Navigating the Shift: Performance Measurement in the DOGE Era

May 15, 2025

ENVISIO

Welcome!

- 20+ years in B2B/B2G tech marketing

- 12 years in performance management

- Marketer, researcher

Elizabeth Steward

VP Marketing & Research
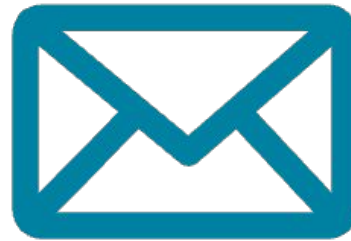
Envisio Solutions Inc.

AGENDA

- Housekeeping & Polls

- Why are we here today?

- Introductions

- Presentations

- Q&A

Housekeeping
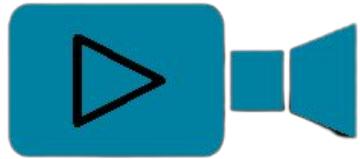
We are recording today's webinar

Look for the recording and resources via email after the webinar

Please ask your questions in the **Q&A**.

Why are we here today?

- Performance measurement and management is a critical conversation to be having in 2025
  - Reality is many communities facing cuts amid calls for efficiencies
  - We need to ensure we are doing the right things, not just fewer things
  - Trust matters
- Envisio **- and our community -** has deep expertise in this area, from free resources and research to a full coaching team.

Results for America Applauds the Reintroduction of a Bipartisan Resolution to Establish a Commission on Evidence-Based Policymaking

The Commission would promote and strengthen data and evidence-based policymaking across Congress, delivering better results for the American people.

Poll #1

What's your primary goal for attending this webinar? (Multiple-choice)

- Learn the basics of performance measurement

- Get tips for building or improving our own measures

- Find out how others are using performance data

- Discovery tools or templates I can use right away

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Measure What Matters V2

- Shareable guide to help you create your performance measures

- Analysis of Envisio database

- 100+ examples

https://envisio.com/our-resources/measure-what-matters-most/
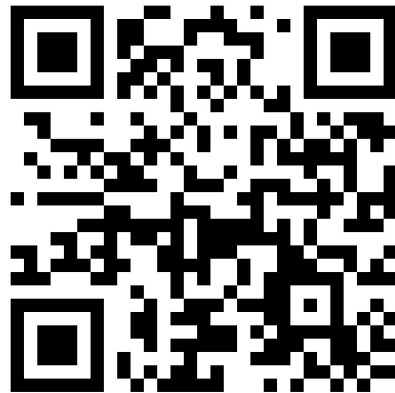
Mission:

"Build trusted public institutions"

Envisio snapshot

2012
Date founded

26 M
Residents served

200+
Customers

8
ICMA certificate in Performance Management

7
What Works Cities

1
Malcolm Baldrige Award winner

Our speakers

David Swindell
Director of the Center for Urban Innovation
Arizona State University, AZ

Meghan Brodmann-Bishop
Planning and Performance Coach
Envisio Solutions Inc.

