

Working Together to Compare and Improve Local Government Performance

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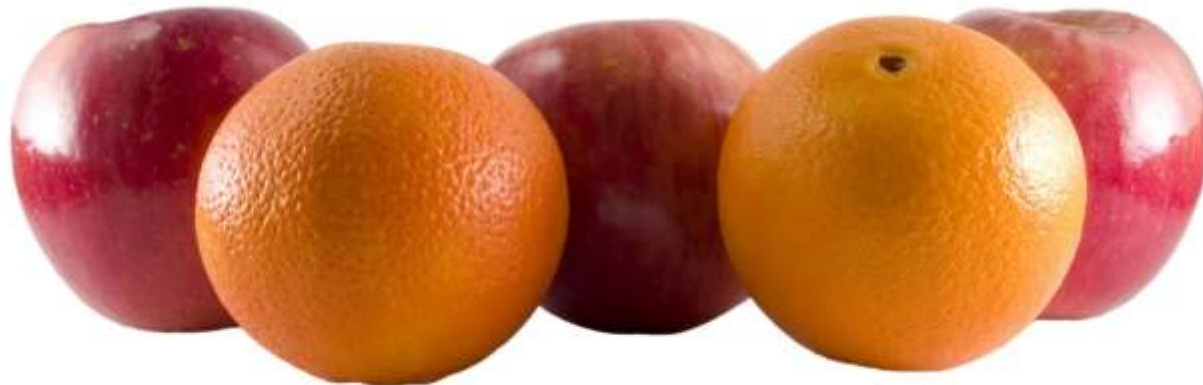
David Swindell, Director
Center for Urban Innovation
Arizona State University

Overview

- **Highlight results from Valley Benchmark Cities reports**
- **Discuss additional research conducted by the group**
- **Focus on how other jurisdictions can work together to develop similar collaborative approaches to data sharing and analysis**

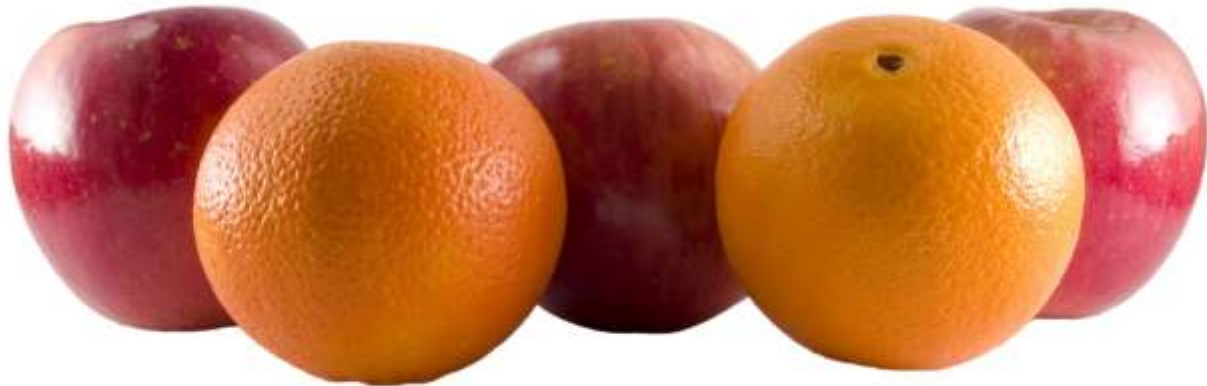
Benchmarking

- **The art of evaluating by comparison with a standard for learning, improvement**



The key question should be:

“Compared to what?”

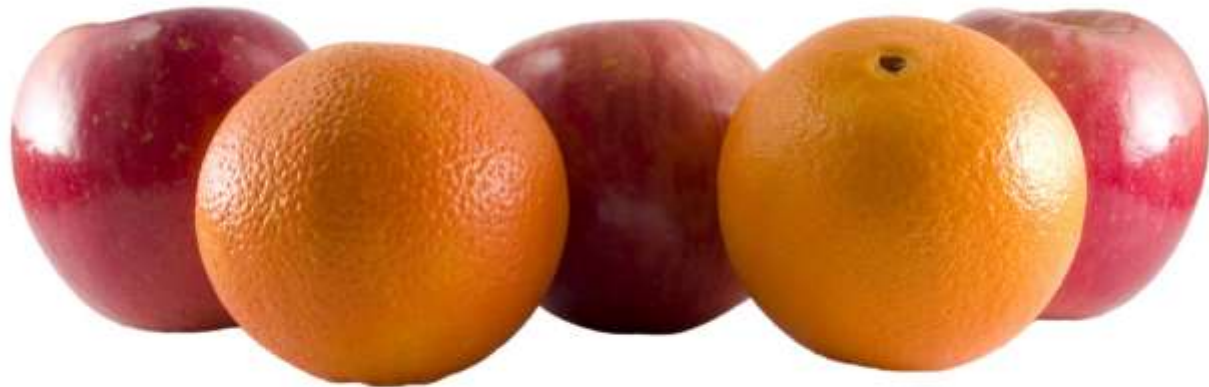


Monthly residential utility bill



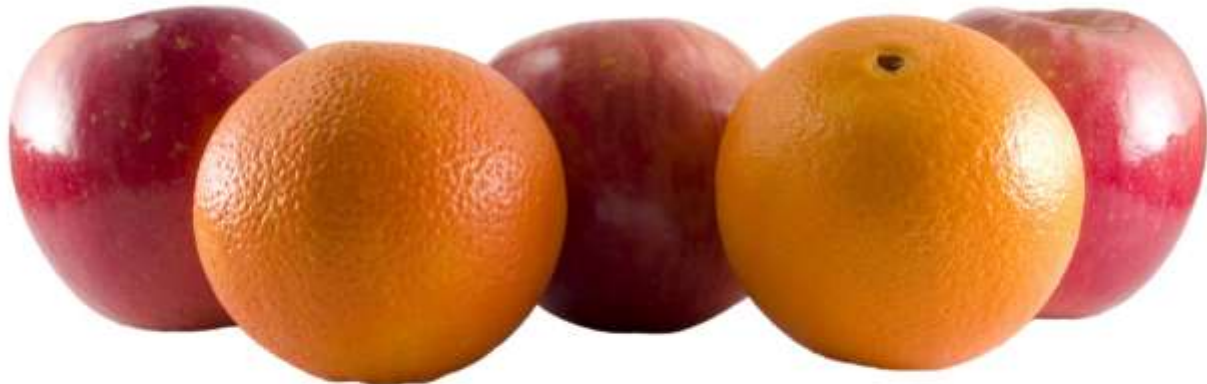
Without comparisons

- **You don't know what you don't know**
- **Have no explanation for variation**
- **Reasons why you got the results**
- **Reliability / validity of data**



Ways to gain comparative insight

- **ICMA and professional associations**
- **Budget Comparisons**
- **Media sources**
- **County/State/Federal Data Sources**



How networks can help

- **Discussions to gain understanding**
- **Identify best practices and improve the services we provide**
- **Track progress and trends**
- **Improve accuracy**



**“Evidence suggests
that improved
performance
occurs at a much
greater rate when
performance
measures are
compared.”
Smith and Cheng,
2004**



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Why did we do this?

- **We didn't have concrete answers to the question from elected officials: How does this compare to...?**
- **Couldn't get the information we needed from existing sources**
- **City manager committed to council to join a performance consortium**

Do your background work

Identify similar size and scope jurisdictions within your region/state

NOTE: National comparisons are more complex due to differences in climate, geography, demand levels, political environment, funding differences, etc.

