

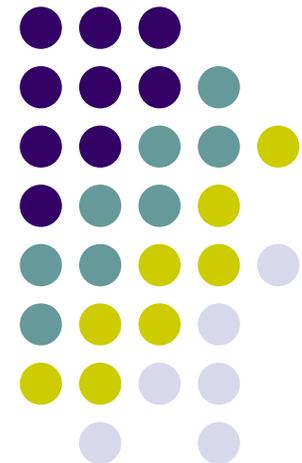


Performance Measurement in Fairfax County, Virginia



Bill Yake
Management Analyst
Department of Management and Budget
Fairfax County, Virginia

October 19, 2005





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.

Reinventing Government
David Osborne and Ted Gaebler

REINVENTING GOVERNMENT

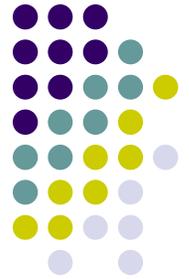
**HOW THE ENTREPRENEURIAL
SPIRIT IS TRANSFORMING
THE PUBLIC SECTOR**

**FROM SCHOOLHOUSE
TO STATEHOUSE,
CITY HALL TO THE
PENTAGON**

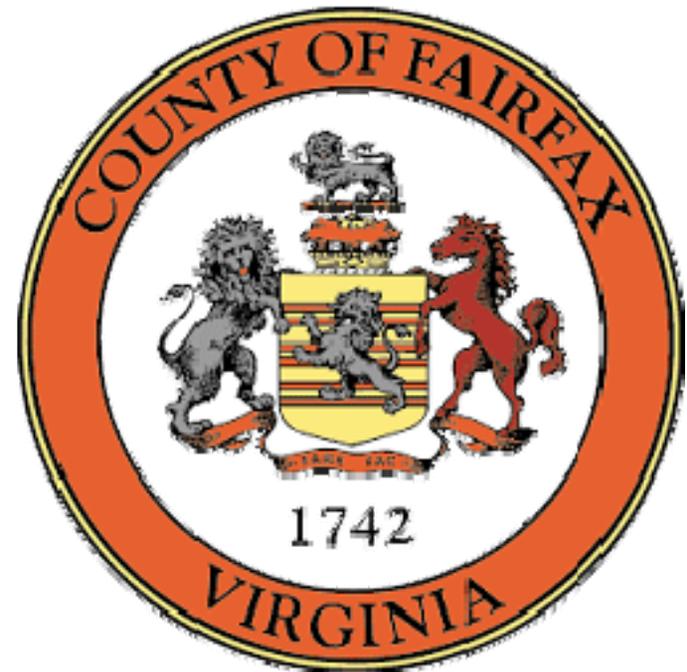
**DAVID OSBORNE
AND TED GAEBLER**



Impetus for Performance Measures in Local Government

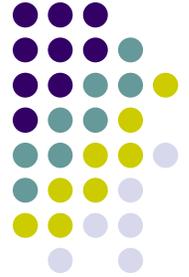


- Customer expectations
- Changing technology
- Service pressure is increasing
- Political pressure to not increase positions, but maintain if not improve service
- Funding not increasing proportional to needs/ wants





Performance Measurement: What's In It For Me?



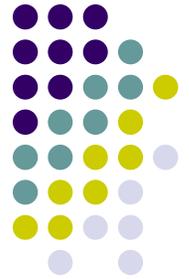
If I can.... Measure, Track, Improve and Show Performance

Then.... here's what's in it for me:

- Improvement in my organization
- Continued or possibly more funding
- Satisfied customers
- Knowing what your performance level actually is
- Isolating areas for improvement
- ***Knowing that YOU have made a difference***



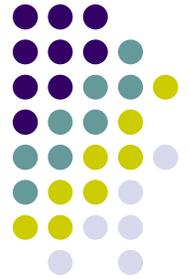
Benefits of Using Performance Measures



1. Develop and track progress of certain measures over time
2. Evaluate programs/service delivery versus goals/objectives
3. Identify program strengths and weaknesses
4. Conduct employee evaluations
5. Adjust goals and/or measures
6. Document accomplishments
7. Improve processes
8. Justify/explain resource requests
9. Make informed budget allocation decisions
10. Make internal and external service delivery comparisons to assist in improving operations
11. Introduce new programs or services or discontinue activities or programs that no longer meet citizens' needs
12. Determine trends and cyclical patterns of service delivery
13. Redeploy staff to different areas to meet increased demand



History of Performance Measures in Fairfax County



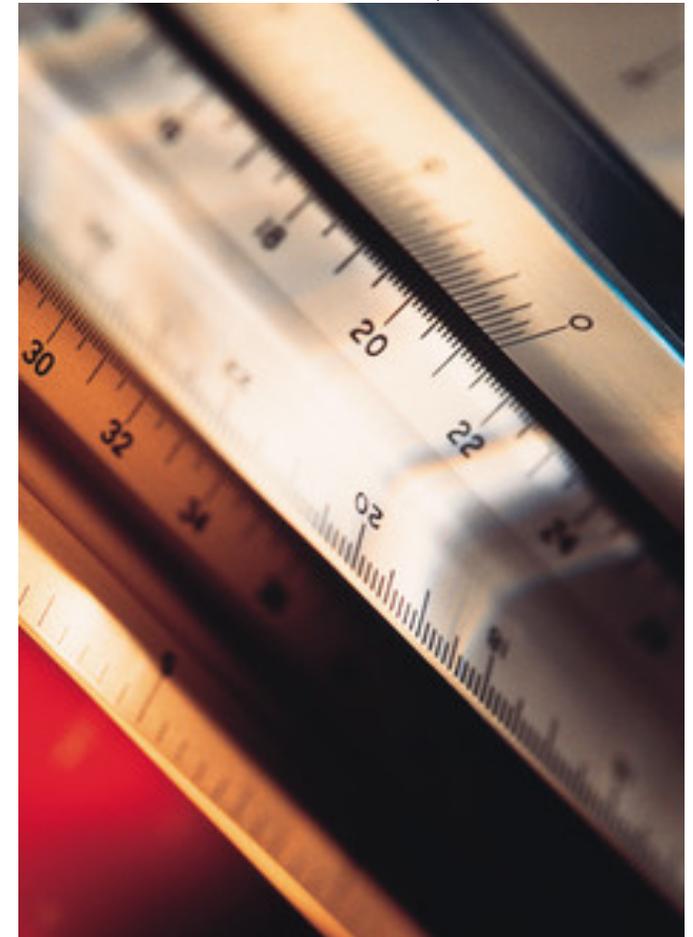
- **1999** – PM increasingly used for budget decisions; County formally adopted High Performance Organization model
- **2000** – Implemented Pay for Performance (PFP)
- **2002** – Developed and implemented Performance Measurement application
- **2003** – Enhanced linkage of performance measures to strategic plans; developed Key County Indicators
- **2004** – Redesigned budget includes more benchmarking data and strategic linkages; very well-received by Board of Supervisors and our citizens
- **2005** – More benchmarking, strategic linkages, etc.



History of Performance Measures in Fairfax County



- 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.
- We have essentially reached parity among output, efficiency, service quality and outcome in the spread of our nearly 1,900 indicators for 44 agencies and 92 funds.





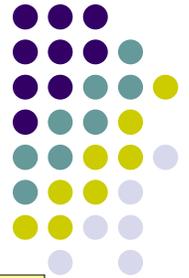
History of Performance Measures in Fairfax County



- Since 1997, all County agencies have been required to follow a consistent countywide methodology that includes:
 - **Quantified objectives** of what specifically will be accomplished during the fiscal year
 - A “**Family of Measures**” to present a balanced picture of performance. This includes:
 - ❖ **Output:** quantity of units produced
 - ❖ **Efficiency:** ratio of inputs to outputs
 - ❖ **Service Quality:** customer satisfaction, accuracy or timeliness of service
 - ❖ **Outcome:** qualitative results of service



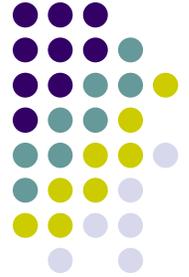
Examples of Performance Measures in Fairfax County



Terminology	Definition	Examples
Input	Value of resources used to produce an output.	<ul style="list-style-type: none"> • Dollars budgeted/spent • Staff hours used
Output	Quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.	<ul style="list-style-type: none"> • Eligibility interviews conducted • Library books checked out • Children immunized • Prisoners boarded • Purchase orders issued
Efficiency	Inputs used per unit of output (or outputs per input).	<ul style="list-style-type: none"> • Cost per appraisal • Plans reviewed per reviewer
Service Quality	Degree to which customers are <u>satisfied</u> with a program, or how <u>accurately</u> or <u>timely</u> a service is provided.	<ul style="list-style-type: none"> • Percent of respondents satisfied with service • Error rate per data entry operator • Frequency of repeat repairs • Average days to address a facility work order
Outcome	Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. External forces can sometimes limit managerial control. Outcome focuses on the ultimate "why" of providing a service.	<ul style="list-style-type: none"> • Reduction in fire deaths/injuries • Percent of job trainees who hold a job for more than six months • Percent of juveniles not reconvicted within 12 months • Adoption/redemption rate of impounded animals



Performance Measures in Fairfax County's Budget



Objectives

- ◆ To provide inspection service on the day requested 96.0 percent of the time, while ensuring that 0.0 percent of buildings experience catastrophic failure as a result of faulty design.
- ◆ To issue not less than 60.0 percent of building permits on the day of application, while ensuring that 0.0 percent of buildings experience catastrophic failure as a result of faulty design.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2002 Actual	FY 2003 Actual	FY 2004 Estimate/ Actual	FY 2005	FY 2006
Output:					
Building inspections	261,811	222,546	222,546 / 237,073	237,073	237,073
Permits issued	82,100	78,078	78,078 / 78,703	78,703	78,703
Efficiency:					
Inspections completed per inspector	3,794	3,477	3,709 / 3,763	3,763	3,763
Permits issued per technician	6,842	7,098	7,098 / 7,155	7,155	7,155
Service Quality:					
Percent of inspections completed on requested day	93%	96%	96% / 97%	96%	96%
Outcome:					
Percent of buildings experiencing catastrophic system failures as a result of building design	0%	0%	0% / 0%	0%	0%
Percent of permits issued on day of application	58%	59%	60% / 64%	60%	60%



Support For County Agencies



- Performance Measurement Team:
 - Oversee scheduling and coordination of tasks of 16-member multi-agency PM team
 - Provide performance measurement training, refresher courses and “brown bag lunches”
 - Coordinate annual regional performance measurement consortium
 - Produce performance measurement training manuals and quarterly newsletter



Right Tools to the Right People at the Right Time



Fairfax County, Virginia
 FISCAL YEAR 2000
 ADVERTISED BUDGET PLAN



A Manual for Performance Measurement FAIRFAX COUNTY

Measures Up



Objective
 To increase by one percentage point annually, the number of dislocated workers entering employment who were served in Northern Virginia Workforce Investment Board (NWWIB) programs so that they may achieve a level of productivity and independence equal to their abilities.