Alex Mercado
Senior Applications Analyst
City of Corona, CA

Measuring Performance for Management

Dr. David Swindell, Director & Professor
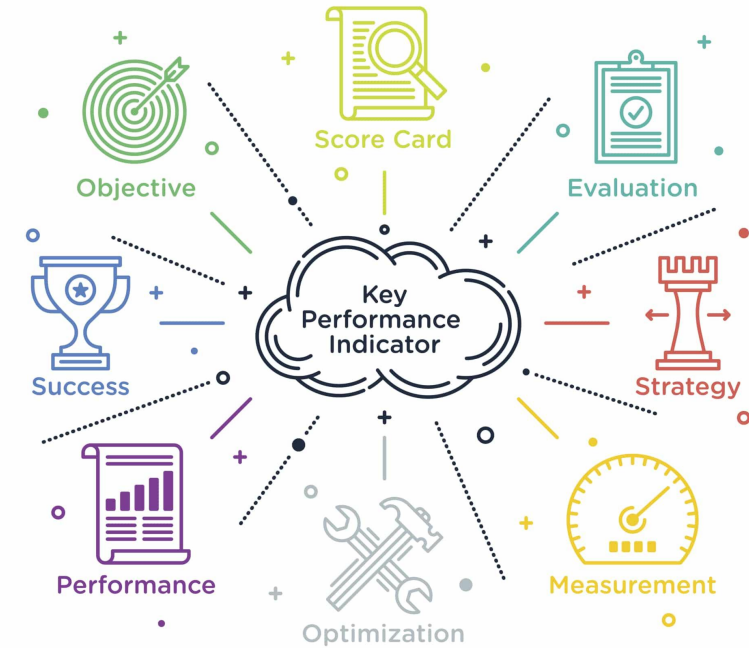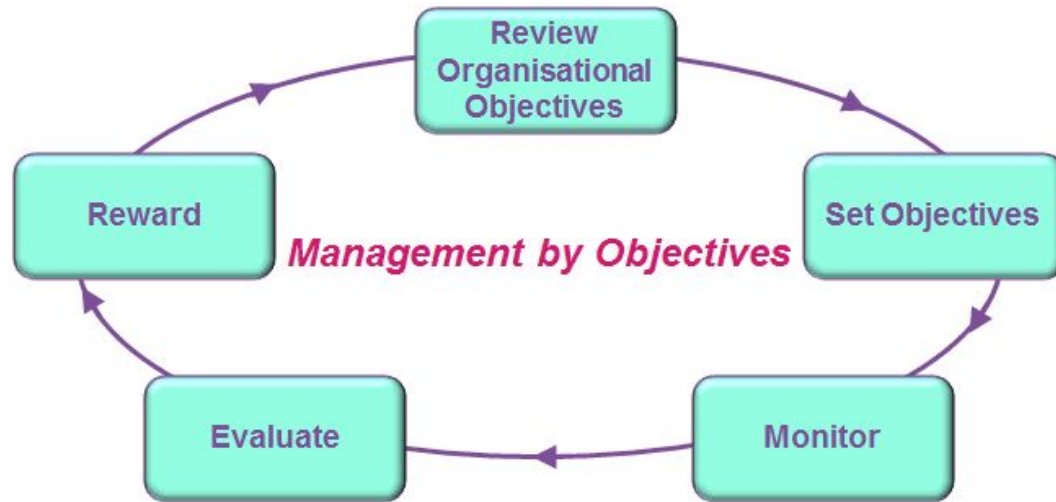**Center for Urban Innovation, Arizona State University**

Is Performance Management Innovative?

Depends on how you define "innovation."

It's actually a very old concept.

Management by Objectives

- Review Organisational Objectives
- Set Objectives
- Monitor
- Evaluate
- Reward

Key Performance Indicator
- Objective
- Score Card
- Evaluation
- Strategy
- Measurement
- Optimization
- Performance
- Success

The Balanced Scorecard

Financials
"To succeed financially, how should we appear to our shareholders?"
Objectives | Measures | Targets | Initiatives

Customer
"To achieve our vision, how should we appear to our customers?"
Objectives | Measures | Targets | Initiatives

Internal Business Process
"To satisfy our shareholders and customers, what business processes must we excel at?"
Objectives | Measures | Targets | Initiatives

Learning and Growth
"To achieve our vision, how will we sustain our ability to change and improve?"
Objectives | Measures | Targets | Initiatives

Vision and Strategy

ERP 2018 Survey on Innovations and Emerging Practices in Local Government

Summer, 2018

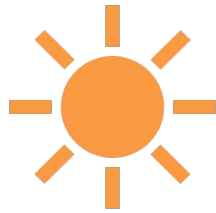**601 completed responses in representative sample**

Thematic areas:

Innovation and change
Performance data analytics
Public engagement
The sharing economy
Infrastructure financing

So Who's Collecting Measurement Data?