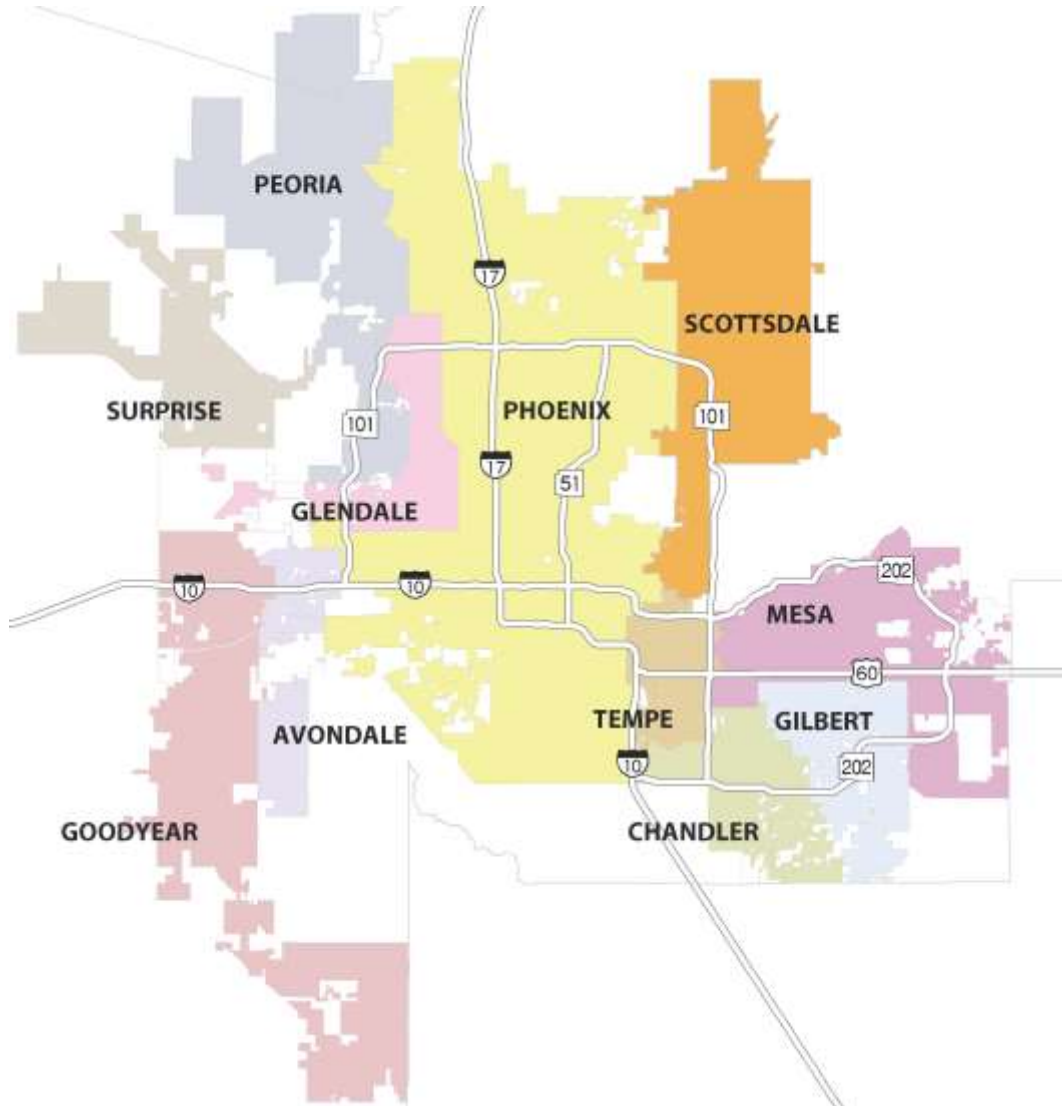
Build support for the idea

- **Talk to staff who would be involved (assistant city managers, assistant tos, budget directors, ICMA primary coordinator) AND**
- **Talk to key managers directly (ICMA Conference, state association conferences, regional meetings, etc.)**
- **“Do elected officials ever ask, what do others do?”**

Key steps in forming a network

- **Identify and invite key leaders**
- **Identify potential partners**
- **Build rapport by learning from others**
- **Dialogue about efforts already underway**
- **Begin collecting and sharing information**

Valley Benchmark Cities



Agree on a common purpose

Identify common financial and performance information that we agree to share and discuss with each other for the purpose of better understanding the similarities and differences between our operations, with the ultimate aim of improving local government performance.

What have we measured?



Chandler - Arizona
Where Values Make The Difference

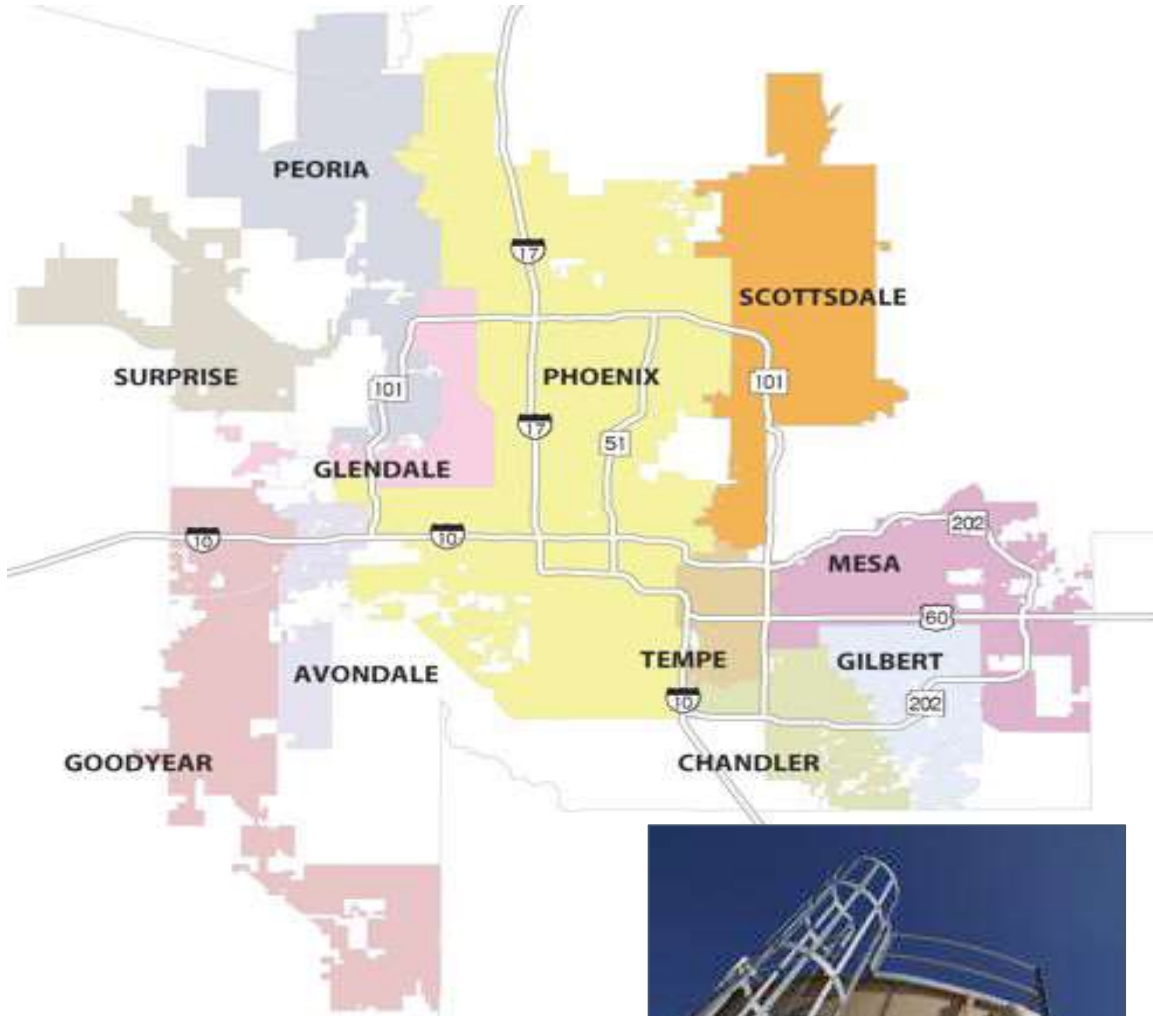


- Sales/Property Taxes
- Permit/Development Fees
- Demographics
- Public Safety
- Parks and Libraries
- Streets and Utilities
- Administration/Finance
- FTE Comparisons
- Police/Fire Response Times
- Parks/Recreation Measures
- Economic Development



