

# Case Study: Citizens Identifying Performance Measures -- The Experience in Iowa

By Alfred Ho and Paul Coates  
Program of Public Policy and Administration  
Department of Political Science  
Iowa State University

## **Background**

In fall 2000, the Alfred P. Sloan Foundation funded a three-year project called “Citizen-Initiated Performance Assessment” (CIPA) in Iowa to create a process that involves citizens in the development and implementation of performance measures in selected Iowa cities. The project is based on the premise that citizen involvement in the development of performance measures gives citizens an additional avenue beyond traditional means to affect city decision making. In addition, through CIPA, the city council can improve the quality of decision-making and service delivery using the citizens’ perspective. The following are the specific goals of the project:

- ? To assist cities in establishing a sustainable process that involves citizen representatives, city council members, and departmental staff to develop performance measures, so that performance measurement has political credibility and is used in the decision-making process of government to improve public services;
- ? To create citizen-administration dialogue about the functions and responsibilities of city government and the priorities of public services, so that elected and non-elected officials are more sensitive to citizens’ perspective and are more accountable to the public;
- ? To assist cities in using information and telecommunication technologies, such as the Worldwide Web, computer-assisted information kiosks, and hand-held devices (ComNET),<sup>1</sup> to empower citizens in the design and usage of performance measurement.

The grant team consists of Iowa State University, the Institute of Public Affairs at the University of Iowa, and the Iowa League of Cities. In the fall of 2000, the grant team contacted 32 Iowa cities with populations greater than 10,000 about the project and met with city council members, management staff, and citizen representatives. Out of the 32 cities, nine made the commitment to participate in the three-year project, starting in the summer of 2001.

The participating cities vary demographically in a way resembling many American cities, especially in the Midwest. Appendix I shows a brief description of these cities. Des Moines, which is the state capitol of Iowa, is the largest city of the group. It has a population of close to 200,000, of which twenty percent are non-white. The city is divided into 51 neighborhoods,

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<sup>1</sup> Center on Municipal Government Performance, Fund for the City of New York, 2000. “Computerized Neighborhood Environment Tracking (ComNET).” [www.fcny.org/html/home.htm](http://www.fcny.org/html/home.htm).

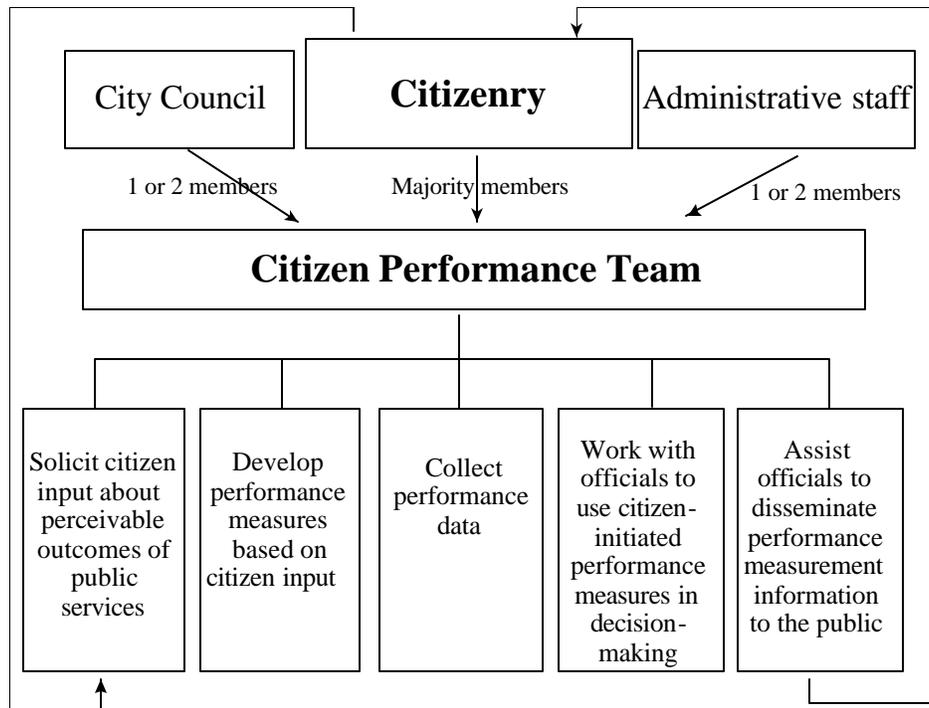
which have a central coordinating organization called the Des Moines Neighbors. Clive, Johnston, and Urbandale are the western suburbs of Des Moines. Indianola is about 25 miles southeast of the city. These suburbs are typical middle-class bedroom communities for the central city. Indianola, however, is also an education community because of the location of Simpson College in the city. Marion is a suburb of Cedar Rapids in Eastern Iowa and has a population of about 26,000. Carroll is a small city with a population of 10,000 and is a regional economic center of the rural areas in Central Iowa. Compared to the other 7 cities, Marshalltown and Burlington stand out as they are relatively more industrial. Marshalltown also has a higher minority population as a result of an influx of Hispanic workers to its meat-packing industries.

The three-year project is divided into three phases. Phase I of the project, which was finished in the summer of 2002, focused on building the process of citizen involvement, selecting service areas, developing performance measures and dissemination of those measures to the public, city elected officials and staff. This case study documents what was accomplished in this phase of the project and summarizes the lessons learned.