Table 9: Performance Data Collection by Jurisdiction Characteristics

Classification	Number of Responses	% of "Yes" Responses
Total	551	41.7
Population Group		
Over 1,000,000	6	100.0
500,000-999,999	6	100.0
250,000-499,999	19	89.5
100,000-249,999	22	81.8
50,000-99,999	32	81.3
25,000-49,999	45	48.9
10,000-24,999	92	46.7
5,000-9,999	106	26.4
2,500-4,999	136	30.2
Under 2,500	87	26.4
Geographic Region		
Northeast	106	34.0
North-Central	230	30.0
South	132	59.1
West	83	56.6

Table 9: Performance Data Collection by Jurisdiction Characteristics

Classification	Number of Responses	% of "Yes" Responses
Total	551	41.7
Form of Government		
Cities		
Mayor-council	143	37.8
Council-manager	203	53.7
Commission	5	60.0
Town meeting	14	35.7
Rep. town meeting	2	0.0
Counties		
Commission	32	21.9
Council-administrator	41	63.4
Council-elected executive	11	45.5
Metro Status		
Metro Statistical Area	327	50.5
Micro Statistical Area	82	30.5
New England City & Town	17	29.4
Undesignated	125	28.0

Why Aren't More Local Governments Collecting Performance Measures?

Figure 6: Reasons for not Collecting Performance Data (%)

Reason	
Lacks staff capacity to collect data	
Lacks staff capacity to analyze data	
Governing body has not requested data	
Lack technical capacity to collect data	
Organization not sure data will be of value	
Media likely to interpret data negatively	
Other reasons	
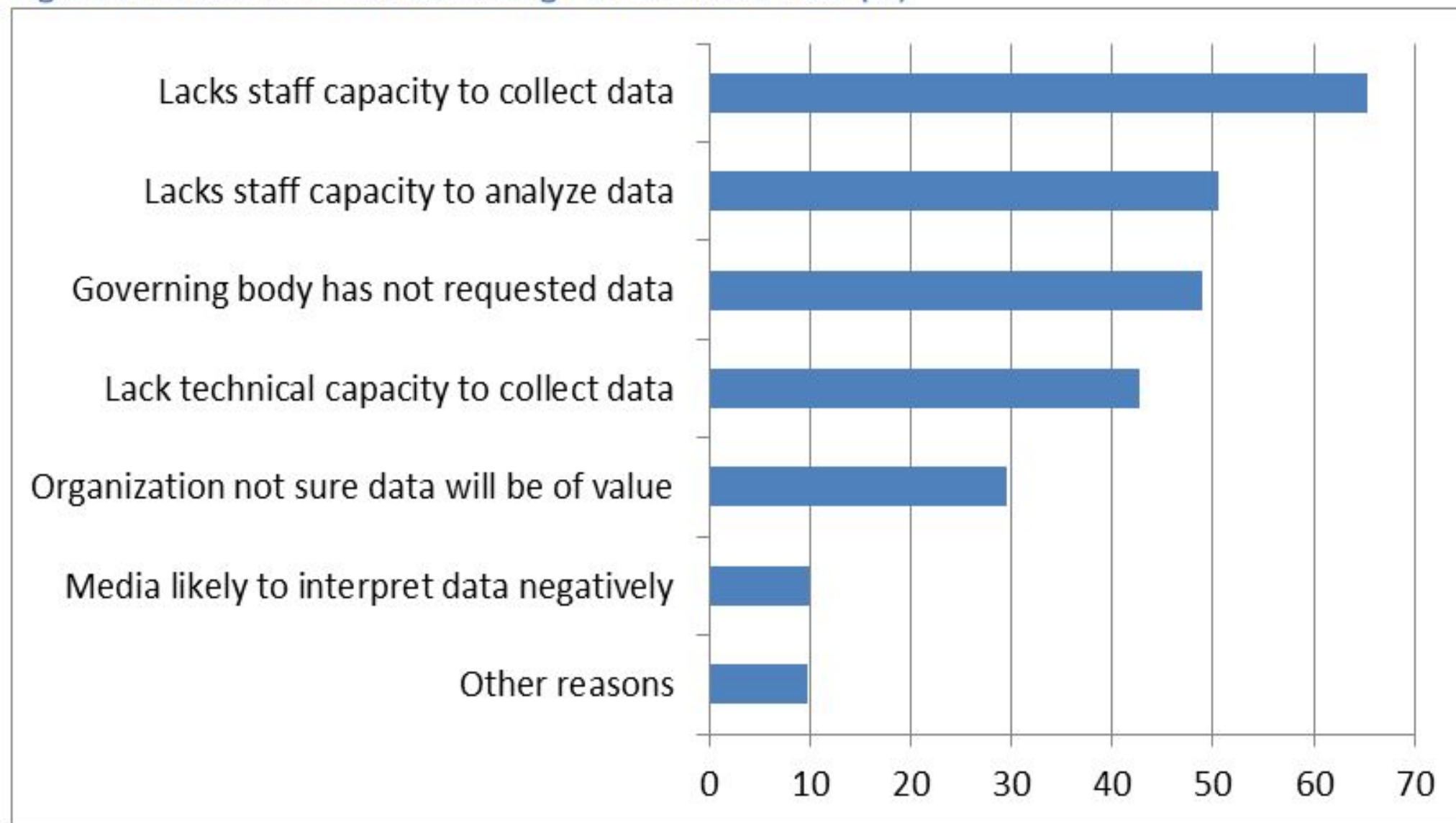
What About the Management Side of Performance Management?