Performance Indicators

Indicator	Prior Year Actuals			Target Met Status FY 2004
	FY 2002 Actual	FY 2003 Actual	FY 2004 Estimate/Actual	
Output				
Visits to the Northern Virginia Workforce Investment Board's (NWWIB) One-Stop Employment Centers	47,573	57,314	57,000 / 50,513	Not Met by 11.38%
Efficiency				
Cost per visit at One-Stop Employment Centers	\$24	\$15	\$26 / \$21	Exceeded by 19.23%
Service Quality				
Percent of NWWIB clients satisfied with services provided	86%	73%	80% / 71%	Not Met by 10.3%
Outcome				
Percent of dislocated workers entering employment	64%	69%	62% / 72%	Exceeded by 15.97%



dmbinforeb:
 Performance Measurement

Fairfax County Performance Measurement Database

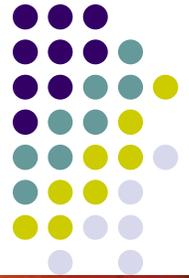
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even ask our customers what they want. Do we ask what they would change about our products and/or services, or the results customers hope to achieve by using them? Are we willing to expose process issues, plans and results to scrutiny? If we are listening to our customers, do we respond with feedback? By integrating data regarding preferences, accuracy of our customer data help drive internal process improvements, while determining actual customer preferences guides strategic decisions. There are also practical difficulties in conducting surveys. Sometimes we are just too busy to get around to talking to



Performance Measures Are Not in a Vacuum: Knowing Your Customers and What They Want

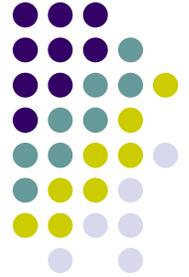


- Who are your **customers**?
- What key **quality characteristics** do they **value**? e.g., timeliness, accuracy, etc.)
- How can you **measure performance** on these key characteristics?
- What are the **standards** customers expect?
- What **benefits** are your customers looking for?





The Bottom Line: Results

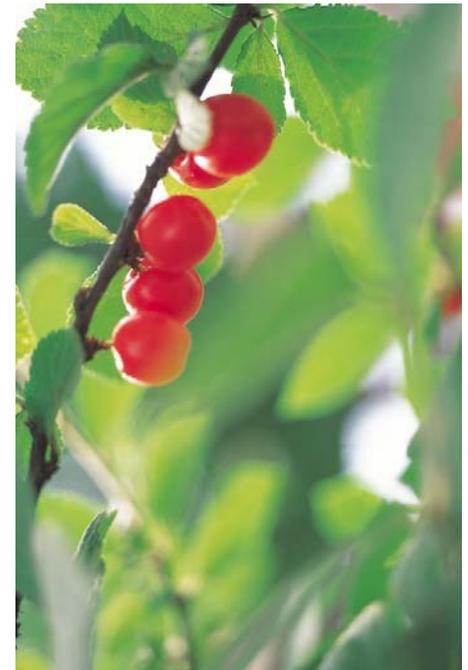


- **Results** \ri-zƏlts:

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

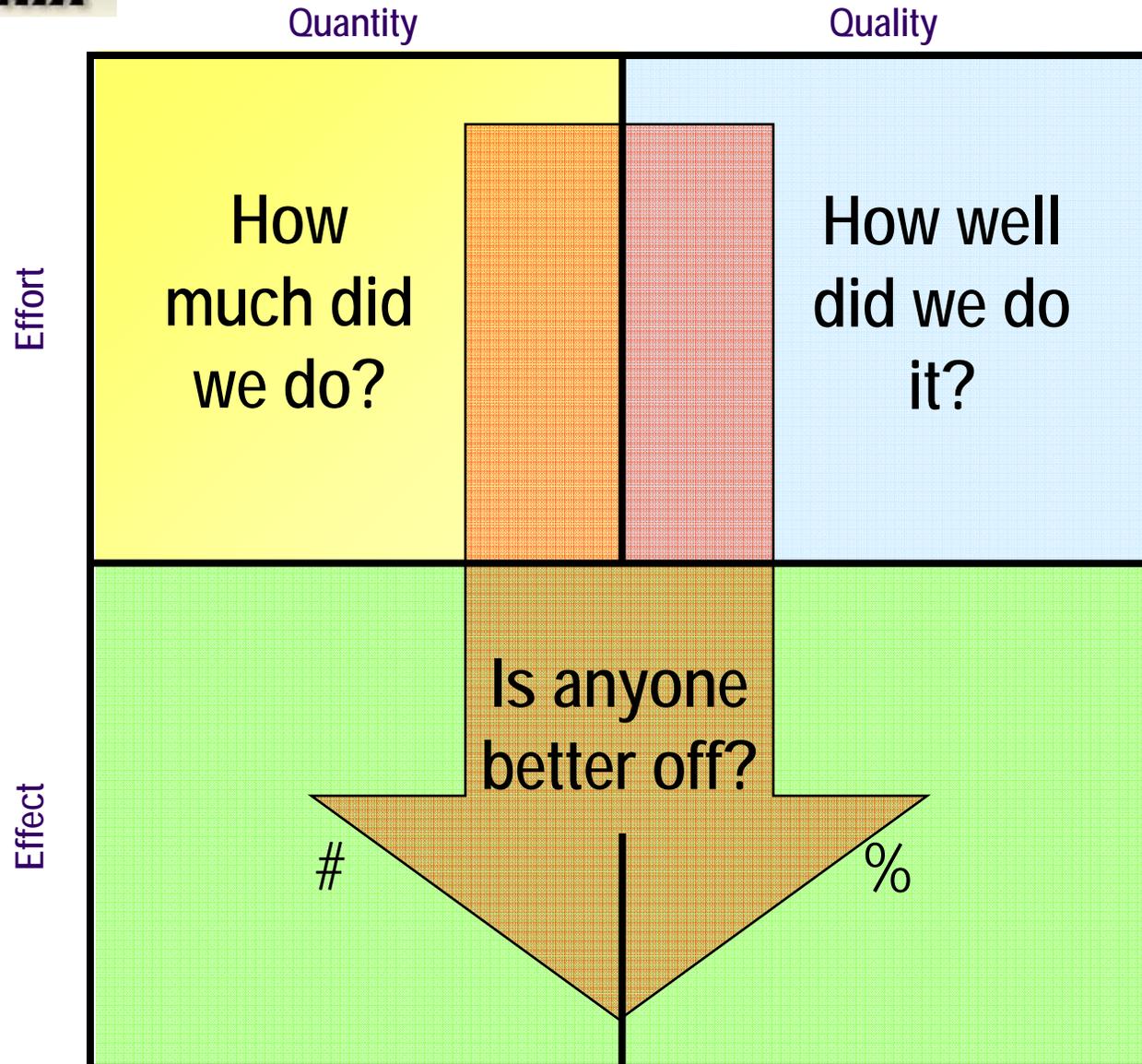
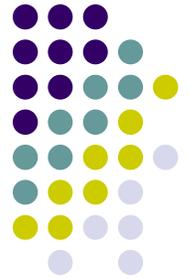
2. Something obtained by **calculation** or investigation.”

- All Fairfax County performance measures are quantifiable



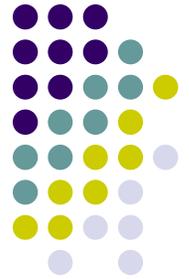


Performance Measures: Pivotal Questions to Ask





Performance Measures: Pivotal Questions to Ask



	Quantity	Quality
Input Effort	How much service did we deliver?	How well did we deliver it?
Output Effect	How much change / effect did we produce?	What quality of change / effect did we produce?



Performance Measures: Pivotal Questions to Ask



	Quantity	Quality		
Effort	<p>How much did we do?</p> <p>Number of patients treated</p>	<p>How well did we do it?</p> <p>Percent of patients treated in less than 1 hour</p>		
Effect	<p>Is anyone better off?</p> <table border="1"><tr><td><p>Incidence (#) of preventable disease</p></td><td><p>Rate (%) of preventable disease</p></td></tr></table>		<p>Incidence (#) of preventable disease</p>	<p>Rate (%) of preventable disease</p>
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Performance Measures: Pivotal Questions to Ask



Quantity

Quality

Effort

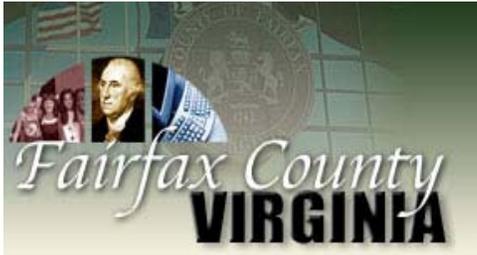
<p>How much did we do?</p> <p>Number of persons treated</p>	<p>How well did we do it?</p> <p>Percent of staff with training/certification</p> <p>Percent of people on waiting list</p>
--------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------



Effect

<p>Is anyone better off?</p>	
<p><u>Number</u> of clients off of alcohol & drugs:</p> <ul style="list-style-type: none"> - at exit - 12 months after exit 	<p><u>Percent</u> of clients off of alcohol & drugs:</p> <ul style="list-style-type: none"> - at exit - 12 months after exit





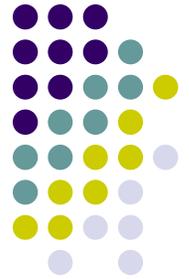
Performance Measures: Pivotal Questions to Ask



<p><u>How much did we do?</u></p> <p># Clients/customers served</p> <p># Activities (by type of activity) →</p>	<p><u>How well did we do it?</u></p> <p>% Common measures e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully trained, % clients seen in their own language, worker safety, unit cost</p> <p>% Activity-specific measures e.g. % timely, % clients completing activity, % correct and complete, % meeting standard</p>		
<p><u>Is anyone better off?</u></p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>#</p> <p>#</p> <p>#</p> <p>#</p> </td> <td style="width: 50%; vertical-align: top;"> <p>% Skills / Knowledge (e.g. parenting skills)</p> <p>% Attitude (e.g. toward drugs)</p> <p>% Behavior (e.g. school attendance)</p> <p>% Circumstance (e.g. working, in stable housing)</p> </td> </tr> </table> <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 60%;"> <p>Point in Time vs. Point to Point Improvement</p> </div>		<p>#</p> <p>#</p> <p>#</p> <p>#</p>	<p>% Skills / Knowledge (e.g. parenting skills)</p> <p>% Attitude (e.g. toward drugs)</p> <p>% Behavior (e.g. school attendance)</p> <p>% Circumstance (e.g. working, in stable housing)</p>
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Performance Measures: Backbone of Managing for Results

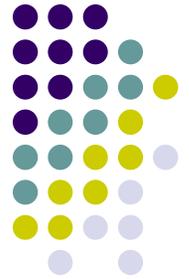


Quality performance measures have “purpose” and are tied in with results. Major mistake that some make is to measure activities in a process (# of customers served per month), i.e., “we look busy” rather than measure purpose, i.e., “we are producing results.”

“Activity” Measure	“Purpose” Measure
Number of site visits per week	Number of successful/completed visits per week
Number of telephone calls taken per day	Number of queries/problems resolved per day
Number of training courses delivered	Number of people successfully applying the new skills



Internalizing PM Concepts Throughout Our Organization



Ultimately, success comes from line staff embracing and internalizing performance measurement (PM) concepts and, in turn, realizing concrete continuous improvements in your programs and services. 99.9% isn't good enough for lots of things – that's why we need PM champions in the trenches.

<i><u>If 99.9% Is Good Enough, Then...</u></i>	
▪ 12 newborns will be given to the wrong parents daily	▪ 103,260 income tax returns will be processed incorrectly this year
▪ 18,322 pieces of mail will be mishandled every hour	▪ 3,056 copies of tomorrow's <i>Wall Street Journal</i> will be missing one of the paper's three sections
▪ 2,000,000 documents will be lost by the IRS this year	▪ 880,000 credit cards in circulation will turn out to have incorrect cardholder information on their magnetic strips
▪ 315 entries in Webster's Dictionary will be misspelled	▪ 291 pacemaker operations will be performed incorrectly
▪ 20,000 incorrect drug prescriptions will be written this year	▪ What does a 0.1% error rate mean to your County agency's performance?