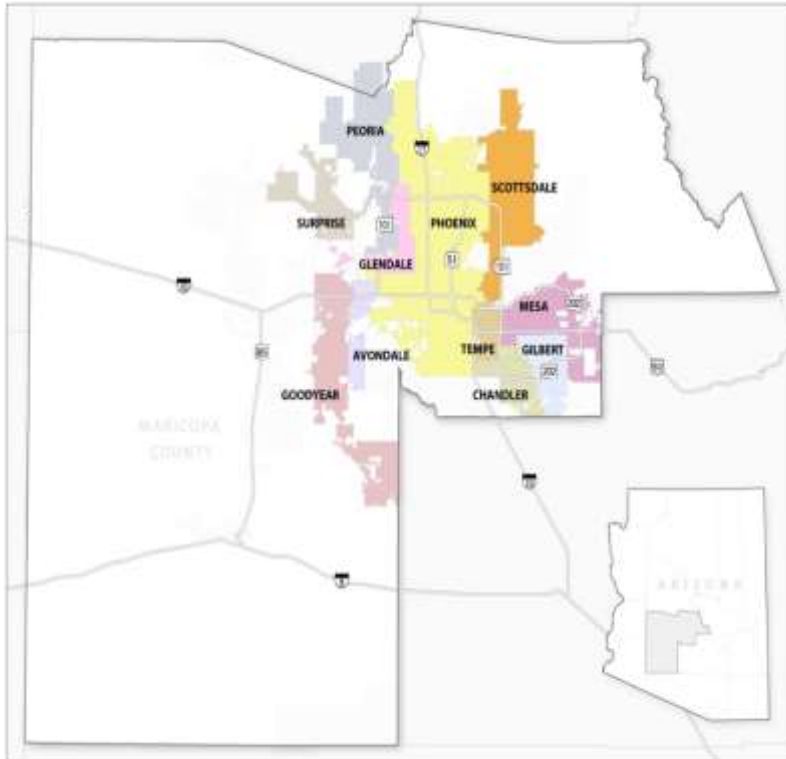
Valley Benchmark Cities

FY 2014/15 Trends Report



Executive Summary

Trends: The FY 2014/15 Data Trends report includes 20 trends identified from the FY 2013/14 Report for annual comparison, using FY 2013/14 data as the base year.



Sections: The data measured in this report are categorized by Demographics, Fire Services, Police Services, Libraries, Parks and Recreation, Water, Sewer and Trash Services, and Finance and Administration. The committee identified the most important trends to track for the benefit of citizens and public managers.

Definition Changes: Certain trends from the FY 2013/14 Report have had definition adjustments for the FY 2014/15 Report. Ex: The Bond Rating from the FY 2013/14 (pg. 28) Report has changed from 'The Standard & Poor's Rating as of July 2013' to 'Most Recent Bond Rating'.

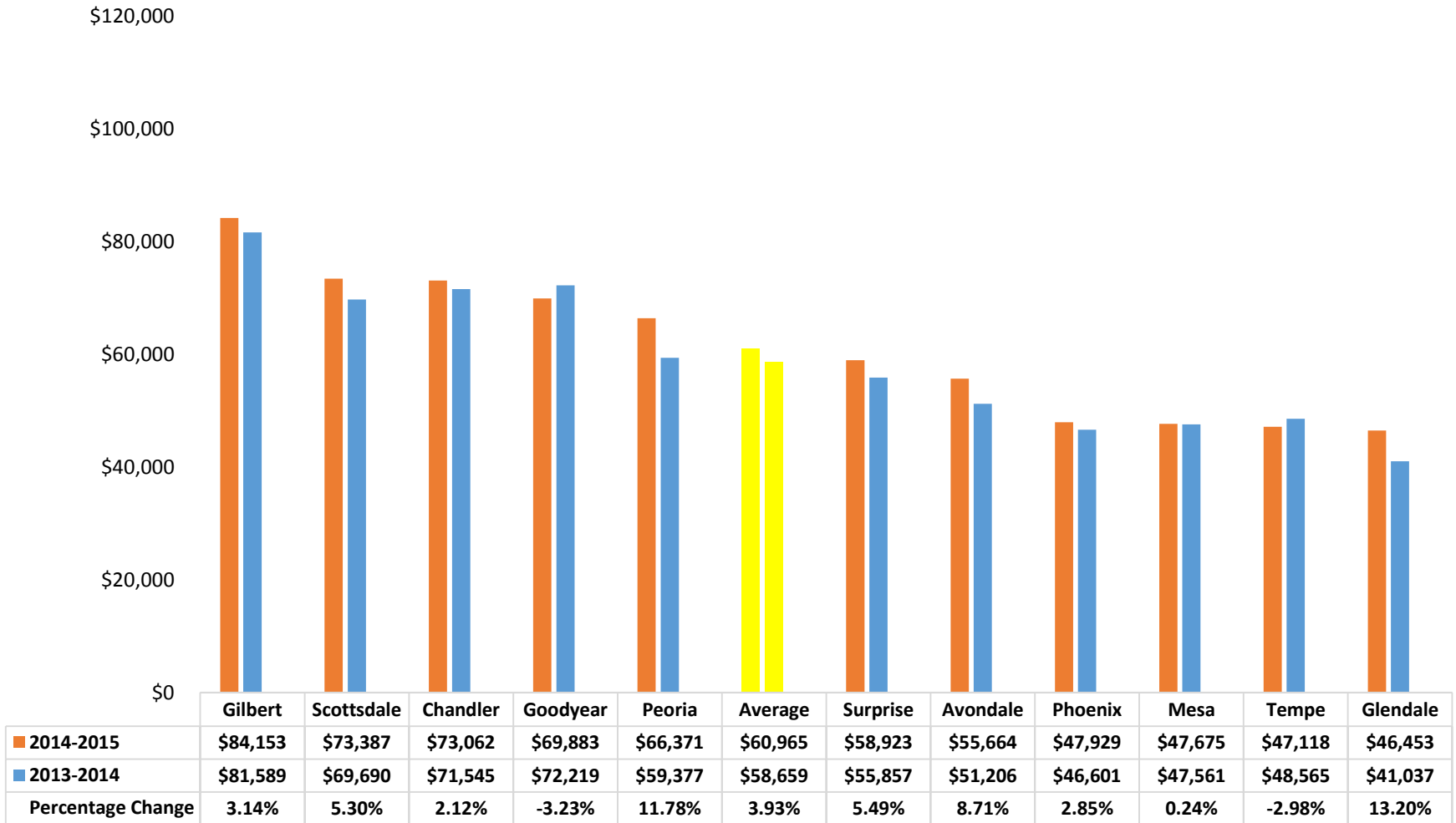
Influencing Factors: Each section includes the influencing factors from the FY 2013/14 Report. The factors were included in the FY 2014/15 Report to highlight the importance of why each trend was selected to be analyzed for this report.