### **Specific Activities in Phase I**

The first step at this stage was to create a Citizen Performance Team (PT) in each city. Figure 1 illustrates the concept of these performance teams. Each team was made up primarily of citizens but would ideally have representation from the city council and appropriate city staff. For example, in the city of Des Moines, the performance team consisted of representatives from Des Moines Neighbors, which is the umbrella organization of 51 neighborhood organizations in Des Moines, a staff representative from the Manager's Office, and a council member. Occasionally, the city manager also participated in the monthly meetings. In other cities, citizens in PTs came from diverse backgrounds. Some were members of other citizen boards, some were ordinary citizens who saw public recruitment notices put out by cities, and some were community leaders recruited by other citizens. A departmental representative was also a member to provide service-specific information to the team.

Figure 1. Formation and Responsibilities of Citizen Performance Team



Once the initial PT was formed, two exercises were undertaken to build the PT's understanding of the process. The teams were asked to identify key groups in the city that needed to be either involved in the committee or needed to be informed about the functions and results of the PT's work. Figure 2 is an example from Burlington.

Figure 2. “Spider Diagram” on Expanding Team Membership  
 -- Example from the First Meeting in Burlington

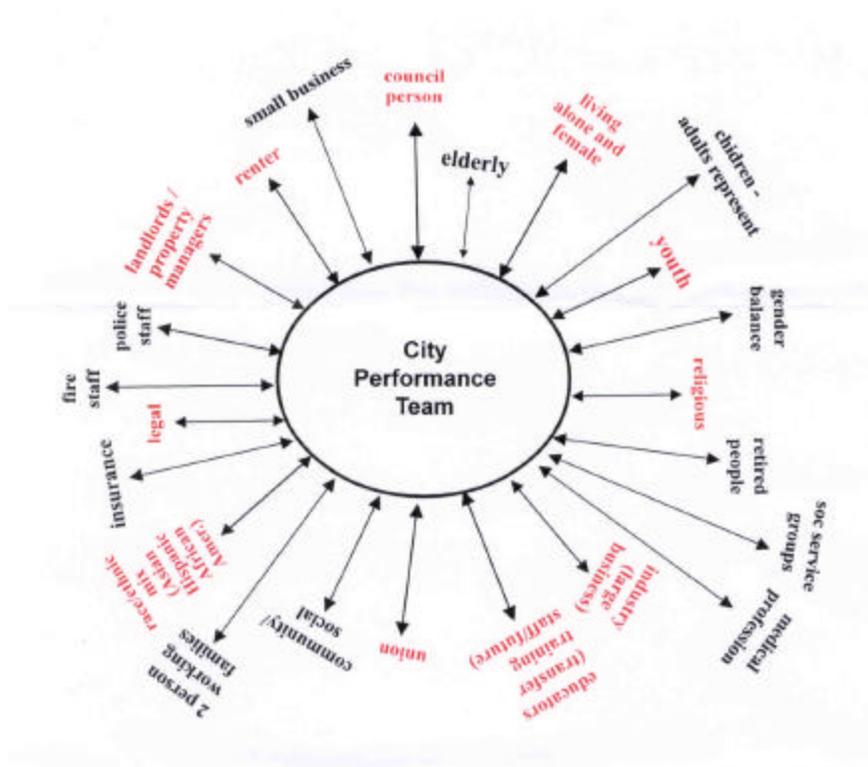


Figure 2. Community sectors that should be represented on the City Performance Team

**First Meeting, June 28, 2001, 4:00 p.m. (N=7)  
 Service Areas -- Fire and Police (public safety)**

After the team was finalized, they received a brief orientation of the project and an introduction to performance measurement to enhance their understanding of their task. Then each PT selected one or two public services for which they would develop measures in this pilot project. Citizens in different cities selected different services because of individual community concerns and priorities. Being an industrial town and facing many economic challenges, citizens in Burlington decided to evaluate police and fire protection services, because they have a highly visible and immediate impact on citizens' daily life. Citizens in Clive selected police and emergency-medical services, not because there has been a significantly growing demand for these services, but because some suburban families, especially those with children, are concerned about the response time of these services given the geographical spread of the city. Citizens in Carroll picked the recreational center because quality of life is an important issue in the city's

effort to sustain economic development and retain the younger population. Citizens in Indianola, Johnston, Marion, and Urbandale selected street services, partly because many citizens in these places need to travel daily to work in their nearby central cities, and are therefore more concerned about the traffic flow and the quality of street repairs and maintenance. Citizens in Marshalltown also selected public works but for a different reason than the other cities. After studying the city budget and different programs, the citizens in Marshalltown recognized the significant share of funds devoted to the public works budget and believed that it should be evaluated to ensure efficiency and effectiveness in public spending. Citizens in Indianola selected library service as the second area, partly because many of them have some connections to the education community of Simpson College and believe that a good library is important to the daily life of Indianola residents. Finally, citizens of Des Moines decided to evaluate community development at the neighborhood level, because there are significant differences in the quality of life in different neighborhoods, and they are eager to see visible improvement in some neighborhoods, especially in nuisance control.