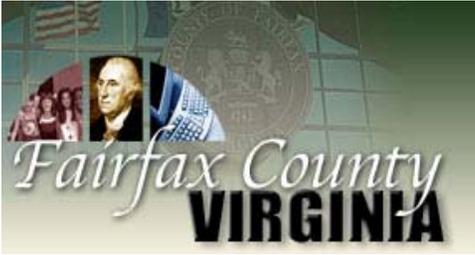


Criteria for Performance Measurement



- Performance Measures have a **strategic focus** (i.e., don't measure too much)
- It measures the **right** things
- It is **multi-dimensional** (family of measures)
- It is a **means**, not an end





Effectively Using Performance Measures





PM Concept Is Pervasive: Strategic Planning for Results



Where Are We Now?

SWOT Analysis

- ◆ Perform internal and external assessment (SWOT analysis)
- ◆ Conduct customer analysis
- ◆ Perform quality assessment
- ◆ Review Strategic Issues

Where Do We Want To Be?

Develop Mission and Values

- ◆ Broad statement of agency's mission/purpose
- ◆ Develop core values, actions to achieve mission
- ◆ Involve everyone

How Do We Get There?

Develop Vision

- ◆ Craft compelling image of your agency's desired future

How Do We Measure Our Progress?

Develop Goals and Objectives

- ◆ Develop long-term desired results
- ◆ Develop specific, measurable targets to achieve

Where Do We Go From Here?

Develop Strategies and Action Plans

- ◆ Seek to accomplish goals and objectives
- ◆ Create detailed work plans
- ◆ Perform gap analysis
- ◆ Resource allocation

Develop Performance Measures

- ◆ Create methods used to measure program performance
- ◆ Develop leading and lagging measures
- ◆ Create methods to measure results
- ◆ Ensure accountability and responsibility

Monitor, Evaluate & Report on Performance Data

- ◆ Develop systems to monitor progress
- ◆ Compile management information
- ◆ Keep plan on track
- ◆ Provide information for resource allocation

Strive for Continuous Improvement

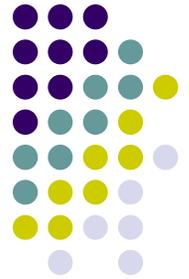
- ◆ Make products and processes better, faster and cheaper

Encourage Innovation

- ◆ Develop and implement new programs and services to meet demands of challenges of residents

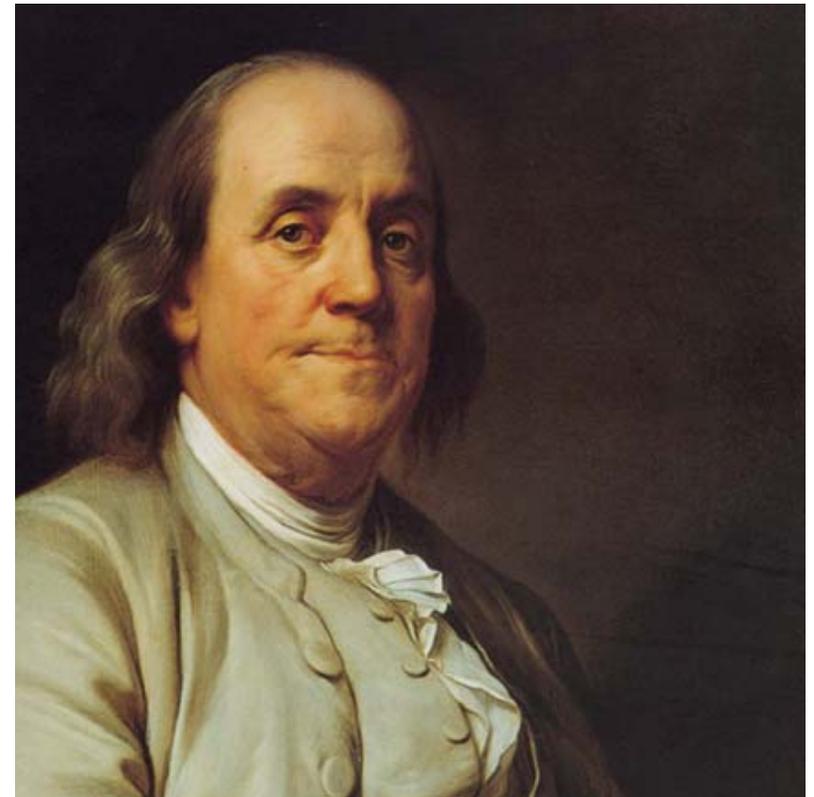


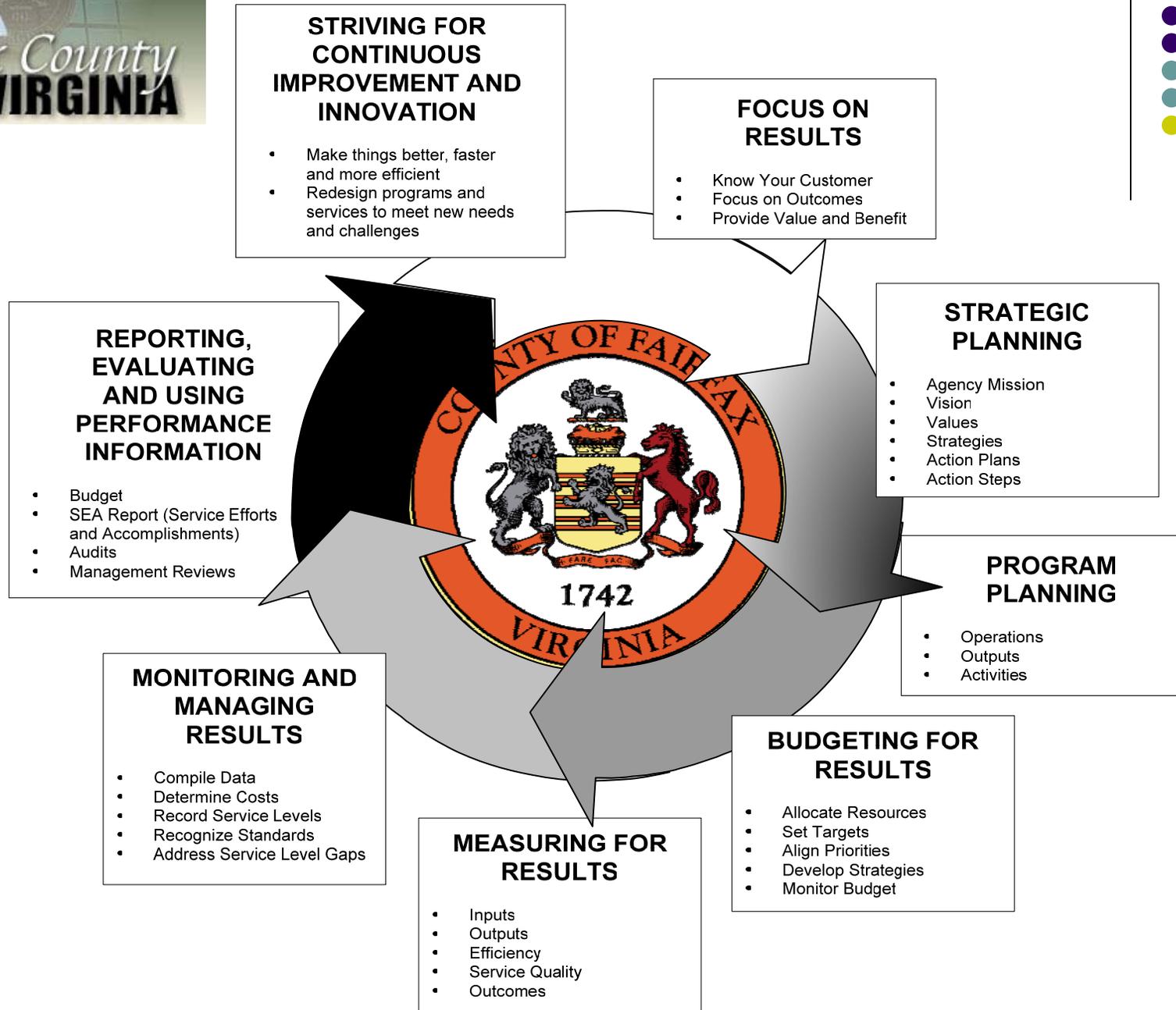
Performance Measurement and Process Improvement



"The definition of insanity is doing the **same thing over and over and expecting different results.**"

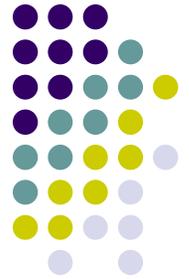
- Ben Franklin







Budget Process Redesign: Tying It All Together



- To provide better information about County programs and services, the resources that support them, and how well the County is performing them
- To tie strategic initiatives to County services
- To present information regarding resources required to provide services that cross current agency lines (cross-cutting programs)
- To enhance agency accountability for how resources are spent





VISION OF FAIRFAX COUNTY

Our Core Purpose

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County by:

Our Vision Elements



Maintaining Safe and Caring Communities



Building Livable Spaces



Connecting People and Places



Creating a Culture of Engagement



Practicing Environmental Stewardship



Maintaining Healthy Economies



Exercising Corporate Stewardship

Our Employee Vision Statement

- We are committed to excellence in our work. We celebrate public service, anticipate changing needs and respect diversity. In partnership with the community, we shape the future.
- We inspire integrity, pride, trust and respect within our organization.
- We encourage employee involvement and creativity as a source of new ideas to continually improve services.
- As stewards of community resources, we embrace the opportunities and challenges of technological advances, evolving demographics, urbanization, revitalization, and the changing role of government.
- We commit ourselves to these guiding principles by providing superior service, valuing our workforce, respecting diversity, communicating openly and consistently, and building community partnerships.



Effectively Using Performance Measures

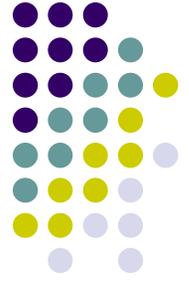


- Every fall, our budget office and senior management annually review performance measures in the context of budget review and resource allocation
- Use the report below to talk about targets, stretch targets, and provide agency staff with the opportunity to explain events beyond their control (e.g., economy, weather, terrorism, etc.)