Below is a link to the FY 2013/14 VBC Report.

<http://transformgov.org/Documents/Attachment/Document/4702>

Median Household Income

The median household income for each community



Source: Census Bureau, American Community Survey, 1-Year estimates.

Police Services

Data Trends: The trends tracked for this update were Police Response Times, Police Calls per Resident, Violent Crime Rate, Property Crime Rate, Violent Crime Clearance Rate and Property Crime Clearance Rate. All of the influencing factors applied in 2014 remain the same for this report.



Photo courtesy of City of Peoria, AZ

Influencing Factors

Community Characteristics: The geographic size, diversity of the landscape, and the developed environment of a community can impact the amount and the type of areas that a police department needs to serve.

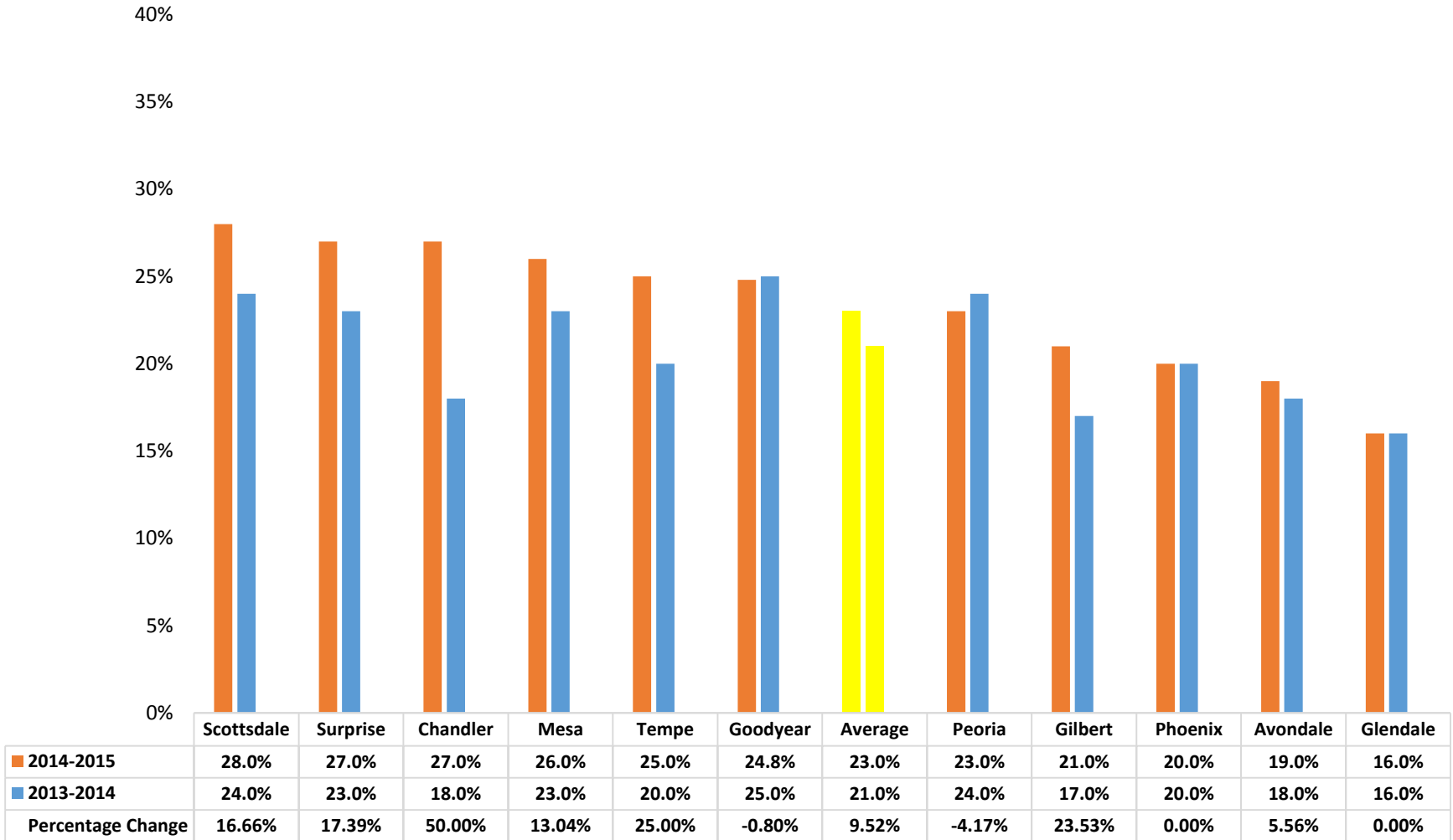
Impact of Non-Residents: Visitors to a particular city who do not maintain a formal residence impact the need for public safety services. These visitors could be seasonal residents, commuters from neighboring cities, tourists or students not counted in population figures.

Citizen Engagement with Police: The extent to which police officers are involved in the community and residents are aware of the services provided by the department. In many communities, police forces utilize by civilian staff to provide additional resources and support in the community.

Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic health of the community as potential predictors of demand for police services.

Deployment Strategies: How police resources are utilized within a community can vary based on multiple community factors. For example, some agencies place an emphasis on non-sworn roles in police support that can offset the cost of more traditional sworn positions.

Percent of Residential Waste Diverted through Recycling



Waste diversion is the prevention and reduction of landfilled waste through the recycling of collected residential waste.

The diversion rate is calculated by dividing the recycling tonnage by the total waste and recycling tonnage combined, or total tonnage collected.

Bond Rating

Most Recent General Obligation Bond Rating of each City

Most Recent Bond Rating											
AAA	AAA	AAA	AAA	Aaa							
AA+	↑	↑	↑	↑	AA+	AA+					
AA	↑	↑	↑	↑	↑	↑	AA	AA	AA		
AA-	↑	↑	↑	↑	↑	↑	↑	↑	↑	AA-	
A+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
BBB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	BBB+
BBB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BBB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
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CCC-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
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C	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
D	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Rating Tier	Chandler	Scottsdale	Tempe	Gilbert	Phoenix	Peoria	Avondale	Goodyear	Surprise	Mesa	Glendale
	AAA	AAA	AAA	Aaa	AA+	AA+	AA	AA	AA	AA-	BBB+

Gilbert improved from Aa to Aaa (Moody's).

Surprise improved from AA- to AA (Standard and Poor's).

