they should be doing?

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3. Budget

- Getting people the right tools to improve their output and meet goals

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4. Motivate

- Giving out specific goals and provide periodic review of performance in attaining the goals

5. Celebrate

- Acknowledgement of improvements increases participation and satisfaction.

6. Promote

- We need to do a better job in self promotion.

7. Learn

- Analysis of Performance Measures provides reasons behind poor or good performance.

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8. Improve

- What should we do with our results to improve our organization?

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ICMA CPM – Ohio Members

- Anderson Township
- City of Dayton
- City of Delaware
- City of Dublin
- City of Fairborn
- City of Fairfield
- City of Loveland
- City of Monroe
- City of Montgomery
- Village of New Albany
- City of Piqua
- City of Upper Arlington
- City of West Carrollton
- City of Westerville
- City of Worthington
- Village of Yellow Spring

Village of Yellow Springs

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The Loveland Experienc

- Began with 2007 Budget.
  - Tom Carroll, City Manager
  - Robert Weisgerber, Mayor of Loveland
- Start with the data you have
- Begin collecting what else you want moving forward
- Year over year benchmarking at first

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LOVELAND POLICE DIVISION

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Loveland Population	12,395	12,519	12,645	12,680	12,700	
Police Expenditures Per Capita	$197.80	$205.07	$199.15	$222.38[1]	$204.60	
ICMA CPM Mean Benchmark (2008)			$220			
Mayor's Court						
Mayor's Court Revenue	$151,337	$ 127,055	$119,080	$100,000	$144,000	
Mayor's Court Expenditure	$121,844	$ 114,504	$130,138	$119,000	$119,000	
Court Cost Recovery Ratio	1.242	1.11	0.92	.84	1.21	↔
Traffic Enforcement						
Parking Citations	171	250	146	100	110	
Total Traffic Charges	2,363	1,730	1,789	1,750	1,800	↔
Traffic Warnings	316	494	693	750	600	
Operating Vehicle While Intoxicated (OVI)		37	41	45	40	↔
OVI per 1,000 Residents		2.96	3.24	3.15	3.175	↔
Auto Accidents	185	159	162	155	155	↔
Injury Auto Accidents			13	13	13	↔
Auto Accidents/Alcohol			4	4	4	↔
Fatal Auto Accidents			1	0	0	↔

[1] 2009 figures include a 27th pay period which skews the results upward.

Part I Crime						
Murder	0	0	0	0	0	↔
Rape	8	6	3	5	3	↔
Robbery	2	3	2	3	4	↔
Aggravated Assault	3	3	0	2	2	↔
Burglary and Breaking and Entering	42	29	34	30	35	↔
Theft/Larceny	194	162	111	115	120	↔
Motor Vehicle Theft	2	4	2	3	2	↔
Arson	2	2	4	0	2	↔
Total Part I Crime	253	209	155	156	160	
Part I Crime / 1,000 residents	20.4	16.7	12.3	12.3	12.6	
Crime Response						
Total Arrests	818	717	622	675	625	
Drug Related Arrests (All)			80	100	100	
Juvenile Arrests			94	40	50	
Juvenile Drug Related Arrests			18	20	20	↔
Arrests / 1,000 residents	66.0	57.3	49.19	47.26	49.21	
Use of Force Incidents	11	4	11	10	10	↔
Average Response Time to Calls in minutes and seconds			4:15	4:15	4:15	↔

Citizens go on patrol with radar gun

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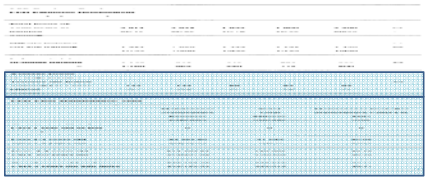

Tasers combine with cameras

Loveland, Fairfield Twp. sign up in effort to end controversy

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LOVELAND SYMMES FIRE DEPARTMENT[2]