Table 10: Reasons for Performance Data Usage

Question*	NU(1)	UVL(2)	UM(3)	UC(4)	Mean	n
Informing elected officials	1.3	7.5	35.0	56.2	3.46	226
Informing the public	0.9	12.0	44.9	42.2	3.28	225
Justifying & formulating budget requests	0.0	7.1	35.7	57.1	3.50	224
Id area for investigation to fix performance	2.3	9.0	41.0	47.8	3.34	222
Motivating personnel to improve	4.0	14.7	45.1	36.2	3.13	224
Monitoring performance of contractors	10.6	24.0	35.0	30.4	2.85	217
Supporting strategic planning efforts	2.3	14.6	30.1	53.0	3.34	219
Building public trust	3.1	17.0	40.2	39.7	3.17	224
Providing better services more efficiently	2.3	7.2	33.3	57.2	3.45	222

* NU=not used, UVL=used very little, UM=used moderately, UC=used considerably

What's the Best Strategy to Get into Performance Management for My Organization?

STRATEGIC PLANNING PROCESS

06 Implementation and Alignment

01 Getting Started

02 Environmental Scan

03 SWOT Analysis

04 Vision, Mission, Strategic Goals

05 Objectives, Tasks, Metrics

Why Measure for Management?

- Aligns Activities with Strategic Goals

- Tracks Progress and Accountability

- Informs Better Decision-Making

- Encourages Continuous Improvement

- Enhances Communication and Transparency

- Motivates Teams and Individuals

- Reduces Risk

But There Are Other Reasons Measuring Is Important Today

- Enhances Accountability in the Eyes of Citizens

- Provides a Pathway to Transparency

- Demonstrates the Collective Efficacy of the People's Institutions

- Fosters Trust Between Residents and Government

- Builds Political Capital for Good Governance

- Can Be as Useful Response to State Government DOGE-like Efforts

- But You Must Share the Information

You wanna manage well and innovate in your organization?

You MUST measure!

"I haven't failed. I've just found 10,000 ways that won't work."