Acknowledgements

Contributions made to this report were made by the following individuals:

Avondale

- Dave Vaca, Senior Budget Analyst

Chandler

- Julie Buelt, Senior Financial Analyst
- Greg Westrum, Budget Manager

Gilbert

- Justine Bruno, Management Analyst
- Craig Dudek, Management Intern
- Mary Vinzant, Assistant to the Town Manager

Glendale

- Jennifer Campbell, Assistant City Manager

Goodyear

- Wynette Reed, Deputy City Manager
- Christian Williams, Executive Management Assistant
- Mario Saldamando, Executive Management Assistant

Mesa

- ShaLae Steadman, Performance Advisor I
- Janet Woolum, Performance Administrator

Peoria

- Katie Gregory, Deputy Director of Finance and Budget
- Mindy Russell, Finance and Budget Assistant

Phoenix

- Laura A. Madson Brown, Management Assistant
- Rick Freas, Deputy Budget and Research Director

Scottsdale

- Jack Miller, Senior Budget Analyst
- Brent Stockwell, Assistant City Manager

Surprise

- David Schahn, Senior Financial Analyst

Tempe

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Maricopa Association of Governments (MAG)

- Lora Mwaniki-Lyman, Regional Economist
- Scott Wilken, Regional Planner

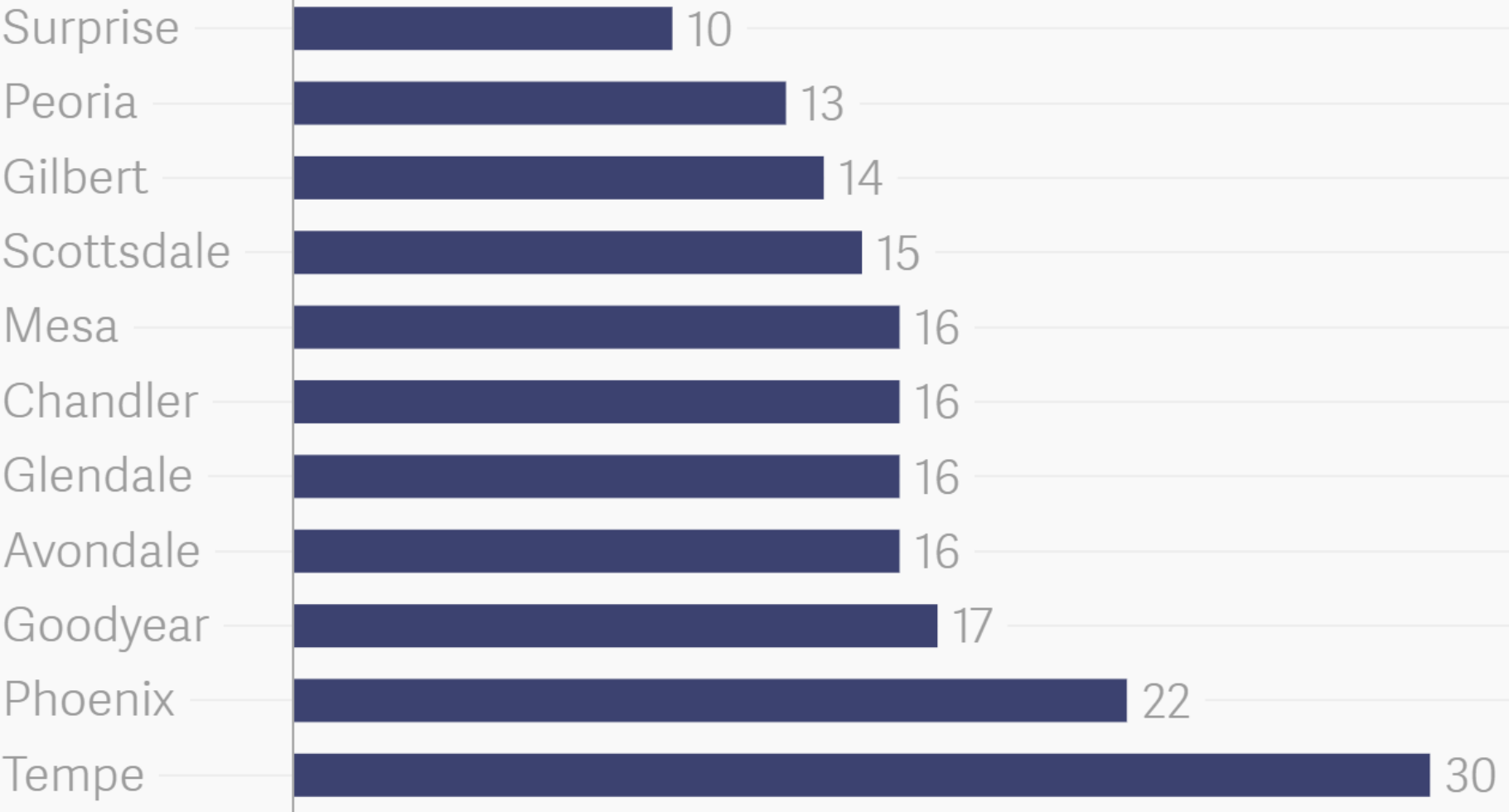
International City County Management Association (ICMA)

- Gerald Young, Senior Management Associate, Center for Performance Analytics (ICMA Analytics)

FY 2014/15
Valley Benchmark Cities
Deeper Dive Example
Economic Indicators

Commercial Property as a % of Total Property (August 2015)

% of Total



What is the largest industry supersector in each city by % of total employment?

Cities	All Other*	Manufacturing	Trade, Transportation and Utilities	Financial Activities	Professional and Business Services	Education and Health Services	Leisure and Hospitality
Avondale	18%	1%	29%	4%	12%	22%	15%
Chandler	12%	17%	19%	7%	21%	14%	10%
Gilbert	16%	4%	20%	5%	17%	23%	15%
Glendale	21%	4%	22%	5%	13%	25%	11%
Goodyear	19%	4%	24%	4%	12%	20%	17%
Mesa	16%	6%	21%	5%	14%	25%	13%
Peoria	16%	4%	23%	5%	12%	24%	16%
Phoenix	20%	6%	18%	10%	18%	19%	9%
Scottsdale	14%	4%	18%	11%	22%	18%	14%
Surprise	20%	3%	25%	4%	13%	16%	18%
Tempe	12%	10%	19%	11%	24%	15%	9%

*All Other includes Construction; Government; Information; Natural Resources and Mining; and Other Services
 Source: Maricopa Association of Governments (2016)

FY 2014/15
Scottsdale / ASU
Property Tax Comparisons

What is the composition of each city's tax base? 2015

	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
City											
Commercial/Industrial	16%	16%	14%	16%	17%	16%	13%	22%	15%	10%	30%
Ag/Vacant/Open Space	14%	7%	10%	22%	14%	14%	11%	18%	10%	12%	21%
Primary Residence	42%	45%	59%	44%	46%	47%	56%	42%	50%	51%	28%
Other Residential	28%	16%	18%	18%	21%	23%	19%	17%	26%	26%	20%
Special Uses	0%	15%	0%	0%	2%	0%	0%	1%	0%	0%	1%

Source: Maricopa County Assessor, 2015 State Abstract (August)