Each PT identified some “critical elements” for the selected services. Table 1 is a summary of these elements. Many of these have long been identified in the literature of performance measurement as important issues, such as reducing the crime rate, lowering response times for police, fire, and emergency medical services, improving the safety and quality of recreational facilities, increasing the timeliness of response and effectiveness in nuisance control and snow removal, and expanding material availability in library services.<sup>2</sup>

Table 1. Critical Elements of Public Services Identified by Iowa Citizens

<b>Public Service</b>	<b>Critical Elements</b>
Police	Legal knowledge and compliance, effective identification of problems, adequacy of training, response time, public relations, communication to citizens about the progress after a case is filed, professionalism in interacting with citizens, citizens’ perception of competence, citizen trust to call the police, visibility in residential and school areas, timely follow-up, effective investigation, effectiveness of crime prevention programs, reduction of crime rate.
Fire	Response time, prevention of property and life loss, insurance cost, public relations, proper certification and professional standards.
Emergency-Medical Services	Response time, quality of staff and volunteers, adequacy of professional training, adequacy of personnel and equipment, professionalism in interaction with citizens
Aquatics programs	Safety, quality of water, motivating and effective instructors, convenient hours, effective management of the locker rooms and the pool environment (e.g. temperature, cleanliness, etc.), quality of lifeguards and volunteers, accessibility to different types of users, availability of special facilities (e.g. hot tub, sauna).
Recreational programs for youth or adults	Availability of programs to different user groups, diversity of programs, quality of day care, effectiveness of marketing, adequacy of space, convenient hours, sufficient maintenance of facilities and equipment, motivating and effective instructors, success in drawing attendance, a welcoming environment, security, reasonable cost, convenient location.

<sup>2</sup> Harry P. Hatry, Louis H. Blair, Donald M. Fisk, John M. Greiner, John R. Hall, Jr., and Philip S. Schaenman. *How Effective are Your Community Services? Procedures for Measuring Their Quality*, 2<sup>nd</sup> edition. Washington, D.C.: The Urban Institute and the International City/County Management Association, 1992.

Community Development & Neighborhood Services	Timeliness and effectiveness in crowd control, noise control, mosquito control, removal or renovation of abandoned buildings, clearance of illegal dumping, clearance of graffiti and garage sale signs, trimming of trees and bushes from sidewalks, cleanliness of streets, maintenance of street lighting, solid waste collection, and maintenance of public housing. Also, ease of obtaining building permits, the quality of sidewalk condition, and communication to citizens about the progress after a case is filed.
Library	Recentness and availability of materials, effectiveness of the reference desk to solve research problems, diverse programs for different age groups, convenient hours, availability of the "best sellers" list, access to knowledge for disadvantaged groups, availability of space for group activities, online accessibility of information, timely information, availability of computers and needed software, reasonable wait time for interlibrary loans.
Street Construction, Repairs, and Maintenance	Traffic flow, adequacy to handle peak hours traffic, scenic beauty, accessibility and response time of emergency services, safety, clarity of signs and road marks, cleanliness of streets, response to service requests.
Snow Removal	Accessibility, response time of emergency services in winter, safety, timeliness, clarity of parking policies, effectiveness of communicating the snow ordinances to the public, timeliness of snow storm warnings, cost to the public, avoidance of excessive plowing.

What is often overlooked by managers but is critically important to citizens is the public communication issue. How a department communicates the process and results to the public matters to citizens, and they want to measure this. This is especially important in police and nuisance control. In citizen meetings, citizens often complained that after they filed a case to the department, they did not hear anything from the department and were left to wonder about the progress of police work and results of their case.

Interaction between citizens and officials is also critical. Effectiveness in resolving a crime or providing the services is definitely important. However, citizens also care about 'customer service' and want to ensure that the process of delivering the services and the interaction with citizens during the process are professional, courteous, and non-discriminatory. This is often mentioned in connection with almost all services.

The next step was for PTs to develop performance measures based on these critical elements. In this process, PT members first brainstormed different ideas of performance measures. Professional assistance was necessary in these meetings to guide the thinking of citizens since many were not accustomed to thinking about measurable performance measures. Then PT members used a worksheet that the CIPA project team had developed (see Appendix B) to evaluate their own suggestions. The worksheet was found to be extremely useful because many of the initial suggestions might be not measurable, valid, or useful to the general public, and citizens could easily identify these measures by using the worksheet. The process significantly reduced the list of performance measures and made data collection more manageable for the staff.

Appendix C shows some of the results of this process. Many of the measures are not significantly different from those identified in professional publications of performance measurement.<sup>3</sup> Several findings, however, should be highlighted:

- ? Citizens in the CIPA project were in general more concerned about outcome and intermediate outcome measures than input or output measures; however, some input measures were still useful and recommended. For example, many citizens in different cities were interested in knowing what types and how many hours of training police officers and medical staff receive, even though this is an input measure.
- ? Performance measurement should not ignore equity concerns. For example, citizens in Indianola suggested measuring the accessibility of library services to low-income families. Citizens in Carroll were also concerned about the accessibility of recreational programs to different age groups and the physically challenged.
- ? Surprisingly, not many citizens were interested in efficiency measures. This might be because during the discussion, citizens were not asked to put performance measurement in the context of a budgeting session. Hence, they were primarily concerned about the outcomes of services. In the second phase of the project, in which cities try to integrate performance measurement into management and budgetary decision-making, citizens or managers are likely to add some efficiency measures into the list of measures.
- ? Cities should report performance measurement not only at the citywide level, but also at the neighborhood or street level, so that the information has greater relevancy and usefulness to citizens. City officials, especially data management personnel, need to think about this need when they design their database system.
- ? Many measures require the usage of citizen surveys to evaluate the effectiveness of public services. Hence, city officials should integrate performance measurement and citizen survey strategies, so that the information can be made available for performance reporting. User surveys are another alternative for gathering gather data on many effectiveness and outcome measures. These surveys can be quite short. For example, a small response card with several questions can already be very effective to gather this type of performance information.

