Made in Barrie
Performance Measurement

Finance and Corporate Services
Committee Presentation:

November 10, 2014

The City of
BARRIE

Agenda

- Why do performance measurement?
- Background – current state
- Challenges
- Where do we want to go
- Results based accountability
- Reporting
- Questions

The City of **BARRIE**

Why do Performance Measurement?

'You cannot manage what you cannot measure'.
   Anonymous

In the cycle of never-ending improvement, performance measurement plays an important role in:

- Identifying and tracking progress against organizational goals

- Identifying opportunities for improvement

- Comparing performance against both internal and external standards
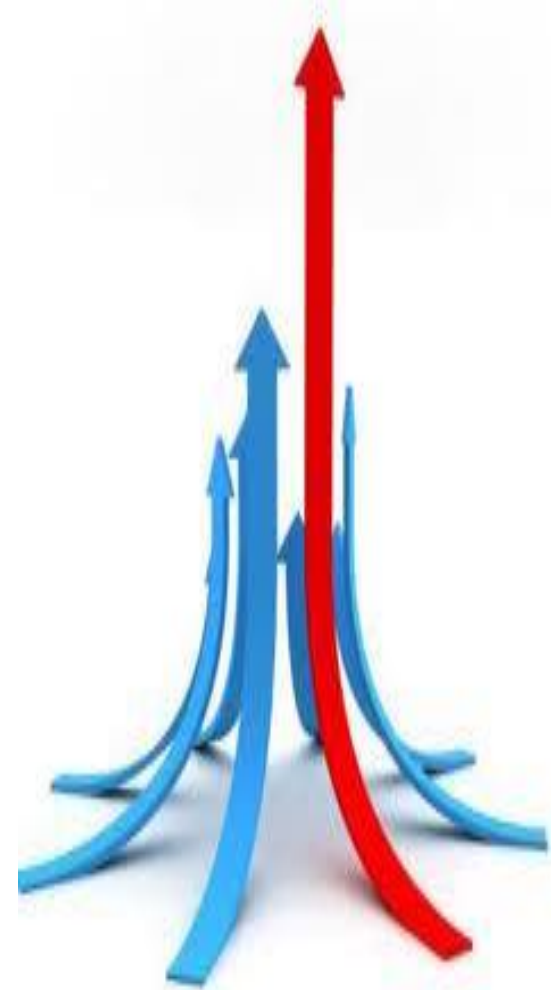
Why do Performance Measurement?

- Performance Measurement is both an evaluation process and a communication tool

- Tracking performance is valuable information that enables proactive management and improved decision making

- Key Performance Indicators (KPIs) are essential to measure an organizations performance, and must:
  - reflect the organization's goals
  - be key to its success, and
  - be quantifiable (measurable)

It's easy to measure success by the number of dollars spent or by the number of programs initiated, without having too much regard for what was bought and how useful it was to the people who need it.

Stephen Cambone

The City of
BARRIE

Why do Performance Measurement?

Performance Management is needed to:

- *Ensure **customer** requirements **have** been met*

- *Set sensible **objectives** and comply with them*

- *Provide **visibility** and a "scoreboard" for staff and the community to monitor performance levels*

- *Highlight **quality** problems and determine areas for **priority** attention*

- *Create **feedback** for driving the improvement effort*

Background – Current State

- The City of Barrie is required to produce a number of measures related to legislation (MPMP, NWWBI). These measures are reported annually as per the current legislation.

- Wastewater alone provides the following reports to the Ministry of the Environment and Climate Change (MOECC)
  - monthly compliance reports for the WwTF
  - annual report for the WwTF
  - annual report for the Biosolids Storage Facility (prepared by the Environmental Operations Branch)
  - annual report for the Barrie Sports Park wastewater systems (prepared by the Environmental Operations Branch)
  - annual report for the Lake Simcoe Regional Airport wastewater systems (prepared by the Environmental Operations Branch)
  - Quarterly compliance reports as required for the Wastewater Systems Effluent Regulation under the Fisheries Act.
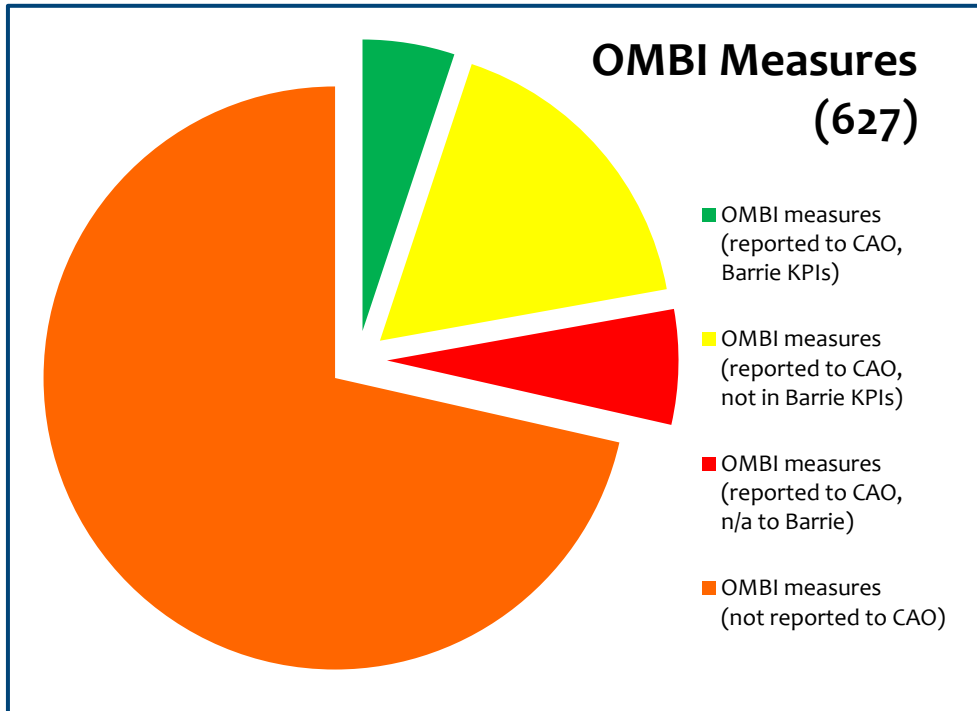
The City of
BARRIE