Objective				
To increase by one percentage point annually, the number of dislocated workers entering employment who were served in Northern Virginia Workforce Investment Board (NVWIB) programs so that they may achieve a level of productivity and independence equal to their abilities.				
Performance Indicators				
Indicator	FY 2002	Prior Year Actuals		Target Met Status
	Actual	FY 2003 Actual	FY 2004 Estimate/Actual	FY 2004
Output				
Visits to the Northern Virginia Workforce Investment Board's (NVWIB) One-Stop Employment Centers	47,573	57,314	57,000 / 50,513	Not Met by 11.38%
Efficiency				
Cost per visit at One-Stop Employment Centers	\$24	\$15	\$26 / \$21	Exceeded by 19.23%
Service Quality				
Percent of NVWIB clients satisfied with services provided	86%	73%	80% / 71%	Not Met by 10.3%
Outcome				
Percent of dislocated workers entering employment	64%	69%	62% / 72%	Exceeded by 15.97%

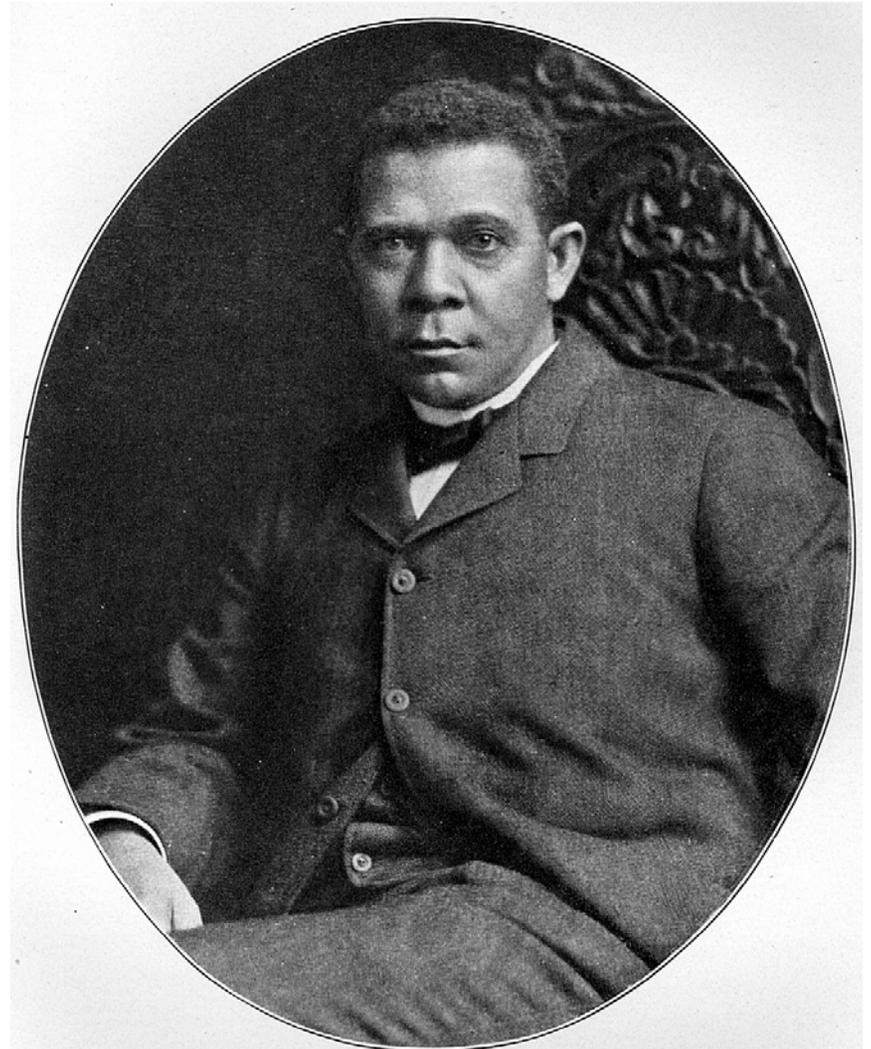


Performance Measures: Managing For Results



**“We must
reinforce
argument with
results.”**

- Booker T. Washington





HPO and Fairfax County: Keep Focus on Results



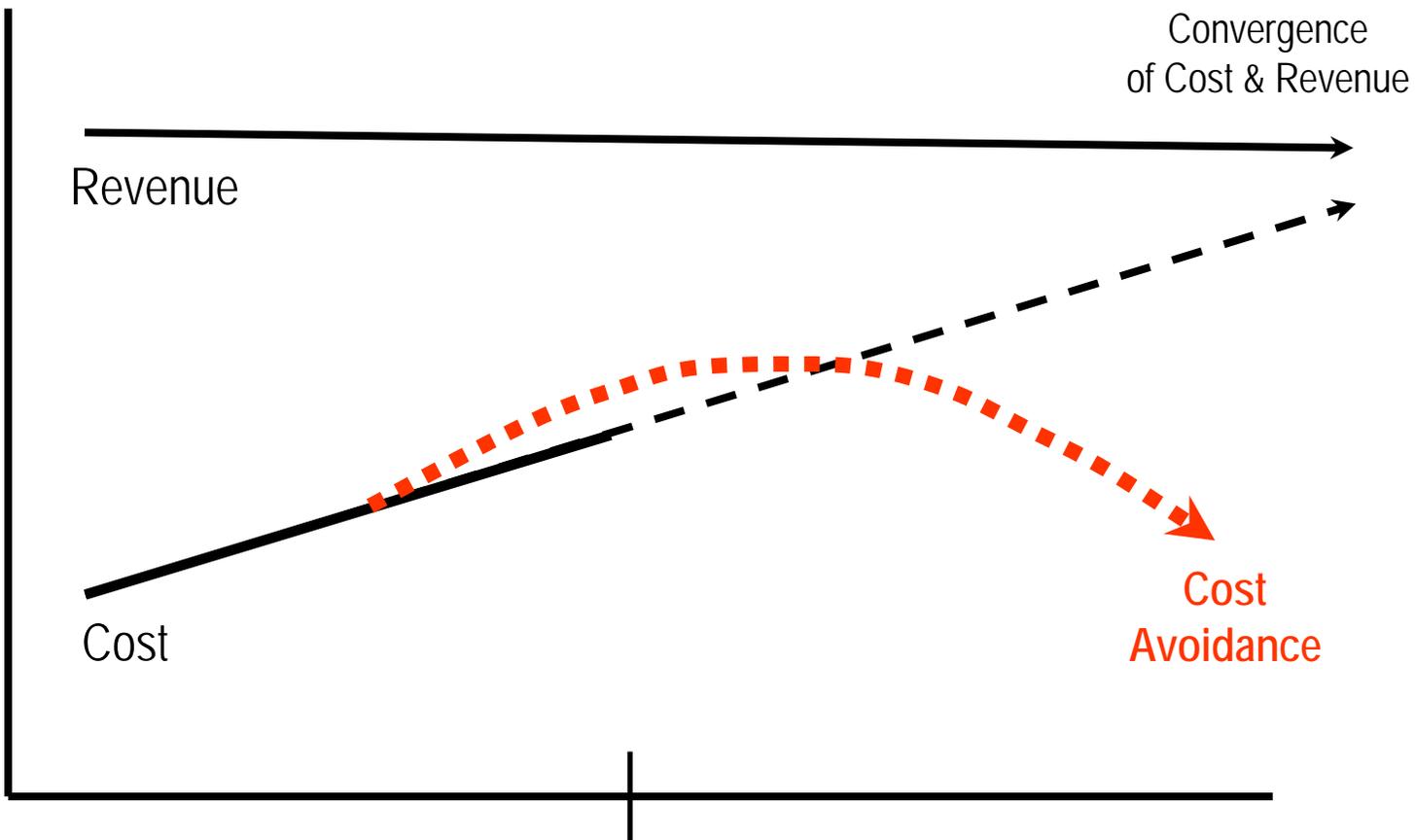
- High performing local governments don't just focus on the cost of government (the burden borne by the taxpayer)
- High performing local governments focus on the benefits provided to the residents of their community, e.g., response times to fires, number of books available at local library, etc.



The Cost of Bad Results vs. Cost Avoidance



The costs of remediating problems after they occur

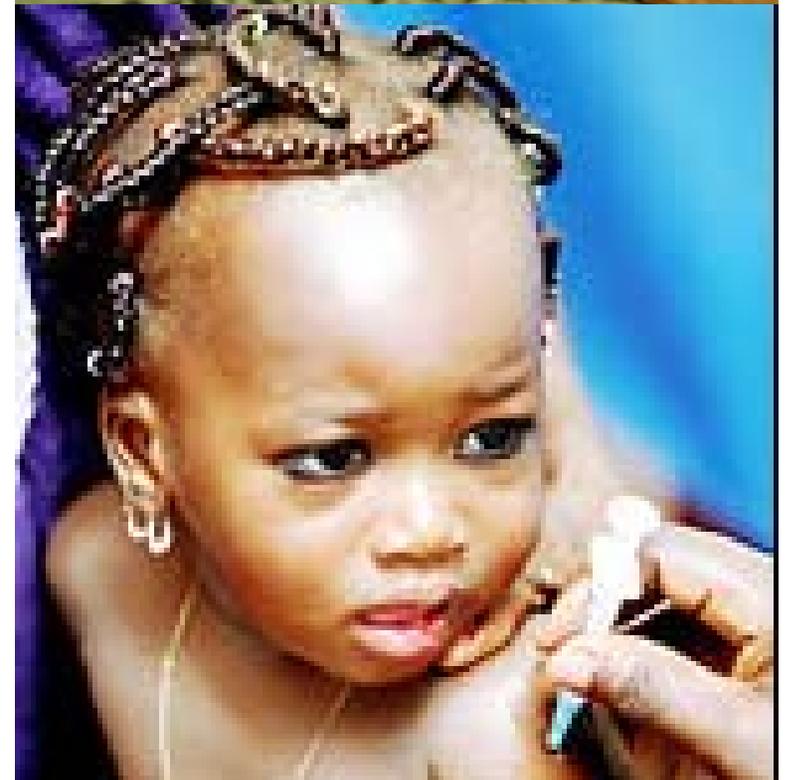




“A Penny Saved is a Penny Earned...”



- Where possible, data on cost avoidance or benefit to society as a result of the service are included in agencies' budget narratives.
- For example, the Center for Disease Control estimates that for every dollar spent on immunization, \$10 is saved in future medical costs as well as indirect costs such as loss of work time, death and disability.

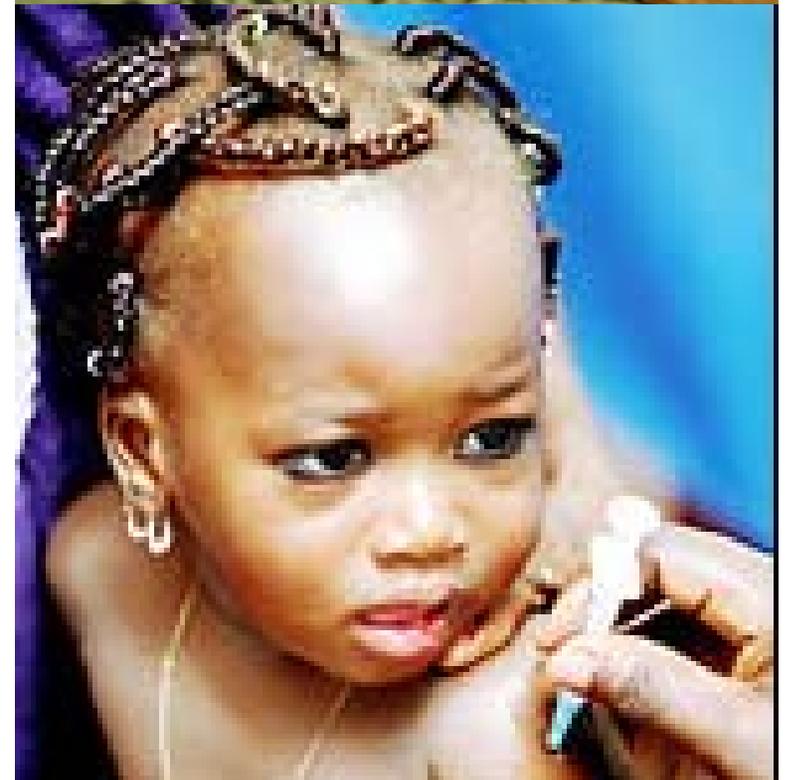




Cost Avoidance: Reflecting It In Your Performance Measures



- In FY 2004, the Fairfax County Health Department incurred a cost of \$59.29 per rabies test.
- A total of 479 citizens received negative rabies test results within 24 hours (98% of tests). The total cost of these tests was \$28,400.
- With a \$2,000 average cost of a series of post-rabies exposure immunizations, \$958,000 in medical costs was avoided.