In addition to developing performance measures, each PT identified methods of informing the public, city council and city staff of their work. All cities planned to have one or more citizen representatives make a presentation to the city council about the CIPA process and outcomes.

### **Evaluation of the Iowa Experience**

The nine Iowa cities provide an interesting experimental setting to test the feasibility of citizen-initiated performance measurement. The first-year experience shows that there may not be a “standard” procedure or a “one-size-fits-all” process. In the nine cities, development of performance measures has been accomplished, however, processes used differed in each city. In some cities (Indianola, Carroll, Clive, Des Moines, Johnston, Burlington, and Marion), the PT members wanted to be involved in writing the performance measures. In Burlington and Marion, they asked city staff and grant team members to be more involved in assessing the validity and

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<sup>3</sup> Hatry, et al. 1992.

measurability of the measures suggested by citizens, and in helping them to modify the measures. In Marshalltown and Urbandale, PT members were a little bit more passive and asked grant team members to provide examples from other cities so that citizens could make modifications based on the suggestions. They wanted to focus more on identifying the critical factors and have staff and grant teams identify measures that addressed those factors. The experience in these nine cities shows that how a city should handle the process depends on how much citizens know about performance measurement in their private jobs or in their previous public services, how comfortable they feel about writing specific measures, how much time they are willing to spend in meetings, and how much trust they have in staff or external consultants.

In general, Phase I was a success in the following ways:

- ? Creation of effective working PTs that included citizens, city elected officials and city staff working together to develop performance measures. An initial concern that city officials and staff would dominate has not been a factor. City officials and staff have been very deferential to citizens and have served as resources for questions raised by citizens. Most of the PTs not only asked solid pointed questions but also requested to tour facilities, reviewed internal reports, and analyzed community survey data, city strategic plans and information on performance criteria used in other cities.
- ? Identification of critical elements and related performance measures. The process of identifying critical elements has proven to be a very effective method of providing a context for citizens to develop performance measures. By breaking the selected service area in the critical factors the citizens have been able to articulate what they feel are the important aspects of a service and develop performance measures based on these aspects.
- ? Strengthening citizen-government communication. One interesting lesson coming from the actual measures adopted by the PTs is that the measures are similar to those developed by professional staff or national organizations. However, PTs often modified the measures to adapt to the local context. They also put greater emphasis on methods of informing the public. The citizens in all nine cities felt a great need to let citizens know what the city government does, how effectively it is done, and what follow-up actions have been taken after citizens voice their opinions and complaints. This was somewhat of a surprise for city officials who thought they were communicating effectively. The result of this is that city officials in the nine cities are now re-examining how they inform citizens.

The project also faces some challenges. The most significant one has been sustaining citizen involvement. The period after the holiday season saw a drop-off of citizen involvement in eight of the nine cities. Some of the attendance improved in late winter but none of the cities regained the level of involvement witnessed in the early stages. This has been identified by grant team members, city officials, and PT members as an issue that needs to be addressed.

The grant team plans on surveying members who did not remain too hopeful about the process to understand and if possible alter our approach. One factor that may have contributed to this was the length of the process involved in forming the final PT after having identified key groups.

This required a re-orientation of the PTs on numerous occasions and slowed the process of getting involved in the actual work of examining services.

A second major challenge that appears to be surfacing in a number of the cities is response by the media. In a number of the cities, efforts to attract media coverage has been disappointing. This is a problem because it hinders the ability of the PT to engage the larger public. Since this has only recently surfaced, efforts will be made to hopefully overcome the problem. Four of the cities (Burlington, Des Moines, Indianola, and Marshalltown) have local access channels which will give coverage to the committees' work. In Marion, the local paper has agreed to include in its city section a report on the PT's work.

The third challenge has been limited to the City of Des Moines. Des Moines is the largest of the nine cities and it contains 51 neighborhood associations and a coordinating organization for the neighborhood associations called Des Moines Neighbors. The CIPA project worked through Des Moines Neighbors to initially identify PT members. The initial group identified was somewhat dysfunctional and had a difficult time identifying target service areas. Some members wanted to use CIPA to debate city policies, rather than focus on developing performance measures for existing services so that policies could be evaluated. Other members who wanted to focus on measurement became frustrated. The result of this was a delay in getting the PT to function effectively.

A positive side of the Des Moines process was a decision to survey the various neighborhoods through personal contact by PT members. In addition, a citywide meeting was held to gather input. As a result, the committee got a clearer sense of what service areas neighborhood leaders throughout the city felt were important to have performance measures.

An additional factor that has revived the Des Moines process has been the active involvement of a city council member and the city manager. This involvement has sent a strong signal that the city is committed to the process.