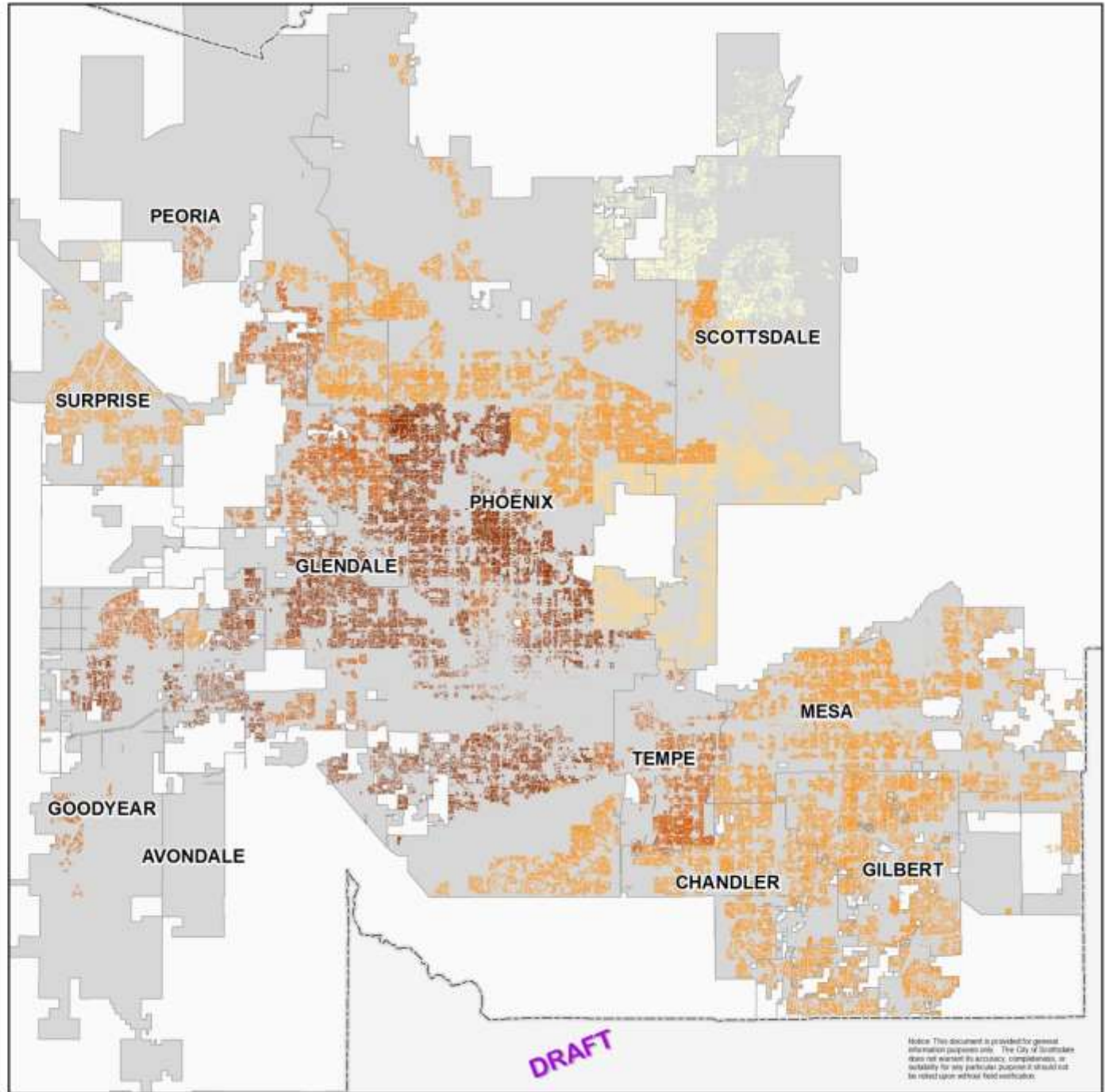
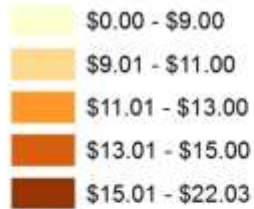
Comparing jurisdiction median vs. countywide?

City	Median House Value 2015	Combined Property Tax Rate FY 15/16	Est. City-Only Property Tax on Median House In Jurisdiction	Est. City-Only Property Tax on Median House In County
Surprise	136,500	0.76	\$104	\$115
Gilbert	202,700	1.06	\$215	\$161
Scottsdale	294,100	1.15	\$338	\$175
Chandler	186,800	1.18	\$220	\$179
Mesa	140,300	1.21	\$170	\$184
Peoria	159,300	1.44	\$229	\$219
Avondale	123,000	1.75	\$215	\$266
Phoenix	117,800	1.82	\$214	\$276
Goodyear	171,900	1.87	\$321	\$284
Glendale	126,200	2.20	\$278	\$334
Tempe	162,000	2.52	\$408	\$383
Countywide	151,800			

Source: Maricopa County Finance Department, Maricopa County Assessor, Calculated estimates from published rates.

Valley Benchmark Cities
Single Family Residential
Owner Occupied Parcels
2015 Combined
Property Tax Rates

Per \$100 Assessed Valuation



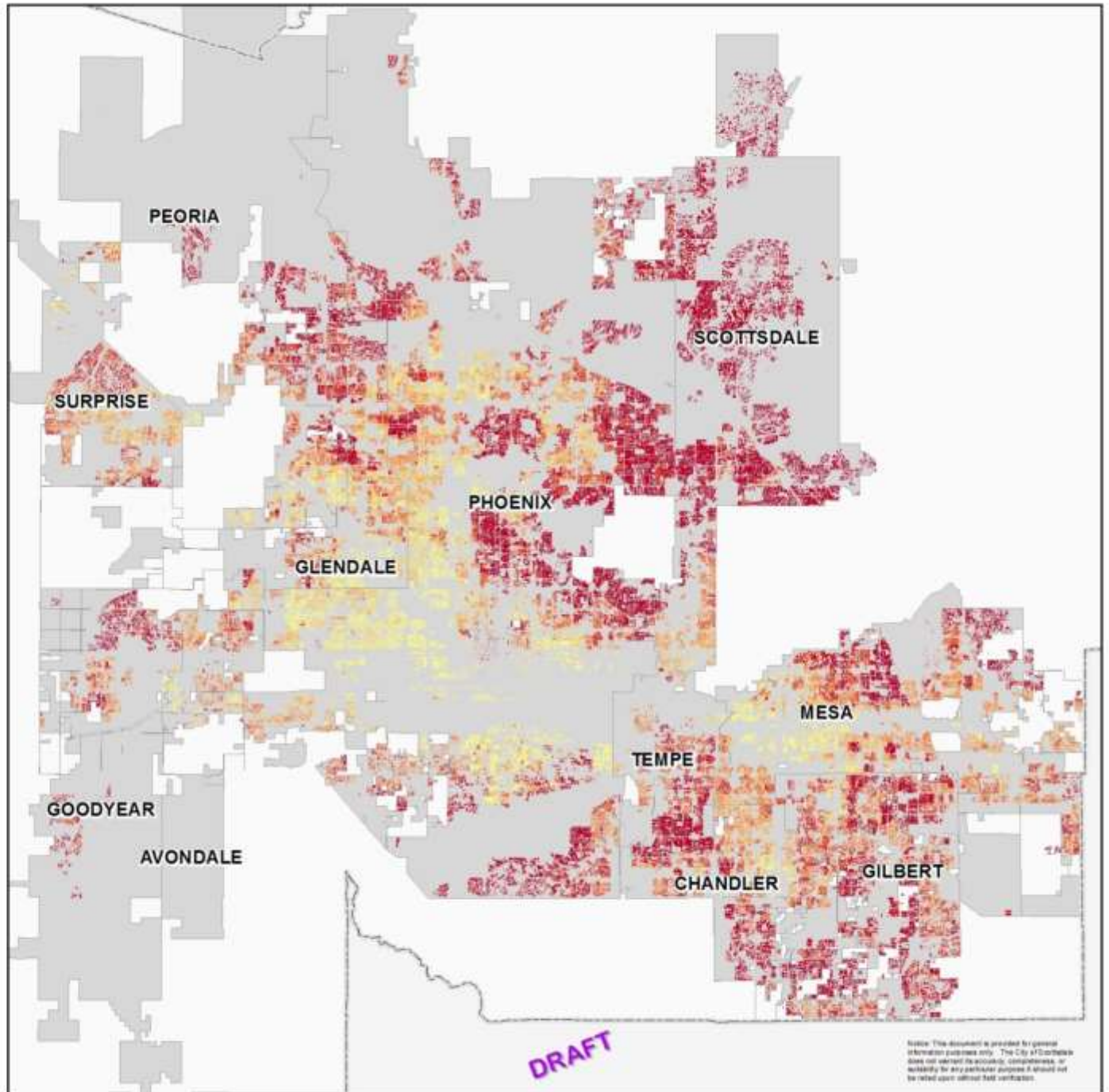
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Valley Benchmark Cities
Single Family Residential
Owner Occupied Parcels
2015 Assessed Tax