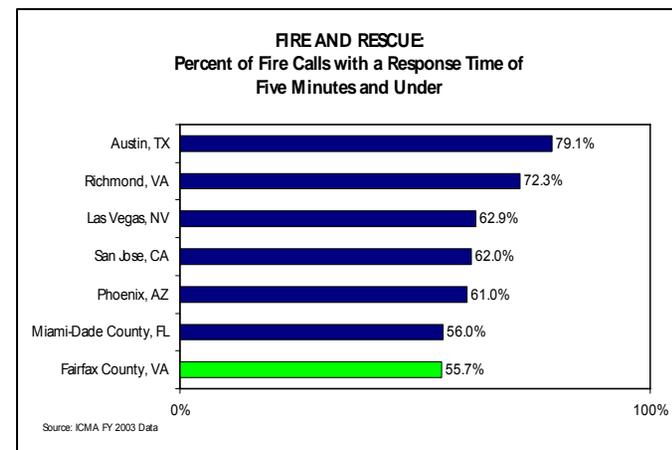


Using Performance Measures for Benchmarking



In Fairfax County, we have placed a greater focus on benchmarking to:

- Disclose performance gaps
- Establish a basis for setting targets
- Create momentum for change
- Uncover best practices
- Demonstrate performance to the public

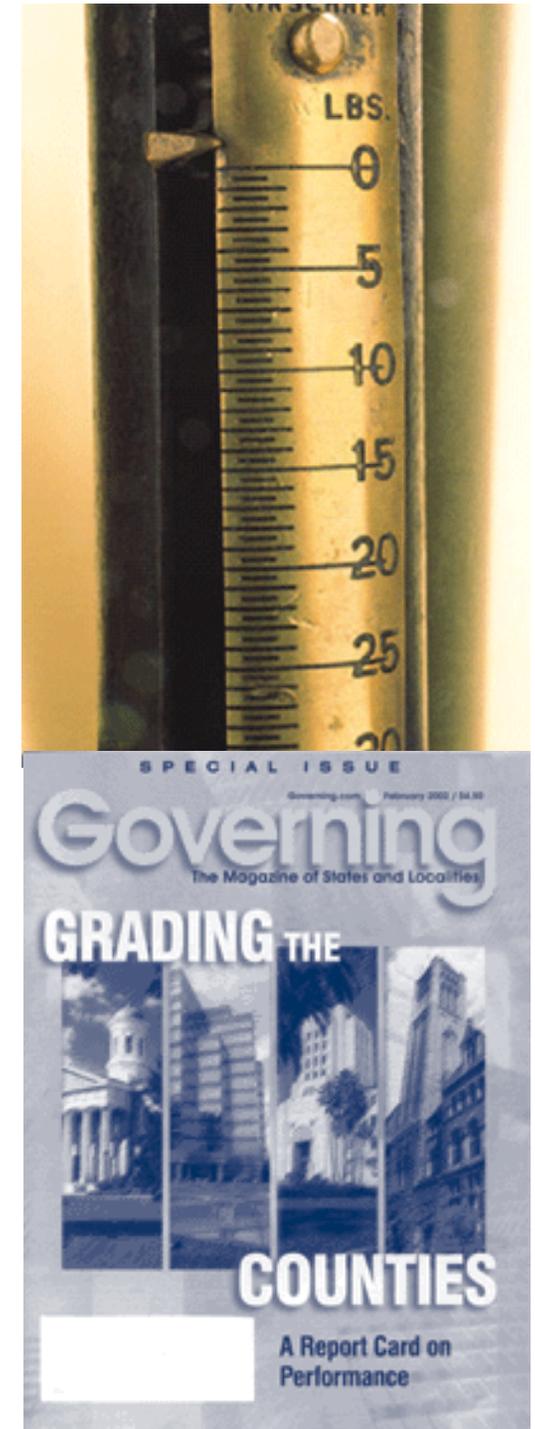


As can be seen from the following, Fairfax County ranks favorably compared to other large jurisdictions and other Virginia localities with regard to public safety. The County has a very low rate of Total Fire Incidents per 1,000 Population Served in comparison to other large jurisdictions. In addition, the County's Arson Rate per 10,000 Residents Served is the lowest among the large and Virginia localities responding to that question. An area where improvement is indicated would be the Percent of Fire Calls with a Response Time of Five Minutes and Under from Dispatch to Arrival on the Scene where Fairfax County has the lowest percent, 55.7 percent compared to other large jurisdictions reporting this data. It could be anticipated that the addition of the Fairfax Center and Crosspointe Fire Stations in FY 2005 and FY 2006, respectively, will positively impact this performance.



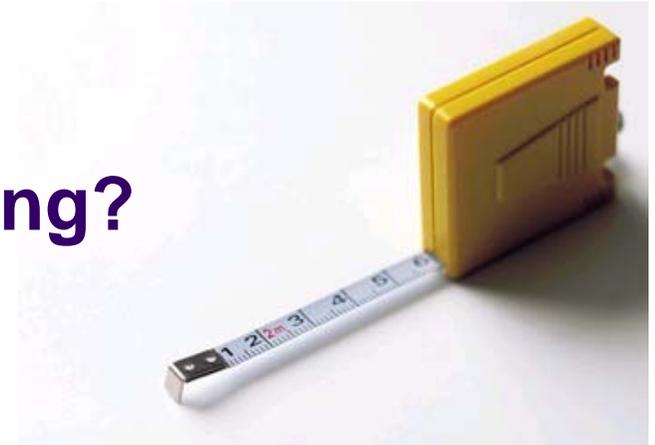
Why Benchmarking?

- Fairfax County's performance measurement data only indicates how your agency compares to itself from year-to-year
- There is nothing inherent in our PM data which can prove whether we are a "high performing" organization or not
- Performance measures, especially with the help of comparative data measurement, helps a community determine its progress and assess the value of the services and products being delivered by its local government

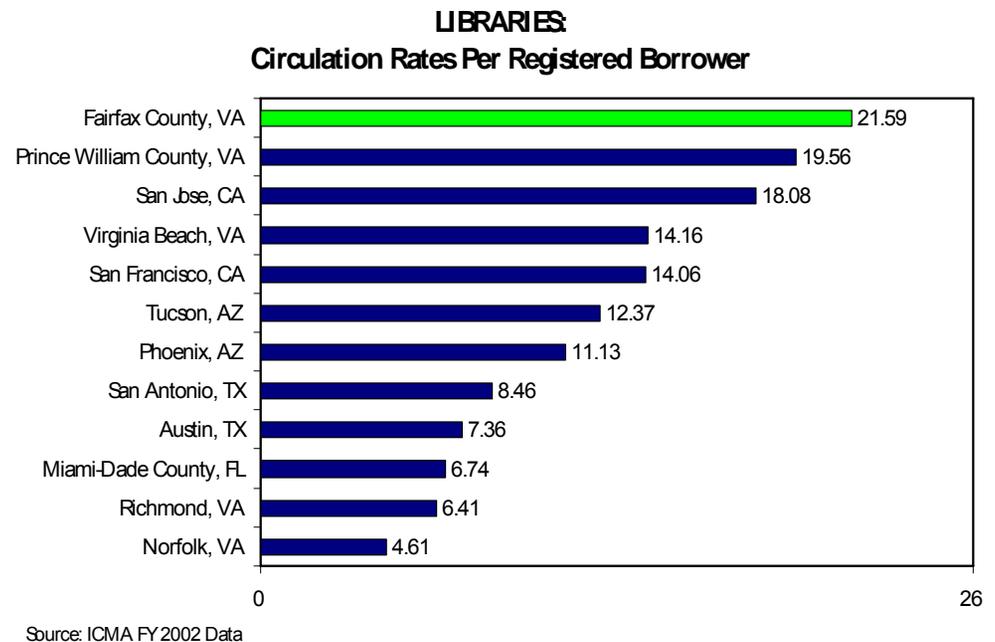




What's The Driving Need for Benchmarking?



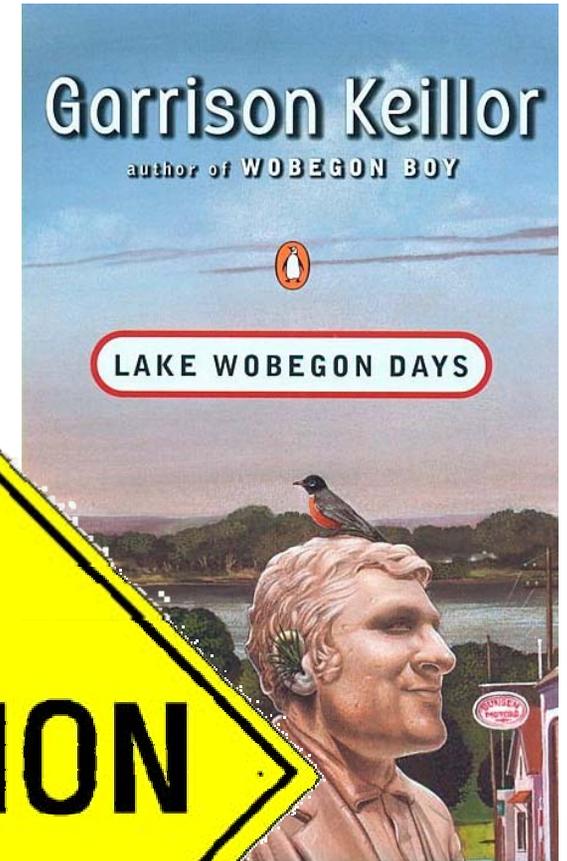
- The primary reason we engage in the performance measurement arena is to improve the **effectiveness** (outcomes) and **efficiency** (processes) of our government
- Benchmarking is one of the tools we can use to validate if we are a high performing organization
- We are a member of ICMA from which we garner much of our benchmarking data





Caution of the Lake Wobegon Phenomenon

- In Garrison Keillor's *Lake Wobegon Days*, all of the children were above average
- Depending on your jurisdiction, your basis of comparison may be skewed or faulty





Expectations and Realizations

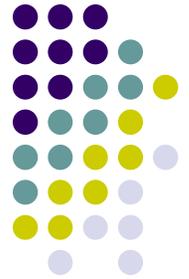


- The performance data is only a running scorecard' per se:
 - The information **does not indicate why** the data are high or low, good or bad, relative to any other jurisdiction

Hole	1	2	3	4	5	6	7	8	9	In	10	11	12	13	14	15	16	17	18	Out	Tot	Hcp	Net
Boom-Boom	408	416	223	570	448	473	180	467	390	3575	412	525	194	365	285	554	384	160	443	3322	6897		
Blue	388	394	197	541	420	459	157	441	368	3365	388	507	171	349	264	530	354	146	422	3131	6496		
White	356	361	155	520	379	433	141	406	345	3096	368	468	160	337	250	501	329	126	399	2938	6034		
Handicap	13	11	5	7	9	3	17	1	15		12	8	14	10	18	4	6	16	2				
Par	4	4	3	5	4	4	3	4	4	35	4	5	3	4	4	5	4	3	4	36	71		
Green	300	304	126	488	331	392	128	382	299	2750	312	408	145	308	204	465	291	106	333	2572	5322		
Red	275	268	76	451	304	327	94	347	243	2385	243	382	127	239	150	421	259	102	289	2212	4597		
Date	Scorer										Attest												



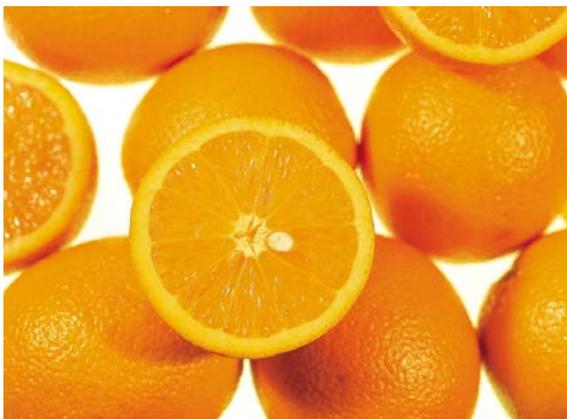
Not All ICMA Data is Equal



- **Climate**
- **Federal and/or State Mandates**
- **Regional or Demographic Differences**
- **Variations in Local Tax Rates, User Fees, Grants**
- **Differing Service Demands**
- **Differing Budget Priorities of Different Elected Boards and Councils/Different governmental structures**
- **Differences in Data Definitions**
- **Regional cost differences**
- **Service delivery (contractual relationships, services delivered or not delivered, level of service, etc.)**
- **Type of community (retirement, income, college town, tourist, climate, etc.)**
- **Other differences include local or state mandates, priorities, unionization, workforce characteristics, physical surrounding, investment in technology, etc.**
- **Note: Some normalization occurs with the per/unit calculation (e.g., crimes per 1,000 residents).**



Data Comparisons: Comparing Apples and Oranges?