Measure	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Total Property Losses to Fires, LSFD District	$113,700	$1,583,600	$1,306,545	$1,001,281	↔
Population Served	28,317	28,482	31,564	31,607	↔
City of Loveland	12,519	12,645	12,695	12,700	↔
Symmes Township	15,798	15,837	18,869	18,907	↔
Average Response Time					
Fire	4:40	4:12	4:56	4:33	↔
EMS	4:17	5:40	4:42	4:50	↔
Fracal Response for Cardiac Arrest	90.9%<4min 100%<5min	80.6%<4min 100%<5min	80.0%<4min 100%<5min	90.0%<4min 100%<5min	↔
Total Fire Incidents	1,063	1,234	828	1,031	↔
Structure Fires	13	18	6	12	↔
Total Fire Incidents per 1,000 Population Served	37.54	46.33	26.23	32.62	↔
Structure Fire per 1,000 Population Served	0.46	0.63	0.19	0.38	↔
ICMA Mean (2008)		3.63			
Firefighters on Scene	14	35	30	35	↔
Inspectable Properties/ Commercial Fires	891/ 0	943/ 2	991/ 2	1,043/ 3	↔
EMS Incidents					
Total EMS Responses	2,237	2,495	2,010	2,250	↔
Cardiac Arrests	22	18	20	20	↔

[2] Data for Loveland Symmes Fire Department includes the entire fire district and is not limited to just the corporate limits of the City of Loveland.

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BUILDING AND ZONING DIVISION

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Tall Grass	42	40	55	70	60	↓
Debris	40	60	29	50	50	↓
Exterior Structure	-	-	11	40	40	↓
Other	38	50	25	50	50	↔
Total Code Violations *	130	155	120	210	200	↓
Violations Complied With *			130	178	170	↑
Abated by Contractor	-	-	20	25	20	↓
Cited to Mayors Court	-	-	2	10	10	↓
Total assessed for clean up	$4,620	$6,000	$8,959	$14,000	$9,000	↓

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Residential Permits	174	175	124	69	69	↓
Commercial Permits	99	47	71	43	43	↓
Residential Inspections	423	418	274	160	160	↓
Commercial Inspections	128	98	240	35	35	↓
New Housing Starts	38	26	28	8	8	↓
Commercial Investment Valuation	$4,095,436	$2,500,000	$6,118,988	$1,980,150	$2,000,000[3]	↓
Residential Investment Valuation	$15,834,254	$9,600,000	$8,098,355	$4,350,300	$3,650,000	↓
Total Property Investment	$19,929,690	$12,100,000	$14,217,343	$6,330,450	$5,350,000	↓

[3] Does not include the proposed $12,000,000 downtown revitalization and job creation project.

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Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Building and Zoning Expenditure	$189,466	$200,821	$204,600	$209,328	$207,301	↔
Building and Zoning Revenue	$108,819	$100,258	$92,605	$48,000	$50,000	↘
Building & Zoning Cost Recovery Ratio	0.5743	0.4992	0.4526	0.2293	0.2410	↘

PLANNING & ZONING COMMISSION

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Performance Bond Reductions	9	2	2	2	1	↔
Site Plan Reviews	0	7	2	3	2	↘
Conditional Uses	5	0	5	5	5	↔
Zoning Code Text Change	2	1	1	1	1	↔
Loveland Madeira Overlay *	10	7	7	8	8	↔
Lot Splits	1	2	1	1	1	↔
Final Plats	1	0	0	0	0	↔
Substitution, Non-Conforming Use	0	0	1	1	0	↔
Zone Map Change	2	0	0	0	0	↔
Total Cases	30	19	19	21	18	↔

*Loveland Madeira Overlay (e.g. Signage, Building Color, Substantial Expansion, Outdoor Sales, etc.)

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FINANCE DEPARTMENT

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Number of Utility Billing Accounts	5,787	5,820	5,860	5,900	5,910	↘
Sewer Delinquency Revenue as % of All Sewer Revenue	1.69%	1.75%	1.80%	1.80%	1.80%	↔
Total Utility Bill Collections	$4,423,171	$4,953,606	$5,073,219	$5,410,000	$5,680,000	↘
The Average Monthly Utility Bill for City Residents	$ 77.93	$ 80.85	$ 87.23	$ 95.45	$103.68	↘
All Debt Outstanding Principle (includes SCIP)	$10,582,895	$9,450,962	$10,978,867	$11,858,133	$11,968,366	↔
Debt Principle as a % of Assessed Value [4]	3.7%	3.2%	3.7%	3.8.%	3.8%	↔
Number of Outstanding Debt Issues	27	31	33	35	28	↔
Year-end Weighted Average Interest Rate		3.29%	3.26%	3.08%	3.08%	↘
Total General Obligation (GO) Debt [5]			$5,942,563	$5,165,572	$7,005,572	↔
GO Debt as a % of Assessed Valuation			2.10%	1.80%	2.30%	↔

[4] Includes all debt, not just general obligation debt which is more commonly benchmarked against property values.

[5] 2010 General Obligation debt assumes $310,000 for City Hall HVAC, $180,000 for public works equipment, $1,200,000 for refinancing existing water debt and converting it to GO, and $150,000 for 2009 Recreation Debt.