Finally, it is clear from this process that citizens, like professional staff and elected officials, struggle with identifying outcome measures. Many citizens are still confused about the differences between output and outcome measures. Much of this confusion is understandable because some measures, such as citizen satisfaction of a service or citizen participation in programs, are not necessarily outcome nor output measures. The Urban Institute categorizes these measures as "intermediate outcome measures".<sup>4</sup> Because of this ambiguity and lack of experience, citizens sometimes felt frustrated when they tried to think about "outcome" measures. Professional assistance in this process is therefore definitely necessary and helpful.

In general, the experience of Phase I has been positive in all cities. The project demonstrates that a PT consisting of citizens, elected officials and staff can function. It is also clear that if city elected officials and staff are committed, it sends a strong signal to citizens that CIPA will make a difference in the city's decision-making. Also, the fact that the process is transparent to all three parties alleviates skepticism and the fear that any one party will manipulate the process.

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<sup>4</sup> Harry Hatry. *Performance Measurement. Getting Results*. Washington, D.C.: The Urban Institute Press, 1999.

## **Conclusion**

Traditionally, performance measurement has been an exercise for managers and budgeting officials. However, many measures developed internally by staff may not reflect the concerns and priorities of citizens. The Citizen-Initiated Performance Assessment (CIPA) Project demonstrates the feasibility of involving citizens in developing performance measures. It also proves that the process can be done in such a way that gives values to citizens, managers, and the city council.

All nine cities will continue the project in 2002 to collect the data for the measures identified by the PTs and on disseminating the results to the general public. Several cities have indicated a desire to expand the project and add new service areas for performance measurement. Three other Iowa cities have also indicated desire to join the project in the near future. These are initial signs that the project has been a success. Citizens can be an effective partner in developing and using performance measures in city governments.

For more additional and updated information about the progress of the Iowa CIPA project, please visit the website: [www.iowacipa.org](http://www.iowacipa.org).

### About the Authors:

Alfred Ho is an assistant professor in the program of public policy and administration of the political science department at Iowa State University. Paul Coates is an associate professor of the same program and the Director of State and Local Governments Extension Program at Iowa State University. Both of the authors are the principal investigators of the project.

## Appendix I. City Profile

City Name	Brief Description of the City
Burlington	Burlington has a population of about 27,000, of which 27 percent is younger than 19 years of age, 33 percent is between 20 and 44 years old, 23 percent is between 45 and 64, and 17 percent is older than 65 years of age. It is an industrial town located in the eastern part of Iowa. In 2000, it had an unemployment rate of close to 7 percent. Per-capita spending of the city in FY2001 was about \$1,204. Street services, police, and fire were the largest spending programs in the budget.
Carroll	Carroll has a population of 10,106, of which 29 percent are younger than 19 years of age, 31 percent are between 20 and 44 years old, 20 percent are between 45 and 64, and 20 percent are older than 65 years of age. It is a regional economic center of the rural areas in Central Iowa. In FY2001, its per-capita spending was about \$972. Parks and recreation and the police department had the largest program spending.
Clive	Clive has a population of 12,855. It is one of the booming suburbs in the Des Moines metropolitan area. 31 percent of the population are younger than 19 years of age, 37 percent are between 20 and 44 years old, 26 percent are between 45 and 64, and only 6 percent are older than 65 years of age. In FY2001, its per-capita spending was about \$1,600. Water utility, street services, and library were the largest spending programs.
Des Moines	Des Moines is the state capitol city of Iowa. It has a population of 198,682, living in 51 neighborhoods. 28% of the population are younger than 19 years of age, 12% are older than 65 years of age. Compared to other cities in Iowa, the population of Des Moines is relatively more diverse, of which 20% are non-whites. In FY2001, Des Moines had a per-capita spending of about \$2,550. Capital projects, sewage, and police were the major spending items.
Indianola	Indianola has a population of 13,000, of which 29 percent are younger than 19 years of age, 36 percent are between 20 and 44 years old, 20 percent are between 45 and 64, and 15 percent are older than 65 years of age. Since it is only 25 miles away from Des Moines, it is one of the bedroom communities in the metropolitan area. In FY2001, the city had a per-capita spending of \$1,700. Electric utility and street services were the largest spending items.
Johnston	Johnston is one of the fastest growing suburbs in the Des Moines metropolitan area, with a population of about 10,000. 32 percent of the population are younger than 19 years of age, 34 percent are between 20 and 44 years old, 23 percent are between 45 and 64, and 11 percent are older than 65 years of age. In FY2001, it had a per-capita spending of about \$2,080. Capital projects, street services, and sewage were the largest spending items.
Marion	Marion is a suburb outside Cedar Rapids, with a population of 26,294. 28.7% of the population is younger than 19 years of age, 37.7% is between 20 and 44 years old, 22.2% is between 45 and 64, and 11.4% is older than 65 years of age. In FY2001, its per-capita spending was about \$685. The largest spending items were street services, police, and fire protection.