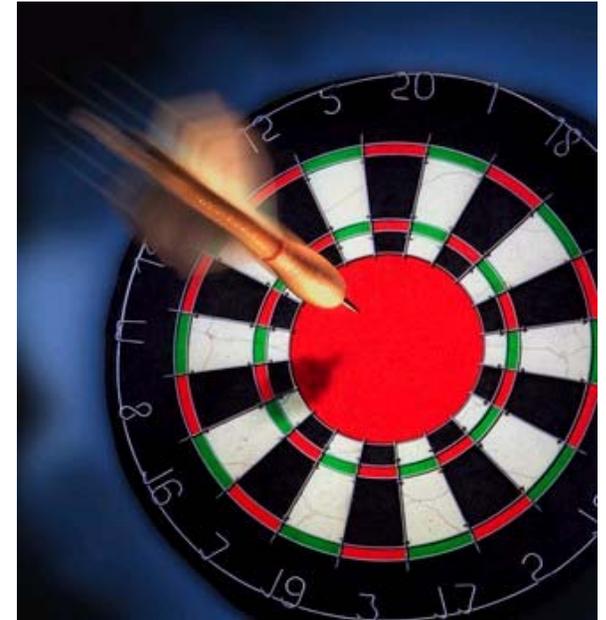


- Compare the size of service area population
- Compare the size of volume (Purchasing), size of Fleet (DVS), etc.
- Make sure you compare “apples to apples”
 - For example, the Department of Vehicle Services (DVS) finds it difficult to compare to other fleet maintenance programs because of the size of Fairfax County’s bus fleet (buses are more difficult to maintain than cars– in other words, not all vehicles are viewed equally by DVS for good reason)



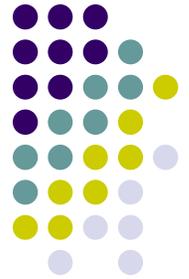
Benchmarking: Questions to Ask

- If, after all is said and done, another comparable jurisdiction does score better on a particular measure, ask yourself the following:
 - What contributes to their success?
 - What are they doing differently?
 - What can we learn from them, and adapt to put into practice in Fairfax County?
 - What do the data show us?
 - How can we improve our service?
 - What are other comparable jurisdictions doing differently than us?





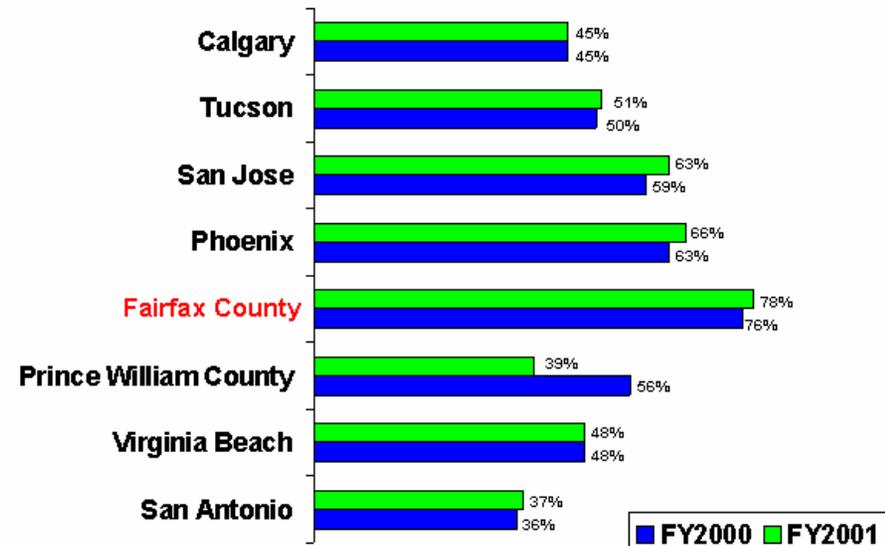
How Fairfax County Public Library Uses Benchmarking Data



ICMA 2001
FY2000-FY2001 Comparison

Jurisdiction	Registered Borrowers as % of Population		
	FY2001	FY2000	Difference
Calgary	45%	45%	0%
Tucson	51%	50%	1%
San Jose	63%	59%	4%
Phoenix	66%	63%	3%
Fairfax County	78%	76%	2%
Prince William County	39%	56%	-17%
Virginia Beach	48%	48%	0%
San Antonio	37%	36%	1%

Registered Borrowers as % of Population



ICMA Board Graphs [Read-On... - Datasheet]

		C	D	E	F	G
	East	Prince William Count	Phoenix	San Jose	Tucson	
1	FY2000	56%	76%	63%	59%	50
2	FY2001	39%	78%	66%	63%	51
3						
4						

0 P E 125 M 03



Fairfax County

Key County Indicators:

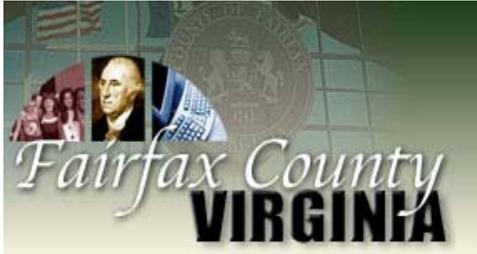
“Maintaining Safe and Caring Communities”



Key County Indicators	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
Ratio of Part I Index Crimes (Violent Criminal Offenses) per 100,000 County Population (Calendar Year)	105.84	99.10	99.10	99.10
Clearance rate of Part I Index Crimes (Violent Criminal Offenses) (Calendar Year)	44.40%	49.69%	49.69%	49.69%
Fire suppression response rate for engine company within 5 minutes	53.64%	51.38%	50.00%	50.00%
Percent of Advanced Life Support (ALS) transport units on scene within 9 minutes	85.49%	85.27%	85.00%	85.00%
Percent of low birth weight babies (under 5 lbs 8 oz)	6.80%	NA	6.40%	6.40%
Immunizations: completion rates for 2-year olds	79.0%	78.0%	80.0%	81.0%
High School graduation rates	86.2%	83.9%	83.9%	83.9%
Percent of children in foster care per 1,000 in total youth population	1.81%	1.56%	1.56%	1.56%
Percent of Seniors, Adults with Disabilities and/or family caregivers who report that the community based services that are provided by Fairfax County help them remain in their home/community	95.0%	95.0%	95.0%	95.0%
Percent of restaurants operating safely	90.8%	95.0%	91.0%	92.0%



Cross-Cutting...Meaningful...Relevant...Indicators



Criteria for Choosing Key County Indicators



Communication Power

Does the indicator communicate to a **broad range** of audiences within our County?

Proxy Power

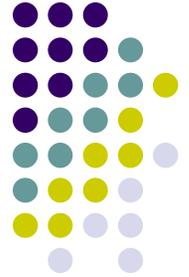
Does the indicator say something of **central importance** about the result?

Data Power

Quality data available on a timely basis.



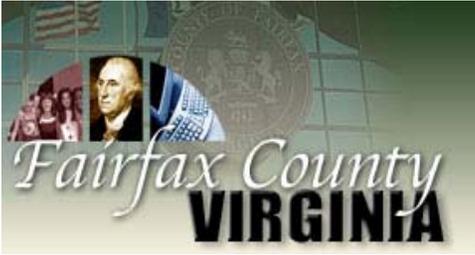
Establishing Accountability for Performance Measurement Data



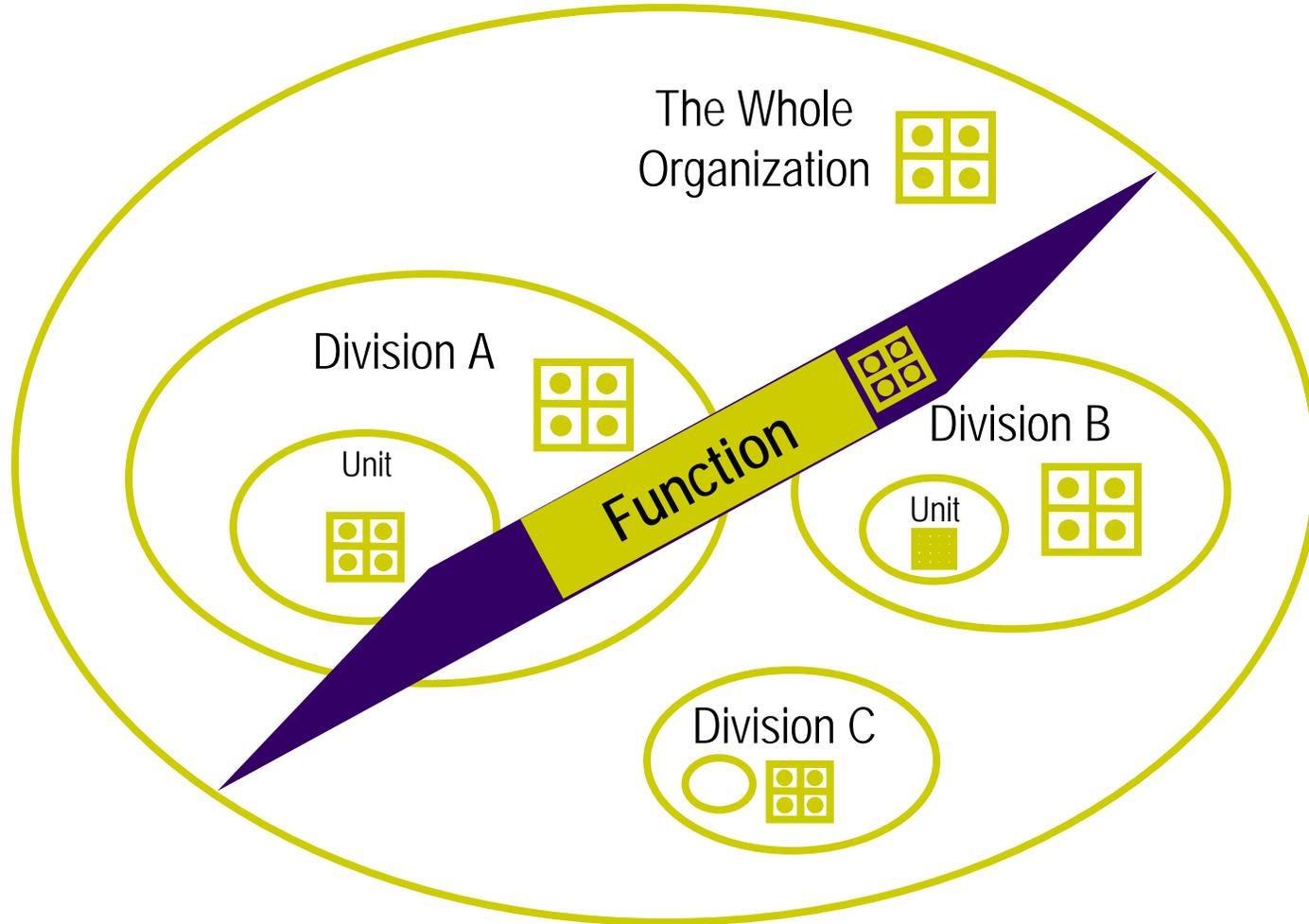
Objective:

To increase the immunization rate, while increasing customer satisfaction and decreasing unit cost.