Thomas Edison
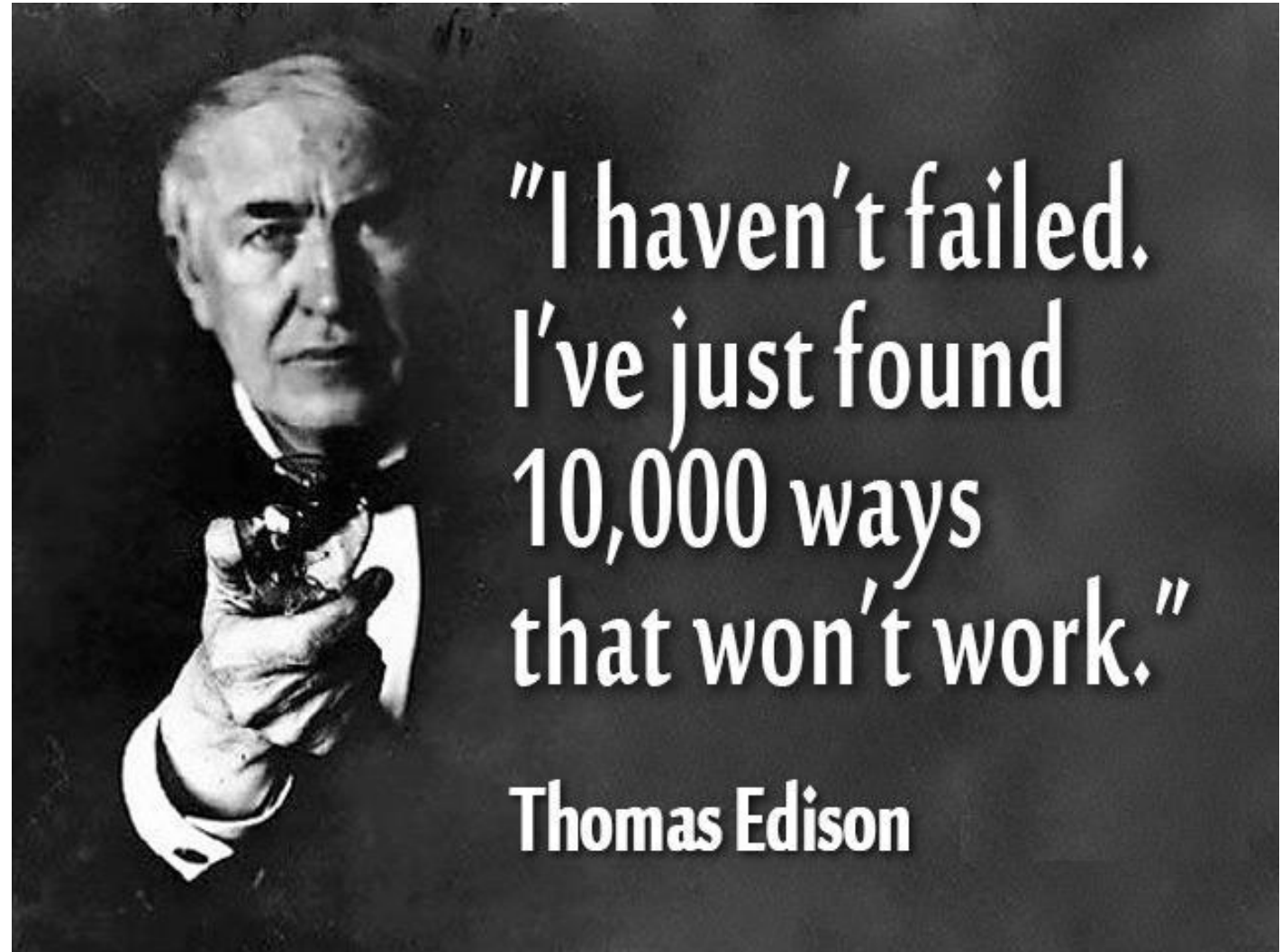
Poll #2

How would you rate your organization's current use of performance measures?