Marshall-town	Marshalltown has a population of 26,009, of which 27 percent are younger than 19 years of age, 32 percent are between 20 and 44 years old, 23 percent are between 45 and 64, and 18 percent are older than 65 years of age. It is one of the industrial towns in Iowa. In recent years, it has had an influx of Hispanic immigrants, who work primarily in manufacturing and meat processing industries. As a result, it is racially more diverse than many Iowa cities, with about 16 percent of minority population. In FY2001, it had a per-capita spending of \$975. Sewage, street services, and police were the largest items of spending.
Urbandale	Urbandale has a population of 29,072, of which 29 percent are younger than 19 years of age, 35 percent are between 20 and 44 years old, 25 percent are between 45 and 64, and 11 percent are older than 65 years of age. It is also one of the booming suburbs in the Des Moines metropolitan area. In FY2001, it had a per-capita spending of about \$510. Police, parks, and library were the major spending items.

# Appendix B

## Worksheet for Developing Performance Measures

Evaluating Performance Measures

Service: \_\_\_\_\_

City: \_\_\_\_\_

Please give a "✓" if you think a suggested measure meets a criterion, and then rank its usefulness. Please feel free to write down any comments and suggestions. Citizens may form small groups to work on this exercise.

Suggested Measures	Under-standable?	Measur-able?	Measure what we want to measure?	Clearly defined?	Reason-able cost & time?	Tied to program goals? <b>(If applicable)</b>	Useful to citizens? (2 = Very, 1= somewhat, 0= No)	Comments

## Appendix C

### Selected Performance Measures Suggested by Various Citizen Performance Teams

Service	Critical Elements	Performance Measures
Police	Response to Citizens	? Time from the initial call to sending an officer, <u>by nature of incidents</u>
		? Time of arrival – from the initial call to arrival at scene, <u>by nature of incidents and by areas</u>
		? Average time for the follow-up call to a case/complaint filer
	Interaction with Citizens	? Number of complaints about officers' interaction with citizens
		? Satisfaction with police officers' attitude and professionalism by survey of lawyers who regularly practice criminal law
		? Satisfaction with police attitude and professionalism by survey of victims and the general public
		? Amount of training (e.g., number of hours, percentage above the state mandate, etc.) on public relations / customer service
	Legal compliance	? Number of successful motions to dismiss or suppress a case because of failure to follow the proper legal procedures or violations of civil rights
		? Satisfaction with professionalism of the police's legal procedures by survey of lawyers who regularly practice criminal law
		? Amount of training (e.g., number of hours, percentage above the state mandate, etc.) on related legal issues
	Criminal Investigation	? Number of investigations, by case types
		? Number of cases that lead to successful prosecutions
? Number of convictions compared to arrests		
? Number of cases resolved		

	<p>Crime Prevention &amp; Patrol</p> <p>Traffic &amp; Parking Law Enforcement, and Accident Investigation</p> <p>Training &amp; Equipment</p>	<ul style="list-style-type: none"> <li>? Number of man-hours on community policing and crime prevention programs</li> <li>? Number of man-hours on bike patrol of parks</li> <li>? Average patrol time and mileage of patrol per officer annually</li> <li>? Crime rates and statistics – at specific time and locations (e.g. certain neighborhoods after midnight)</li> <li>? % of residents who feel safe in parks by surveys of residents</li> <li>? % of residents reached by public information strategies</li> <li>? % of residents who are aware of the neighborhood watch program</li> <li>? % of residents who participate in the neighborhood watch program</li> <li>? Evaluation results of the “Crime Stoppers” program; e.g. percentage of crime stopper cases resolved</li> <li>? Number of arrests by crime types</li> <li>? Number of citizen participation in crime prevention programs</li> <li>? Amount of external resources (e.g., state program funding, grants) obtained to assist crime prevention</li> <li>? Number of “high accident” zones (determined by available statistics)</li> <li>? Number of ticket citations in “high accident” zones</li> <li>? Number of injuries and deaths in “high accident” zones</li> <li>? Number of incidents in which the public work department or emergency vehicles have access difficulties because of illegal parking</li> <li>? Percentage of compliance in seatbelt usage</li> <li>? Percentage of compliance in child safety regulations</li> <li>? Number of complaints in handling accident investigation, by types of complaints</li> <li>? Number of training hours per officer annually</li> </ul>
Fire	Response Time	<ul style="list-style-type: none"> <li>? Time of arrival – from the initial call to arrival at scene, <u>by areas and by types of incidents / status of fire, and by time of a day (e.g., daytime vs. night time)</u></li> <li>? Time of action – from the initial call to first action taken at scene, <u>by areas and by types of incidents / status of fire, and by time of a day (e.g., daytime vs. night time)</u></li> </ul>

	<p>Interaction with citizens</p> <p>Fire suppression – effectiveness</p> <p>Infrastructure / equipment / personnel concerns</p> <p>Fire prevention and its effectiveness</p>	<p>? Satisfaction of onsite care and professionalism by survey of victims &amp; families</p> <p>? Number of buildings at risk, compared to number of damaged, by types of fire</p> <p>? Number of citizens at risk, compared to number of injuries (or death), by types of fire</p> <p>? Number of building damaged initially and consequently</p> <p>? Property damage, by types of fire</p> <p>? Records of injuries or death, by types of fire</p> <p>? Percentage of incidents where there are adequate personnel at scene</p> <p>? Percentage of incidents where there are adequate vehicles at scene</p> <p>? Number of call-offs or truck returns</p> <p>? Number of incidents that have problems noted on connection of streets and water pressure</p> <p>? Percentage of vehicles and equipments with necessary maintenance</p> <p>? Number of fire personnel injury and nature of injury</p> <p>? Hours of continuing education</p> <p>? Rating record by Insurance Service Officer (ISO), by types of buildings (business and residential)</p>
<p>Emergency-Medical Services</p>	<p>Response Time</p>	<p>? Time from the initial call to sending an EMS staff, by type of cases (life-threatening or non-life-threatening)</p> <p>? Time of arrival – from the initial call to arrival at scene, <u>by areas and by types of cases</u> (life-threatening and non-life-threatening)</p> <p>? Time from the initial call to sending an officer, <u>by nature of incidents and by areas</u> (e.g., wards, neighborhoods, or zones)</p> <p>? Time from the initial call to sending an officer, <u>by nature of incidents and by areas</u> (e.g., wards, neighborhoods, or zones)</p> <p>? Time of action – from the initial call to first action taken at scene, <u>by areas and by types of cases</u> (life-threatening and non-life-threatening)</p>