Background – Current State

- Other measurement tools that we have used:

    - OMBI
    - Good Roads
    - Balanced Score Card

- In the past, the linkage between measurement and our Strategic Plan and organizational goals have not always been aligned

Challenges with What we are Doing now

OMBI currently tracks 627 measures in 38 program areas divided into four types of measures – Community Impact, Service Level, Efficiency and Customer Service.

The measures were chosen to meet all needs across municipalities, but in practice they end up meeting very few of our needs.

OMBI Measures (627)

- OMBI measures (reported to CAO, Barrie KPIs)
- OMBI measures (reported to CAO, not in Barrie KPIs)
- OMBI measures (reported to CAO, n/a to Barrie)
- OMBI measures (not reported to CAO)

- Only 28.5% (179) of these measures appear in the CAO benchmarking performance report

- Only 23% (32) of these CAO reported measures appear as KPIs in our 2014 Business Plan – *only 5% of OMBI measures!*

End Result:
95% of OMBI measures lacked a clear purpose in driving key performance indicators in the departmental performance plans

Challenges with what we are doing now

- Multiple measurement systems

- Measures not currently aligned with core services or strategic plans

- There are too many performance measures that take too much time away from performance on core services

- We compare ourselves against other municipalities rather than against ourselves (there is not always an apple to apple comparison)

Where Do We Want to Go

- Tell a clear and progressive story that resonates with our community

- Focus on our targeted key performance indicators and ensure that these reflect what is important to the organization, Council and our community

- Measure against Strategic Plan as well as our Core Services

- Ensures that our departmental goals are aligned and support our strategic plan

- Achieve greater accountability

The City of
BARRIE

What Changes are we Proposing

- No changes to our Legislative Reporting

Legislative

- Improve Departmental Reporting (Roads, Wastewater, Water, etc.) by linking performance to community outcomes

Departmental

- Provide framework for Organizational and Departmental Reporting that aligns the various measurement systems with community outcomes

Organizational

The City of
BARRIE

The Framework

Results-Based Accountability (Mark Friedman)

- There are distinctions between the <u>ends</u> and the <u>means.</u>

  - **Results** and indicators are about the <u>ends</u>

  - **Strategies** are the <u>means</u> to get there from here

  - **Performance measures** indicate whether the individual strategies are having the desired impact to achieve the intended results.

Simple

Common Sense

Sensible

The City of
BARRIE
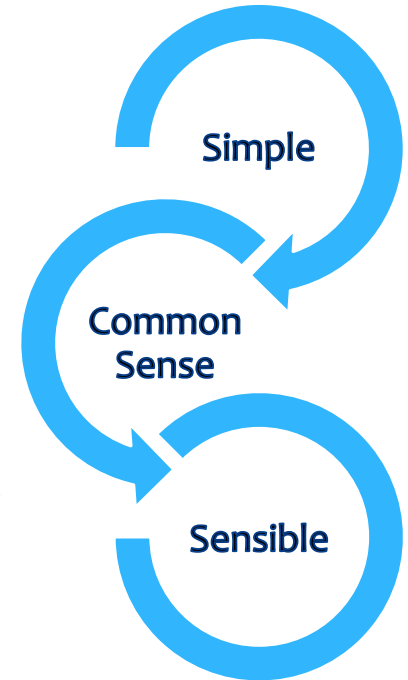
Results Based Accountability

"All performance measures that have ever existed for any program in the history of the universe involve answering two sets of interlocking questions."

Mark Friedman

Quantity and Quality Measures

➢ How much did we do?

➢ How well did we do it?

Effort and Effect Measures

➢ How hard did we try?

➢ Is anyone better off?

Results Based Accountability

	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?

Results Based Accountability

	Quantity	Quality
Effort	How much did we do? **Least** Important	How well did we do it? Also Very Important
Effect	Is anyone better off? More Important	**Most** Important

The City of
BARRIE

What does this look like for Barrie?

- For Council's Strategic Priorities

Direct & Manage Economic Development

Manage Growth & Protect the Environment

Strengthen Barrie's Financial Condition

Create a Vibrant & Healthy City Centre

Improve & Expand Community Involvement & City Interactions

- City's Core Service

- Projects

The City of **BARRIE**

Council Strategic Priority - Jobs

	Quantity	Quality
Effort	How much did we do? # of investment inquiries	How well did we do it? % of inquiries converted to prospects
Effect	Is anyone better off? # of jobs created	Impact on Unemployment Rate

Waste Management

	Quantity	Quality
Effort	**How much did we do?** # tonnes of residential waste	**How well did we do it?** % diverted from landfill
Effect	**Is anyone better off?** Improvements in # of tonnes and diversion rate	Capacity of landfill available = extended life of our landfill

The City of
BARRIE

ERP Project

	Quantity	Quality
Effort	**How much did we do?** # of automated steps in processes	**How well did we do it?** % of process steps automated
Effect	**Is anyone better off?** Time savings in process work	Improved service levels and improved staff efficiency

The City of
BARRIE

19

Reporting

- Included in 2015 Performance Plans by City Department

- Updated quarterly to Council

- Reported Annually to Residents

Questions?