<u>Performance Measure</u>	<u>Target</u>	<u>Responsible Person</u>
1a. Improve customer satisfaction rating	90%	Harvey Pleasants
1b. Reduce unit cost	(5%)	Les Cost
1c. Increase immunization rate	92%	Stella Shotz



Establishing Accountability Within Your Own Division

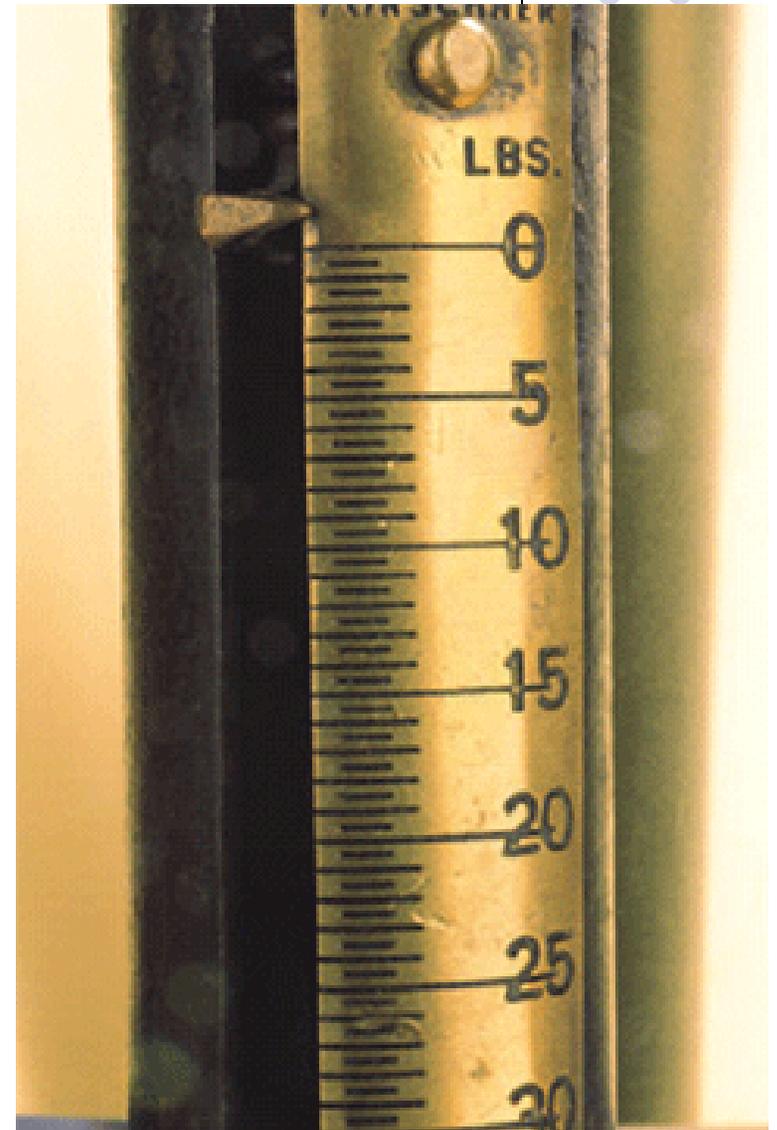




Performance Accountability



1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering service well?
4. How are we doing on the most important of these performance measures?
5. Who are the partners with a role to play in doing better?
6. What works, what could work, to do better?
7. What do we propose to do?





Using Performance Measures to Manage Your Organization at Every Level, Every Way, Every Day



Type	Used By/For	Time Frame	Opportunity to Improve
Strategic – organizational purpose	County management and agency directors; used to look at outcomes	12-18 months	No more than once a year
Tactical – major business functions	Program managers; tend to focus on efficiency, service quality	3-6 months	2-4 times a year
Operational – products and services	Frontline supervisors and employees; focus on transactions, outputs	1-3 months at least Can be daily or weekly	12 or more times a year



Data Drives Problem Solving



Four Important Rules

- 1) Get the data
- 2) Validate the data
- 3) Analyze the data
- 4) Report the data





Reporting Performance Information



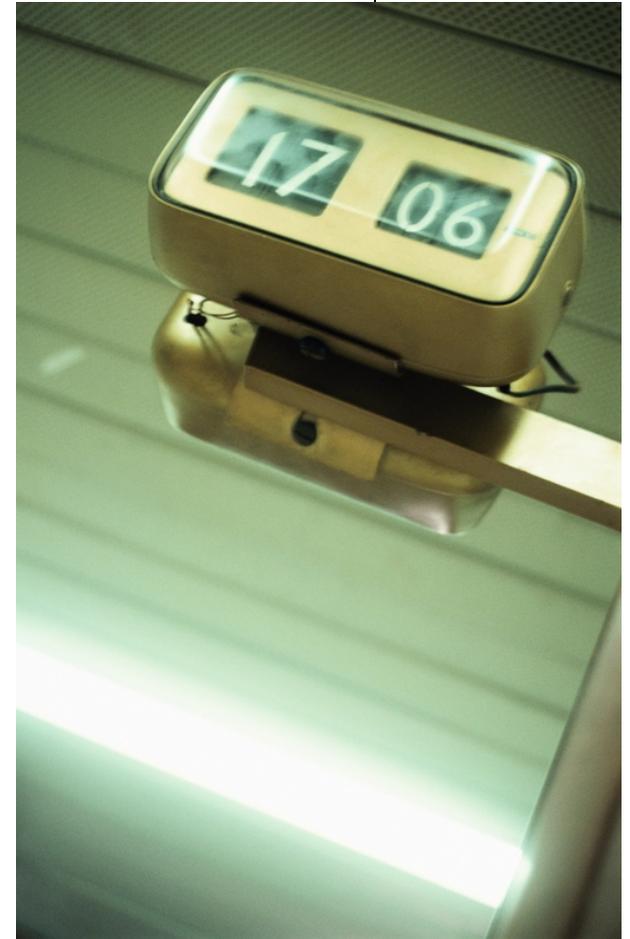
- Annual review (if not more frequent review) of performance measures conducted and presented to show:
 - Annual target
 - Year-to-date performance
 - Gap (positive or negative results of actual performance vs. intended performance)
 - Root cause (why gap exists)
 - Solutions to bring performance back on track



Analyze Your Current Processes... and Then Improve Them



- Understand your **process** thoroughly
- Identify **key measures**
- Collect and analyze **data** on those measures
- Compare **actual performance** to performance goals
- Use data to fine tune and **improve your processes**





Review of Data to Drive Improvements...It's Just Not Rhetoric



Microsoft Excel - FY2003-Quarterly-Snapshot.xls

File Edit View Insert Format Tools Data Window Help

Type a question for help

3) To increase the dollar value of contracts awarded to small and minority business from 32 percent to 36 percent toward a target of 40 percent

	A	B	C	D	E	F	G	H	I	
1	FY03 "SNAPSHOT" - AGENCY MANAGEMENT (FY03/04 Targets Updated 7-15-03 based on FY04 Adopted Budget)									
2										
3	Objectives:									
4	1) To maintain the percentage of formal contract actions without valid protest or legal actions at 98 percent or better.									
5	2) To maintain the cost of procuring \$100 worth of goods or services at \$0.50 without a degradation of service.									
6	3) To increase the dollar value of contracts awarded to small and minority business from 32 percent to 36 percent toward a target of 40 percent									
7										
8						FY03			FINAL	
9		Actual	Actual	Actual	Actual	(10/9/02)	(1/8/03)	(4/9/03)	(7/9/03)	Adc
10		FY 1999	FY 2000	FY 2001	FY2002	Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY
11	Output:									
12	* Formal contractual awards processed - (Rick)	415	647	779	677	105	230	399	604	
13	**Value of PO's/Pcard/Internet txns processed (\$mil) - (Rick)	\$329.40	\$381.14	\$388.77	\$429.70	\$175.37	\$258.78	\$330.44	\$431.82	\$
14	Number of small and minority businesses registered - (Marvis)				820	196	393	212		
15	Total dollars (\$mil) awarded to small and minority businesses - (Marvis)				\$124.76	\$40.10	\$61.00	\$61.04	\$114.04	\$
16										
17	Efficiency:									
18	Cost per formal contractual action - (Patti) (1)	\$119.73	\$72.00	\$65.58	\$66.63	\$110.27	\$100.68	\$87.06	\$76.68	
19	Cost per \$100 of goods or services procured - (Patti)	\$0.48	\$0.47	\$0.47	\$0.41	\$0.18	\$0.53	\$0.43	\$0.42	
20	Average cost to recruit small and minority businesses - (Marvis)				\$59.00				N/A	
21	Average cost to educate/assist small & minority businesses - (Marvis)				\$94.00				N/A	
22										
23	Service Quality:									
24	% of contractual actions receiving valid formal protest - (Rick)	0.2%	0.2%	0.1%	0.0%	1.0%	0.4%	0.3%	0.2%	
25	% of customers indicating satisfaction with service - (Rick)	93%	97%	93%	95%	n/a	n/a	n/a	95%	
26	% of small & minority businesses rating wrkshps sat or better - (Marvis)					n/a	n/a		98%	
27										
28	Outcome:									
29	*** % of formal contractual actions awded w/o valid protest - (Rick)	96.6%	99.8%	99.9%	100.0%	99.0%	99.6%	99.7%	99.8%	
30	% change in cost to procure \$100 of goods/services - (Patti)	0.00%	-2.48%	0%	-12%	-61.95%	12.05%	-9.09%	-11%	
31	% of dollar value of contracts awarded to small & minority bus - (Marvis)				29.03%	22.87%	23.57%	24.52%	29%	
32										
33							0.00%			

Agency Mgmt. Purchasing SACS

Ready



Using PM Data to Improve Operations: Health Dept.