City	Mean	Median	Maximum
Avondale	\$1,248.74	\$1,270.98	\$5,538.74
Chandler	\$1,915.20	\$1,673.00	\$64,137.92
Gilbert	\$1,922.02	\$1,738.00	\$19,130.10
Glendale	\$1,444.52	\$1,259.32	\$27,458.58
Goodyear	\$2,185.82	\$1,961.00	\$11,373.96
Mesa	\$1,494.31	\$1,247.00	\$28,734.06
Peoria	\$1,797.59	\$1,590.32	\$36,270.48
Phoenix	\$1,709.49	\$1,283.00	\$58,003.26
Scottsdale	\$3,365.30	\$2,741.00	\$82,346.26
Surprise	\$1,436.18	\$1,281.00	\$6,653.70
Tempe	\$2,192.19	\$1,840.00	\$26,230.38



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SCOTTSDALE STREET LIGHT
9403-505

MCDOWELL MOUNTAIN RANCH CFD

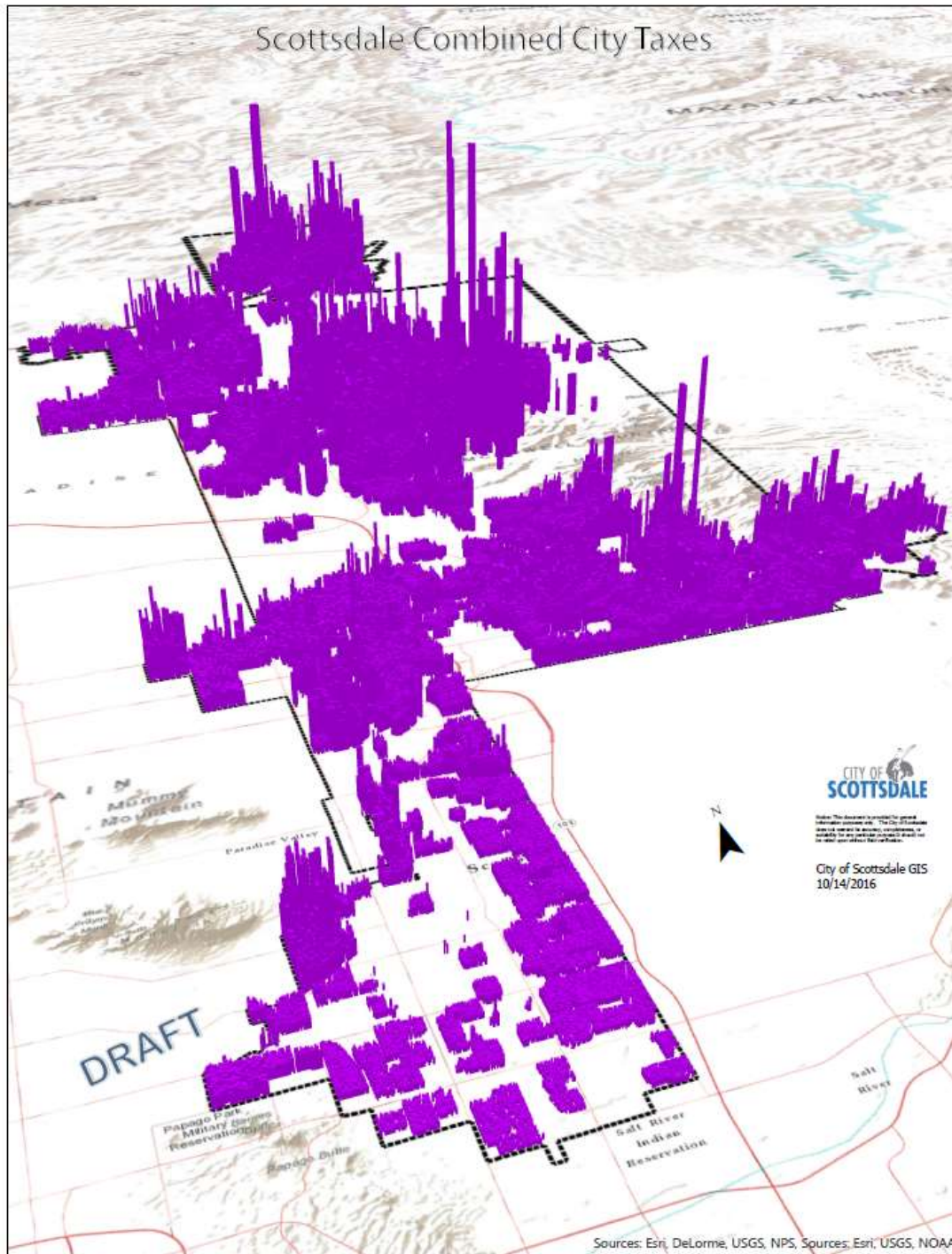
CENTRAL AZ WATER CONSERVATION
DISTRICT

SCOTTSDALE UNIFIED SCHOOL
DISTRICT

CITY OF SCOTTSDALE

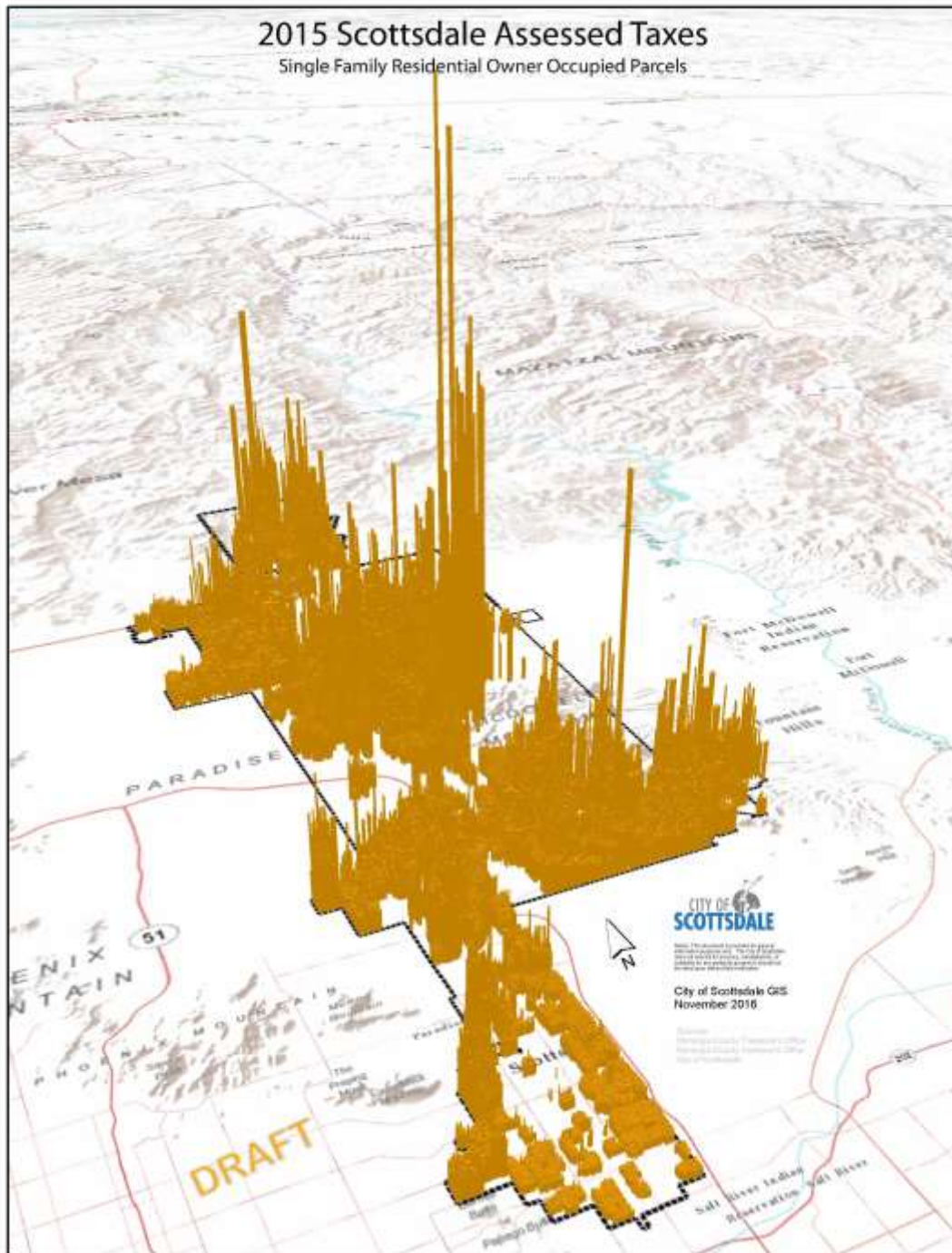
MARICOPA COUNTY

Scottsdale Combined City Taxes

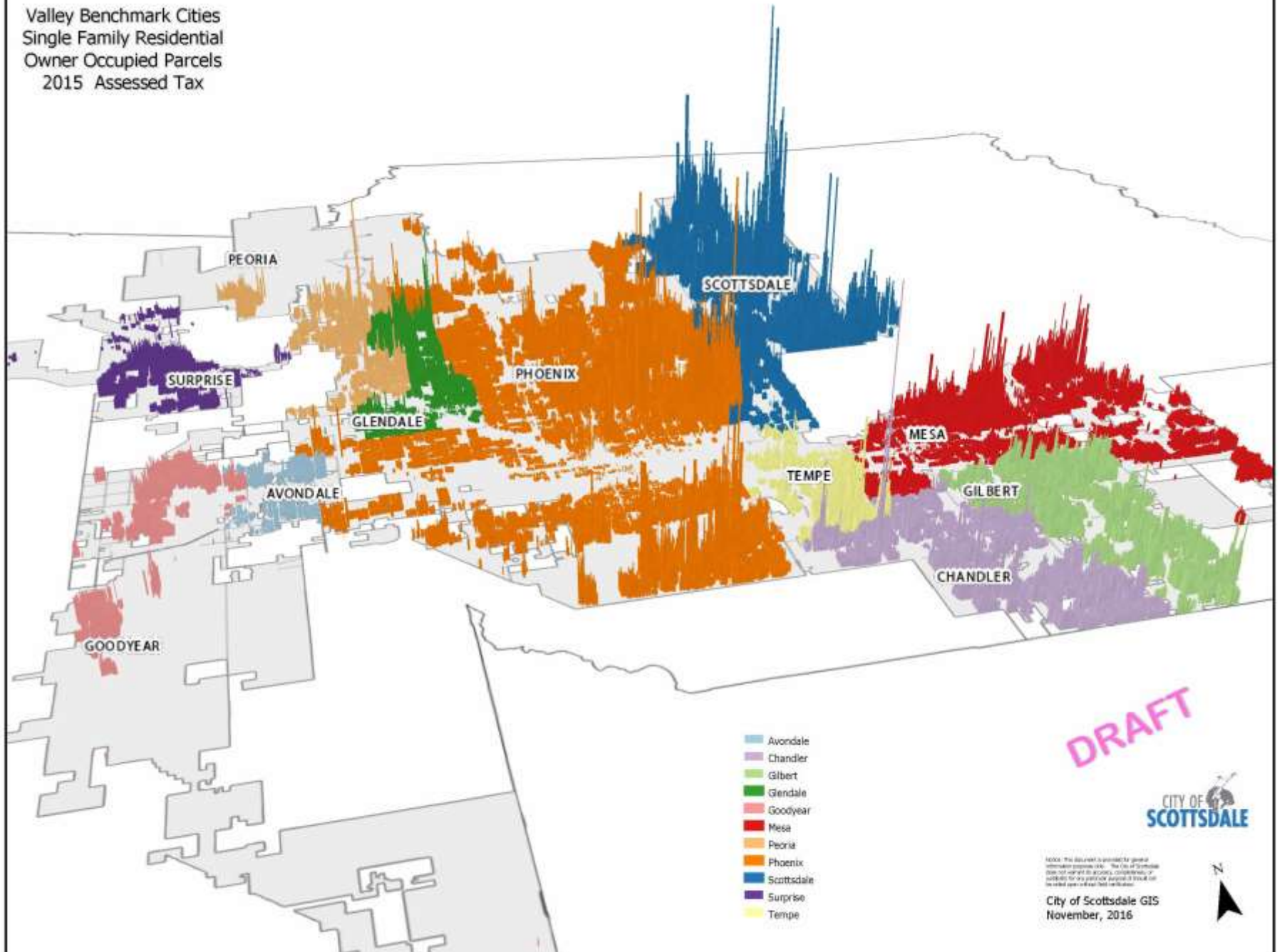


2015 Scottsdale Assessed Taxes

Single Family Residential Owner Occupied Parcels



Valley Benchmark Cities
Single Family Residential
Owner Occupied Parcels
2015 Assessed Tax



DRAFT



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City of Scottsdale GIS
November, 2016



**National
Benchmarking
Efforts**

Jurisdiction-Led Benchmarking

- **Goal: Identification of key indicators that jurisdictions can use in a **software-independent** manner**
- **Available to all online for internal tracking or **consistent** comparison to others**
- **Started with 100 items proposed and additional measures suggested by committee members**
- **Recommendation: **80 metrics**, favored by at least 50%**