	<p>Interaction with citizens</p> <p>Infrastructure / equipment / personnel concerns</p>	<p>? Satisfaction with onsite care and professionalism by survey of victims &amp; families</p> <p>? Number of complaints and compliments, by types</p> <p>? Percentage of staff who are certified paramedic</p> <p>? Percentage of incidents that have necessary equipment</p> <p>? Percentage of incidents that have paramedic at scene</p> <p>? Hours of continuing education</p> <p>? Ratio of training hours per officer to the amount mandated by the state</p>
Aquatics programs	<p>Quality of Equipment and Facilities</p> <p>Quality of Personnel</p> <p>Safety</p> <p>Convenience of Operating Hours</p> <p>Program Results and Effectiveness</p> <p>Accessibility</p>	<p>? Satisfaction with the water quality, temperature, cleanliness of locker rooms of the aquatic center by surveys of users, <u>by age groups and by gender</u></p> <p>? Number of complaints, by types of issues</p> <p>? Average hours of continuing education per instructor annually</p> <p>? Percentage of staff and instructors with appropriate certification</p> <p>? Satisfaction with the quality of instructors by surveys of users</p> <p>? Number of complaints, by types of issues</p> <p>? Number of accidents, by age group and by accident types (e.g., drowning, slippery in walking area, etc.)</p> <p>? Satisfaction with the operating hours by surveys of users, <u>by age groups and by gender</u></p> <p>? Annual number of classes offered</p> <p>? Average number of students per class</p> <p>? Average number of users, <u>by age groups and by gender</u></p> <p>? Percentage of students who pass some exams/ certification after taking classes at the center</p> <p>? Percentage of users who have not first-time users of programs</p> <p>? Number of complaints</p> <p>? Satisfaction with targeted population / clients who have special accessibility needs (e.g. residents of senior citizen centers)</p>

Recreational Center programs for youth or adults, and Parks	Availability to the public	? Total number of users, by age groups and gender ? Percentage of residents who are users ? Percentage of non-residents who are users
	Quality of Personnel	? Average hours of continuing education per instructor annually ? Percentage of staff and instructors with appropriate certification ? Satisfaction with the quality of instructors by surveys of users ? Number of complaints, by types of issues
	Marketing Effectiveness	? Annual marketing budget ? Percentage of residents and users who know about various programs by surveys of residents and users ? Annual amount of rental income ? Percentage of room-days used ? Percentage of days in which auditorium is used ? Percentage of residents who are users ? Percentage of non-residents who are users
	Convenience of Operating Hours	? Satisfaction with the operating hours by surveys of users, <u>by age groups and by gender</u>
	Program Results and Effectiveness	? Annual number of classes offered ? Average number of students per class ? Average number of users, <u>by age groups and by gender</u> ? Percentage of students who pass some exams/ certification after taking classes at the center ? Percentage of users who are not first-time users of programs
	Quality of Equipment and Facilities	? Satisfaction with the facilities and equipment by surveys of users, <u>by age groups and by gender</u> ? Number of complaints, by types of issues
	Program Effectiveness	? Percentage of users who are not first-time users of programs ? User satisfaction and sense of accomplishments (tangible and intangible) by survey of users, <u>by age groups and by gender</u> ? Number of complaints, by types of issues