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Treasury & Cash Reserve Management	$6,753,716	$6,820,892	$5,629,990	$5,400,000	$5,300,000	↘
Interest Income	$288,227	$389,401	$284,018	$135,000	$135,000	↘
Annual Yield on Treasury		5.71%	4.26%	2.50%	2.0%	↘
% Yield Above/Below STAR Ohio Yield	-12.4%	13%	68.5%	600%	500%	↘
% Yield Above/Below LovelandFIX [6]				TBD	TBD	TBD

INCOME TAX DIVISION

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Income Tax Collections (after refunds)	2,578,634	2,954,097	2,974,562	2,950,000	2,800,000[7]	↘
Tax Office Operating Costs	278,125	316,501	314,280	317,613	252,182	↘
Tax Office Cost as a Percent of Net Collections	10.8%	10.7%	9.465%	9.29%	9.01%	↘
Average Labor Hours per Active Account	0.741	0.820	0.900	0.85	n/a	↔
Online Tax Tool Users	264	421	517	471	n/a	↔
Online Tax Filers	*	*	*	23	n/a	↔

* Service was not available during these years.

[6] The LovelandFIX is a customized benchmark to monitor outside investment services overtime. It consists of Star Ohio, times 125 percent, plus 18 basis points. This accounts for the notion that the City of Loveland has historically beaten Star Ohio by 125%, and the City is paying a total of 18 basis points to Fort Washington and US Bank (the custodian). If the LovelandFIX is not outperformed over time, then the City would be better either to invest for itself rather than use Fort Washington, or hire another firm.

[7] In 2010, the City will receive 11 months of payments from RITA as part of conversion process because the payment is one month in arrears. This is a one-time event in 2010 and accounts for approximately $190,000 reduction in forecasted income tax receipts for 2010.

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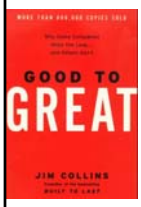

CITY MANAGER'S OFFICE

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Total City of Loveland Assessed Valuation, $ (Excludes Tangible Personal Property)	232,870,000	270,250,000	282,170,000	286,170,000	302,631,000	↔
% Change in Assessed Valuation	2.68%	16.05%	4.41%	1.42%	5.75%	↔
Press Releases	43	40	40	45	52	↔
Annexations	1	2	0	1	1	↔
Acreage Annexed	0.89	35.48	0	62.23	27	↔
City Limits, Square Miles	5.06	5.12	5.12	5.21	5.26	↔
City Population[8]	12,395	12,519	12,645	12,680	12,700	↔
Residents per Square Mile	2,450	2,445	2,470	2,434	2,414	↔
Legislative items approved by Council	115	92	88	100	100	↔
Memorandums to City Council	154	135	115	125	125	↔
Loveland Neighborhood Action Team Meetings	4	4	3	5	5	↔
Adult Participants at all Neighborhood Meetings				150	125	↔

[8] City of Loveland population is estimated annually be multiplying the number of new housing starts by 2.5 residents per household, and adding that new resident calculation to the prior year figure.

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HUMAN RESOURCE & PERSONNEL

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Total City Salary and Wages	$2,835,981	$3,062,923	$3,218,713	$3,318,055	3,084,649	↔
Total City Paid Hours	104,715	104,236	110,633	106,700	105,000	↔
Average Hourly Rate per Labor Hour	$27.12	$28.59	$29.09	$31.03[9]	$29.58	↔
Recruitments	7	3	5	0	0	↔
Total Applications	513	133	503	n/a	n/a	↔
Avg. Applicants/Job	73.3	44.3	100.6	n/a	n/a	↔
Average Tenure of All City Employees (in Years)	9.37	9.34	8.57	7.98	8.05	↔
City Health Insurance Expenditures	$ 357,187	$ 394,878	$ 537,971	$ 526,800	$ 519,600	↔
Percent Change in Health Insurance Expenditures		10.5%	36.24%	(2.08%)	(1.37%)	↔

[9] 2009 figures include a 27th pay period, artificially skewing these figures up 3.7%.