- Like other County agencies, the Health Department has been faced with growing demand and limited resources to meet that demand over the past few years:
 - for example, the demand for clinic services had grown from 71,000 visits in 1998 to 93,000 visits in 2002
 - consequence: long waits and unsafe environment
- Based on PM data, the dept. reallocated resources to meet demands by changing nature of some services in Maternity Services and redefining criteria for those needing case management, and shifted resources from Maternity Services to Clinic Services to meet their staffing needs





Coordinated Services Planning: Phone Accessibility Project

Dept. of Systems Management for Human Services



- Coordinated Services Planning (CSP) helps individuals and families handle emergency situations by providing access to appropriate public and community-based human services. One of the more difficult aspects of CSP work is to provide high-quality social work services in a phone-based “call center” environment. Although it was possible for a caller to wait for 10 minutes or more at peak times during the day or when staff levels were particularly low, the average wait time for callers was approximately 4 ½ minutes. Service levels averaged 58% (i.e., 58% of calls answered in 90 seconds or less). While CSP sought to answer 65% of all calls within 90 seconds or less (to minimize “on-hold” time), that target was not met as an annual average (55% for FY 2002) because caller demand exceeded staff capacity.
- By FY 2002, call volume increased by 20% over the same period in FY 2001, and more outbound coordination calls were required for each case as non-profit organizations ran short of funds. Average wait times increased to over 5 minutes, and the service level dropped to 39% answered in 90 seconds.
- At peak demand periods, wait times were unacceptably high. In response to this situation, the CSP unit initiated a major systems change process to radically re-think their approach to managing Coordinator time and phone availability.



Coordinated Services Planning: Phone Accessibility Project

Dept. of Systems Management for Human Services



- As a result of the improvement process, CSP has achieved excellent results in increasing service capacity (numbers of callers assisted) and responsiveness (waiting times and service level). The process has stabilized with a sustainable level of improved performance over the course of the past two fiscal years. Results of the performance improvements include:
 - An increase in the number of incoming calls answered per day, from an average of under 200 per day last fall to an average of over 250 per day in the first quarter of FY 2003 (or over 1000 additional calls answered each month)
 - A decrease in wait times to now less than one minute (down from six minutes several years ago)
 - An increase in Service Level (calls answered within 90 seconds) to an average of better than 85% in FY 2005



Coordinated Services Planning: Phone Accessibility Project

Dept. of Systems Management for Human Services



County of Fairfax

Answered Call Profile - ACD Group Daily

From 5/30/2005 to 6/3/2005 for intervals between 08:00 and 17:00

Printed 06/13/2005 16:08



Centergistic Solutions™

CenterStats

Page 1 of 1

Date	No. of Calls Answered	From Other ACD	% of Calls Answered Within X Seconds							/	Sec	Avg. Time Before Answer																									
			90	180	270	360	450	540	0			90	180	270	360	450																					
INTKCSP													0	90	180	270	360	450	540																		
													+-----+-----+-----+-----+																								
05/30/2005	0	0	0	0	0	0	0	0	0	/	0																										
05/31/2005	195	0	91	97	99	99	100	100	100	/	31														+XX												
06/01/2005	244	0	100	100	100	100	100	100	100	/	11														+X												
06/02/2005	189	0	82	88	93	94	96	97	97	/	78														+XXXX												
06/03/2005	179	0	82	90	92	96	97	97	97	/	61														+XXX												
INTKCSP													807	0	90	94	96	97	98	99	/	42													+XX		
SPANISH													0	90	180	270	360	450	540																		
													+-----+-----+-----+-----+																								
05/30/2005	0	0	0	0	0	0	0	0	0	/	0															+											
05/31/2005	44	20	84	91	91	95	95	95	95	/	71															+XXXX											
06/01/2005	28	3	89	100	100	100	100	100	100	/	28															+XX											
06/02/2005	55	28	65	80	84	85	85	87	87	/	153															+XXXXXXXXXX											
06/03/2005	36	14	75	83	100	100	100	100	100	/	57															+XXX											
SPANISH													163	65	77	87	92	94	94	94	/	88															+XXXXX

Answer Call Profile report (daily and interval)

* Takes data from Switch and produce report.



Coordinated Services Planning: Phone Accessibility Project

Dept. of Systems Management for Human Services



County of Fairfax

ACD System Summary Report -Daily

From 5/30/2005 to 6/3/2005 for intervals between 08:00 and 17:00

Printed 06/13/2005 16:06



Date	Received			Number of Calls				Average Time (mm:ss)											
	Total	Prim	Ovfl	Total	Prim	Ovfl	%Ans	Total	Prim	Ovfl	Ovfl Acd	Ovfl Out	Xfer	First Rec	Total	Prim	Ovfl	Total	Prim
INTKCSP																			
05/30/2005	0	0	0	0	0	0	0.00	0	0	0	0	0	0	0	0:00	0:00	0:00	0:00	0:00
05/31/2005	244	244	0	200	200	0	81.97	20	20	0	24	0	24	108	7:59	7:59	0:00	0:31	0:31
06/01/2005	262	262	0	255	255	0	97.33	4	4	0	3	0	40	19	6:27	6:27	0:00	0:11	0:11
06/02/2005	298	298	0	195	195	0	65.44	68	68	0	35	0	27	179	7:01	7:01	0:00	1:44	1:44
06/03/2005	239	239	0	186	186	0	77.82	37	37	0	16	0	32	100	5:39	5:39	0:00	0:59	0:59
INTKCSP	1043	1043	0	836	836	0	80.15	129	129	0	78	0	123	406	6:46	6:46	0:00	0:48	0:48
SPANISH																			
05/30/2005	0	0	0	0	0	0	0.00	0	0	0	0	0	0	0	0:00	0:00	0:00	0:00	0:00
05/31/2005	66	29	37	48	24	24	72.73	9	5	4	0	0	5	12	10:25	8:10	13:08	1:06	1:48
06/01/2005	37	34	3	30	27	3	81.08	7	7	0	0	0	4	11	11:05	11:49	3:18	0:27	0:29
06/02/2005	97	35	62	62	27	35	63.92	15	8	7	0	0	9	20	9:48	11:37	8:41	2:36	3:37
06/03/2005	67	25	42	39	23	16	58.21	7	2	5	0	0	4	4	6:21	6:48	5:45	0:54	0:36
SPANISH	267	123	144	179	101	78	67.04	38	22	16	0	0	22	47	9:26	9:45	9:14	1:28	1:40

System Summary Report (daily)

* Takes data from Switch and produce report.



Using Performance Measures to Improve Operations



Transforming Data Into Information

Agency Case Study: Fairfax County Public Libraries (FCPL)

Trend Analysis – “FCPL looks at every one of our indicators from the standpoint of trend analysis. We identify growth or decline in the data, compare it to external factors that occurred during the year, and use this knowledge to better estimate where we expect the numbers to go in the future.”

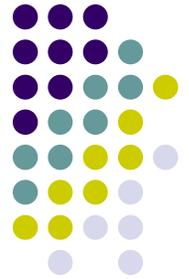
Plotting Against Control Limits – “FCPL tracks many of our indicators monthly. In this way, we can easily spot and identify an event that has impacted the data for that month, and may have an impact on the annual numbers. For example, in February 2003, excessive snowfall resulted in the loss of 387 hours of library service. Obviously this had a tremendous impact on February data and comparisons to February 2002, but also was one four key factors identified as having a significant impact on the Library’s ability to meet many of its performance measures that year.”

Aggregating and Disaggregating Data – “All of the FCPL indicators are for the Library system as a whole. However, we do look carefully at individual branch data and its impact on the system data. Not only are many of our indicators tracked monthly, but by individual branch as well. FCPL also looks at data as it pertains to the two **types** of facilities it operates (regional and community libraries). In this way, it is able to spot changes to or shifts in the use of its types of libraries. For example, the number of information question addressed is a system-wide output. However, before we use the system figure, we examine the figures for individual branches identifying increases and decreases compared to the previous year. We also look at the figures for all regional branches compared to all community branches. In this manner we have been able to recognize a shift that is slowly taking place in the volume of reference transactions from regional to community branches. This has helped verify an assumption. A decade ago, regional branches provided a higher level of reference service than community branches. With the advent of the Internet and online databases, we assumed that we would see the difference in volume of reference activity in favor of the regional branches begin to balance out. This is indeed happening.”





Transforming Data Into Information: Fairfax County Public Libraries



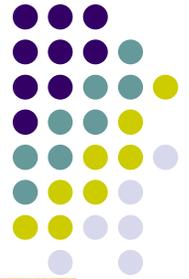
- **Aggregating and Disaggregating Data**

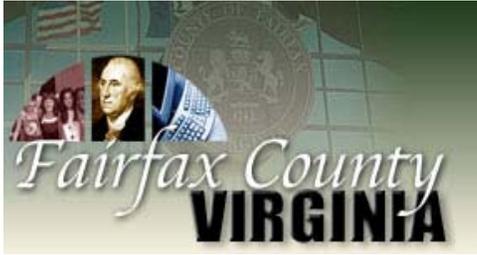
Review data as a whole, by individual branch, by month, and by facility (regional and community libraries):

- Able to spot changes to or shifts in the use of its types of libraries. Review information questions both for entire system and by individual branches, looking for increases and decreases for current year as compared to the previous year
- Review figures for all regional branches compared to all community branches, enabling them to recognize shift that is slowly taking place in the volume of reference transactions from regional to community branches.
- PM data verified assumption that shift is taking place in level of service from regional to community branches.



Fairfax County: Lessons Learned

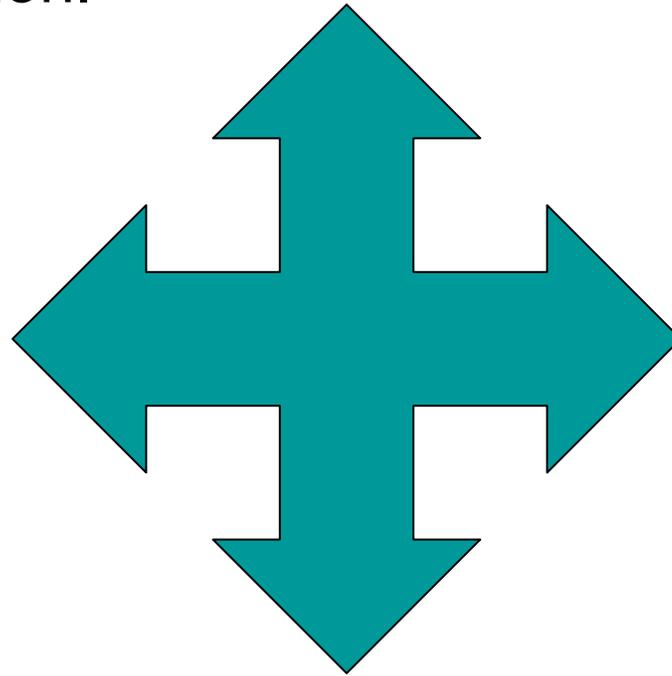




Lessons Learned: Commitment is Key to Success

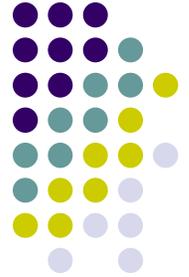


Ultimately, success in the performance measurement arena requires commitment from staff and management at all levels of your organization.





Lessons Learned: Manage Expectations



- Manage expectations within your organization:
 - Don't promise too much (be cognizant of the "Buffalo with Wings" syndrome)
 - Don't deliver too little or too late
 - Keep channels of communication open throughout the process, adhering to the motto that "the best surprise is no surprise"
 - Fine-tune process and take a methodical and incremental approach to implementation and process improvement
- Keep your focus on customer expectations





Lessons Learned: Long-Term Commitment



- Don't be discouraged by initial staff resistance or reticence to buy into the PM concept
- Depending on the size of your organization, it may take a few years for concepts to be fully embraced
- Need a coordinator with strong level of commitment who can steer the course and champion the process at all levels of your organization
- Don't give up, don't give in....