- We don't use them at all

- We're just starting out

- We have some measures but they aren't used consistently

- We have a strong, consistent measurement program

- Not sure

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Defining What Matters

Measure Development Process

Review your Strategy

Create a Strategic Family of Measures

Measure What Matters

Visualize Progress

Put it into Action

Review your Strategy

Strategic Levels

- Focus on medium and long-term goals
- Involve broader, department-level initiatives
- *Outcomes and Efficiencies*

Operational Level

- Detailed and specific measures
- Focus on day-to-day activities and processes
- *Inputs and Outputs*

STRATEGIC PRIORITY
Community Wellness

GOAL
Maximize and enhance our natural assets and facilities to encourage physical activity

ACTION
Collaborate with community partners to maintain and enhance our network of parks, trails and active transportation options

Create a Strategic Family of Measures

INPUTS
Resources used to deliver goods or provide services

OUTPUTS
Amount of work produced or services delivered

EFFICIENCIES
Input required to produce a good or service

OUTCOMES
Real-world impact of strategic goals
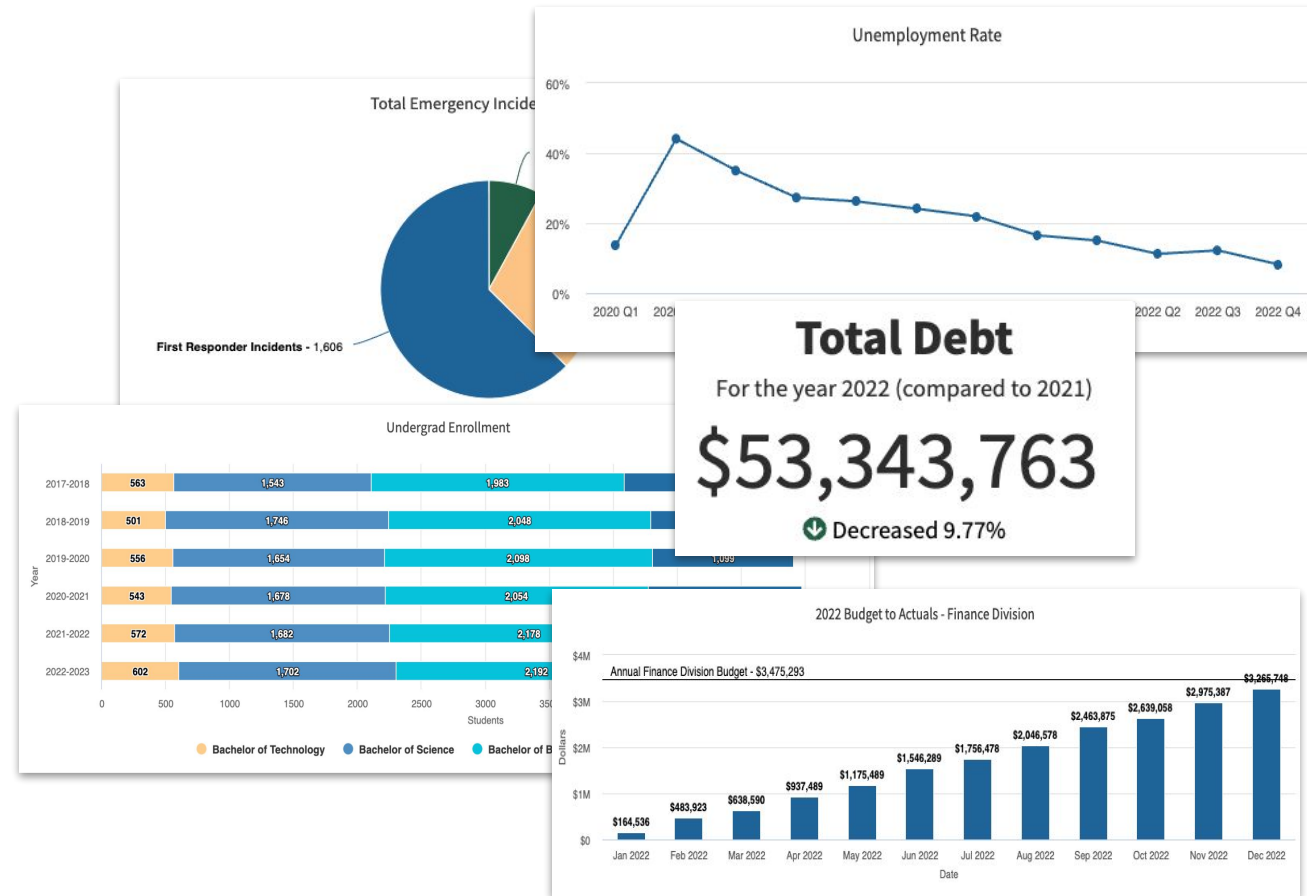
Measure What Matters - Prioritizing Measures

