

Performance Management Overview and CC Goal Valuation Results

Performance Measurements

- The City has had defined Key Success Indicators (KSI's) for almost a decade.
- KSI's did not evolve as the City was growing and changing in their Strategic Planning Process.
- Resulted in a lot of great measurements that really weren't able to provide KSI data that could drive the organization.
- OMB met with every department/division and using a methodology developed by Mark Friedman called “**Results Based Accountability**”, together we revised the City of Lakeland KSI's.



Performance Measurements

Results-Based Accountability (RBA) is a disciplined way of thinking and taking action to improve performance.

Trying Hard is Not Good Enough, by Mark Friedman



Performance Measurements

- Why Should we use it?
 - ✓ Moves from talk to action quickly
 - ✓ Simple, common sense that's easily understood
 - ✓ Helps groups to challenge assumptions that can be barriers to innovation
 - ✓ Uses data and transparency to ensure accountability for communities and the performance of services



Performance Measurements

- Development Process – Departments were:
 - ✓ Briefed on the RBA Methodology
 - ✓ Asked to review the Services their respective Departments/Divisions were responsible for
 - ✓ Locate measurements that told the story of how they were achieving that Service in the best interest of their Customer (both internal & external)
 - ✓ Identify what City Strategy and ultimately City Goal that Service then connected to
- That's when we hit the first wall....



Performance Measurements

- The First Wall:
 - ✓ Strategies – they were a decade old too
- What to do:
 - ✓ OMB began to review and along with assistance from the CMO, we revised the Strategies to better align with our current Goals.



Performance Measurements

- Next Steps:
 - ✓ Taking the Revised Strategies, Departments continued their Measurements Development
 - ✓ Following the RBA Methodology, we asked Departments to only consider measurements falling into Quadrants 3 & 4 in their KSI Development:

Quadrant 1	Quadrant 2
Quadrant 3	Quadrant 4



Performance Measurements

Quadrants?



Performance Measurements

Results:

- Departments did a FABULOUS JOB!
- 100's of Measurements meeting the specific criteria laid out using RBA.
- NEXT ROADBLOCK....
 - ✓ that's a lot of measurements, good measurements!
 - ✓ KSI's are supposed to be high-level and just a few to tell our story but we had a lot of really great measures



Performance Measurements

Results:

- Some KSI's are the combination of several weighted measurements.

Goal	# of KSI's	# of Measurements
Quality of Life	13	38
Communication	7	13
Economic Opportunity	8	13
Fiscal Management	10	15
Growth Management	15	25
Governance	15	29



Performance Measurements

So How Will We Use This Information:

1. Projects and Positions (items) under consideration for budgeted funds will be required to have an identifiable connection to a specific KSI measurement(s), Strategy and Goal.
 - Items will have a direct connection to specific Goal(s)
 - Measureable tracking of specifics that are advancing the City's Goals
2. All of this information will be contained in our new Dashboard and available at your fingertips.



Performance Measurements

Next Steps:

- Roll Out the Dashboard with the Values Survey Data Loaded.
- Sr. Leadership Workshop, Departments will review the compiled measurements and determine if representative of the outcomes expected, to achieve the City Goals.
- Once complete, the Dashboard will then be loaded with all of the above information and released for your use after the Business Planning Workshop.
- Continue working on the other levels of information in the Dashboard.





SWAN STATS

Your City of Lakeland Dashboard

THANK YOU!!!

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All Departments

City Managers Office/OMB Division

City Commission Goal Valuation

- March 2, 2018 – Agenda Study
 - ✓ Used the Analytical Hierarchy Process (AHP)
 - ❖ Different prioritization than prior years results.

FY19

Rank	Goal	Weights
1	Fiscal Management	32.71%
2	Economic Opportunity	23.47%
3	Quality of Life	17.10%
4	Growth Management	11.13%
5	Governance	9.73%
6	Communication	5.86%