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RISK MANAGEMENT & WORKERS COMPENSATION

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Total Property Loss, Premiums, and Expenditures per $1,000	$ 1.04	$ 1.65	$ 0.95	$ 1.00	$1.05	↔
ICMA CPM Mean Benchmark (2008)			$3.14			↔
Expenditures for Liability Claims Per Capita	$ 2.31	$ 3.07	$ 1.93	$ 2.00	$2.25	↔
ICMA CPM Mean Benchmark (2008)			$4.11			↔
Workers Comp Claims per 100 FTEs			8	6	6	↔
ICMA CPM Mean Benchmark (2008)			11.1			↔
Expenditures for Workers Comp per $100 of Total Wages and Benefits	$ 0.50	$ 0.53	$ 0.62	$ 1.13	$ 1.27	↔
ICMA CPM Mean Benchmark (2008)			$ 2.11			↔
Number of Work Days Lost to Injury Per Claim			5.5	2	2	↔
ICMA CPM Mean Benchmark (2007)			5.07			↔

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HOUSING, PROPERTY TAX & CITY OR COMMUNITY IMPROVEMENT CORPORATION REAL ESTATE ACTIVITY STATISTICS

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Average Single Family Housing Value			TBD			
Average Sales Price of Loveland Homes Sold**	$203,201	$232,872	$189,925	$185,000	$190,000	↘
Total City of Loveland Assessed Valuation in dollars (Excludes Tangible Personal Property)	232,870,000	270,250,000	282,170,000	286,170,000	302,631,000	↗↗
% Increase in Assessed Valuation	2.68%	16.05%	4.41%	1.42%	5.75%	↗↗
Available Housing Lots in Platted Subdivisions	-	-	244	236	228	↔
Foreclosures	-	42	15	15	20	↔
Community Reinvestment Area (CRA) Tax Abatements	3	1	4	3	1	↗
New Jobs from CRAs	98	10	46	134	18	↗
Properties sold, purchased or leased by the City	3	1	1	3	1	↗
Properties sold, purchased or leased by the Loveland CIC	0	0	4	3	2	↗

** Average sales price includes all homes which were sold inside the corporate limits in a given year, including both new and existing homes. The decline in average sales price is in part a reflection of fewer newer, more expensive home starts in 2008-2010, not necessarily a decline in the value of existing homes throughout the community. Data is not presently available to estimate the actual average home value within the City limits, data which would include the value of homes that are not for sale. The source of the information on average home sales is from MLS.

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WATER SYSTEM

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Millions of Gallons of Water Pumped Per Year	528.9	586.66	535.12	510	530	↔
Millions of Gallons of Water Billed Per Year			477.54	445	475	↔
Unaccounted For Water	11.0%	11.8%	10.8%	12.75%	10.38%	↔
AWWA Best Practice Benchmark For Unaccounted for Water			10 to 15%			↗
Linear Feet of Water Distribution System Replaced	3,723	7,367	0	3,600	2,090	↗
% of Water System	1.01%	2.01%	0 %	0.98%	0.57%	↔
Linear Feet of 4" Diameter Water Line in System			16,685	13,085	10,995	↗
Average Remaining Useful Life, Water Distribution System			32.85 years	32.32 years	32.06 years	↔
Single Family City of Loveland Residential Water Accounts				3,566	3,576	↔
Multi-Family City of Loveland Residential Water Accounts				83	83	↔
City of Loveland Commercial Accounts				259	262	↔
Single Family Resident Accounts, Unincorporated Areas				850	850	↔
Commercial Accounts, Unincorporated Areas				7	7	↔

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STREET MAINTENANCE

Measure	2006	2007	2008	2009 (Projected)	Forecasted 2010	Trend
Loveland Population	12,395	12,519	12,645	12,680	12,700	↔
Road Rehabilitation Expenditures	$405,812	$358,794	$524,300	$383,958	$250,000	↔
Per Capita Road Rehabilitation Expenditures	$32.74	$28.66	$41.46	$30.28	$19.69	↘
ICMA CPM Mean Benchmark (2008)			$ 25.59			↗
Lane-Mile of Roadways Rehabilitated			5.69	10.77	TBD	TBD
Road Rehabilitation Expenditures per Lane-Mile			$92,144	$35,980	TBD	TBD
Tons of Road Salt Used			1,200	900	900	↗
Winter Snowfall Total					TBD	TBD
Tons of Salt per inch of snowfall					TBD	TBD
Hours of Street Sweeping			292	250	450*	↗
Total Loveland Lane Miles of Roadway (Accepted/Dedicated)			100.4	101.3	101.3	↔

*Includes contracted sweeping in 2010. This will be three sweeps of the residential neighborhoods by a contracted sweeping company, plus the City's own sweeping.

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Quest

- *Thank you for allowing me to present to you today!*

- ***Harry D. Steger, Finance Director, City of Loveland***
  - hsteger@lovelandoh.com

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