Performance Measure	Ease of Access & Maintenance	Improvement Possible	Public Interest	Easily Understood	Strategy Alignment	Total
(1=low, 3=moderate, 5=high)						
Percentage of residents experiencing housing cost burden	3	4	5	4	5	**21**
Number of affordable housing units built annually	4	5	5	5	5	**24**
Percentage of housing code inspections completed on time	4	5	2	3	2	**16**
Ratio of staff hours spent on internal meetings vs. field inspections	3	3	1	2	1	**10**
Number of community outreach sessions held	5	4	3	4	3	**19**

Review your Measures

Selecting the most relevant and feasible measures

- **External:** Communicate progress on strategic initiatives to Elected Officials, Funders and Residents
    Outcomes & Efficiencies
- **Internal:** Continue tracking at the department level
    Inputs & Outputs
- **Retire:** No longer track - data is not being used or meaningful

Measure What Matters - Prioritizing Measures

Performance Measure	Ease of Access & Maintenance	Inform Funding Decisions	Public Interest	Easily Understood	Strategy Alignment	Total
(1=low, 3=moderate, 5=high)						
Percentage of residents experiencing housing cost burden	3	5	5	4	5	**External**
Number of affordable housing units built annually	5	5	5	5	5	**External**
Percentage of housing code inspections completed on time	4	2	2	3	2	**Internal**
Ratio of staff hours spent on internal meetings vs. field inspections	3	1	1	2	1	**Retire**
Number of community outreach sessions held	5	2	3	4	3	**Internal**

Filling in the Gaps

- If you **successfully achieved your goals**, what would that look like, in numbers?

- Can you think of **targets you would like to reach** over the duration of the plan?

- **What are you trying to influence**, even if your actions indirectly influence it?

- **Imagine a story of success.** What details do you include in the story if you're successful?

Top Tip: Less is more. Aim for quality over quantity.

## Looking for some inspiration?

- 50 Modern Municipal Government Performance Measurement Ideas

- Performance Measurement Library

- Measure What Matters: Local Gov

- Measure What Matters: University KPIs

- Public Dashboards

  - City of Corona
  - City of Denton
  - City of Woodbury
  - Valley Benchmark Communities

Tell Your Story through Visuals

- Highlight long-term impacts of your work
- Easily identify trends, outliers and patterns
- Influence leadership and funders