Consensus list

Service Cluster	Service	# of Measures
Public safety (24)	Fire/EMS	10
	Police	14
Demographics (10)	General Government	10
Neighborhood services (19)	Code Enforcement	5
	Libraries	4
	Parks and Recreation	4
	Permits	6
Internal services (20)	Finance/Procurement	3
	Human Resources	8
	Information Technology	4
	Risk Management	5
Public works (7)	Facilities	1
	Highways	4
	Solid Waste/Sustainability	2

What questions could be answered?

- **How many people died in traffic accidents? How many involved alcohol? How many drinking and driving arrests were there?**
- **How often was the spread of the fire limited to one room or object?**
- **How many cardiac patients were delivered to the hospital with a pulse?**
- **How long did it take from request to inspection, and permit application to issuance?**

Next steps

- Data collected by **advisory committee** jurisdictions
- Reviewed by committee, **refined** based on feedback
- Post **approved measures** on the ICMA Knowledge Network
- **Promote** through blogs, state meetings, conference, etc.

Key Takeaways

- **Comparisons help us understand how well we are doing, and provide context to improve services**
- **It helps to have jurisdictional commitment, mutual trust, willingness to share data and resources and a neutral facilitator**
- **Patience and perseverance**

Working Together to Compare and Improve Local Government Performance

http://transformgov.org/en/research/valley_benchmark_cities

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