	Safety	<ul style="list-style-type: none"> <li>? Willingness to pay for the services, by survey of users</li> <li>? Number of expulsions from the recreation center per year, by types of reasons (e.g., bullying, fighting, etc.)</li> <li>? Satisfaction with users and residents about the safety of the center</li> <li>? Percentage of users who feel welcome at the center</li> </ul>
Community Development & Neighborhood Services – Nuisance Control	<p>Effectiveness in Drug Control, Odor Control, Crow Control, Noise Control, Mosquito Control, Removal of Illegal Dumping in Public Property, Traffic Law Enforcement, Abandoned Housing, Removal of Junk-in-Yard in Private Property, Weed Control, and Loitering</p> <p>Noise Control, Traffic Law Enforcement</p> <p>Crow Control Outcomes</p> <p>Abandoned Housing</p> <p>Removal of Junk-In-Yard in Private Property</p>	<ul style="list-style-type: none"> <li>? Annual number of illegal cases/problems found, <u>reported at the city, neighborhood, and the street level</u>.</li> <li>? Number of complaints or hotline calls, <u>reported at the city, neighborhood, and the street level</u>.</li> <li>? Number of repeated complaints within a time frame (e.g., 1 week)</li> <li>? Annual number of departmental actions taken, <u>reported at the city, neighborhood, and the street level</u>.</li> <li>? Satisfaction with the actions taken by a random survey of complainers, <u>reported at the city and neighborhood level</u>.</li> <li>? Satisfaction with residents about the problem, <u>reported at the city and neighborhood level</u>.</li> </ul>
		<ul style="list-style-type: none"> <li>? Annual number of illegal cases found, <u>by time of a day</u> (e.g., morning afternoon, evening, after mid-night), <u>reported at the city, neighborhood, and the street level</u>.</li> <li>? Number of complaints or hotline calls, <u>by time of a day</u> (e.g., morning afternoon, evening, after mid-night) <u>reported at the city, neighborhood, and the street level</u>.</li> </ul>
		<ul style="list-style-type: none"> <li>? Cases of histoplasmosis</li> </ul>
		<ul style="list-style-type: none"> <li>? Number of structurally unsound buildings, <u>reported at the city and neighborhood level</u>.</li> <li>? Number of days to demolish a structure, after the structure is determined to be unsafe and should be demolished.</li> </ul>
		<ul style="list-style-type: none"> <li>? Number of days to a) send out the initial request for actions by property owners; b) take city action to correct the problem.</li> </ul>
Library	Recentness and Availability of Reference Materials	<ul style="list-style-type: none"> <li>? Percentage of reference materials published within 5 years</li> <li>? Satisfaction with the quality of services by survey of users</li> </ul>
	Effectiveness of the reference	<ul style="list-style-type: none"> <li>? Satisfaction with the quality of services by survey of users</li> </ul>

	<p>desk to solve research problems</p> <p>Diverse programs for different age groups, convenient hours</p> <p>Availability of the "best sellers" list</p> <p>Access to knowledge for the deprived groups</p> <p>Availability of space for group activities</p> <p>Online accessibility of information</p> <p>Availability of computers and needed software</p> <p>Reasonable wait time for interlibrary loans</p> <p>Usage</p>	<p>? Annual number of programs offered annually by age groups</p> <p>? Annual number of participants in various programs by age groups</p> <p>? Percentage of users who are repeated users</p> <p>? Average wait time for books on the "best sellers" list</p> <p>? Percentage of low-income residents who are library users by city surveys</p> <p>? Average number of usage hours per room per month</p> <p>? Satisfaction with online content by survey of users</p> <p>? Average number of hours used per machine per day</p> <p>? Satisfaction with users about computer and software availability</p> <p>? Average wait time for a piece of material by inter-library loan</p> <p>? Fill rates, by types of materials</p> <p>? Percentage of registered patrons who check out materials during the year</p> <p>? Percentage of holdings that have been checked out during the year</p> <p>? Annual number of non-reference materials checked out</p> <p>? Percentage of the city residents who are library users</p>
<p>Street Construction, Repairs, and Maintenance</p>	<p>Repair and Maintenance Effectiveness (e.g. clarity of signs, tree trimming, pothole repair, etc.)</p>	<p>? Average expected lifespan of road, by surface types and by road usage level</p> <p>? Average length of time between final inspection of a project and the first required repairs</p> <p>? Lane-miles significantly repaired or replaced before end of half of design life</p> <p>? Number of complaints, by project types (e.g., pot holes, street signs, water run-off/ flooding, tree trimming/overhanging, etc.)</p>

	<p>Timeliness / Responsiveness</p> <p>Convenience</p> <p>Traffic Flow</p>	<p>? Satisfaction with repairs by survey of residents affected by street projects</p> <p>? Potholes that recur within X months</p> <p>? Average number of days to close a complaint, by project types</p> <p>? Satisfaction with repairs by survey of residents affected by street projects</p> <p>? Number of project days with complete street block-outs, by project types (e.g., pipe replacement, sewage catch-box re-construction, bush trimming, etc.)</p> <p>? Percentage of project days with complete block-outs per project, by project types</p> <p>? Satisfaction with repairs by survey of residents affected by street projects</p> <p>? Percent of projects finished according to pre-determined schedule</p> <p>? Number of complaints about the timeliness and clarity of project notification</p> <p>? The time to travel at a specific location to another specific location, <u>by different time periods</u> (e.g., rush hours vs. non-rush hours)</p>
Snow Removal	<p>Timely removal</p> <p>Accessibility</p> <p>Safety</p> <p>Interaction with Citizens</p>	<p>? Number of complaints about “timeliness” of snow or ice removal</p> <p>? Average number of hours to clear all the major routes once, after a snow storm of less than 5 inches snow fall</p> <p>? Average number of hours to clear all residential areas once, after a snow storm of less than 5 inches snow fall</p> <p>? Awareness of the enforcement of the snow ordinance by random survey of residents</p> <p>? Number of tickets issued on the snow route because of violations of the snow ordinance</p> <p>? Number of vehicles towed on the snow route because of violations of the snow ordinance</p> <p>? Number of complaints about accessibility problems</p> <p>? Average number of accidents at major intersections on a snowy day.</p> <p>? Number of complaints about the professionalism of staff and their interaction with citizens</p> <p>? Average amount of time to respond to a complaint</p>

Note: Text underlined indicates emphases by citizens about the measures.