Guide: Data Storytelling for the Public Sector
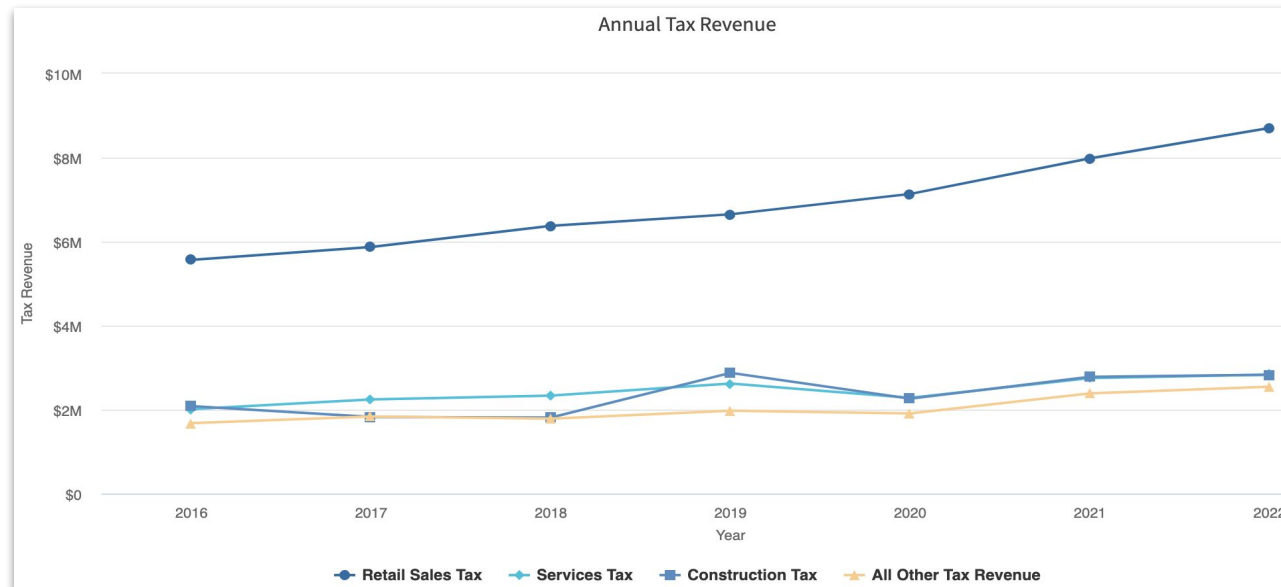
	A	B	C	D	E	F
	Year	Retail Sales Tax	Services Tax	Contracting Tax	All Other Tax Revenue	Total Tax Revenue
1	2016	$5,566,184	$2,010,430	$2,083,942	$1,677,830	$11,338,386
2	2017	$5,871,183	$2,243,971	$1,826,021	$1,836,987	$11,778,162
3	2018	$6,373,914	$2,333,214	$1,810,625	$1,782,848	$12,300,601
4	2019	$6,649,511	$2,619,552	$2,875,570	$1,972,374	$14,117,007
5	2020	$7,134,266	$2,280,760	$2,263,373	$1,910,139	$13,588,538
6	2021	$7,981,282	$2,750,686	$2,778,965	$2,386,547	$15,897,480
7	2022	$8,704,696	$2,833,427	$2,829,841	$2,545,036	$16,913,000

Annual Tax Revenue

Tax Revenue axis: $0, $2M, $4M, $6M, $8M, $10M
Year axis: 2016, 2017, 2018, 2019, 2020, 2021, 2022

Legend: Retail Sales Tax, Services Tax, Construction Tax, All Other Tax Revenue

Measure Development

1. **Index existing measures**
   - Identify inputs, outputs, efficiencies and outcomes
2. **Review and Prioritize**
   - Classify as Internal, External or Retired
3. **Identify Gaps**
   - Are all your goals being tracked?
4. **Visualize Data**
   - Bring your data to life with compelling visuals and dashboards

Measures Templates

Making it Easier to Get Started

15 Measures that Matter

Pre-built Templates (data file & visuals) in your Envisio instance

- 5 with real data (Open source*)
  - *when available
- 10 you just populate the data file

Result! Pre-built Analytics Dashboard of all 15 measures

Measure Templates

15 Pre-built Measures

Economic Health & Financial Stability

- GO Bond Rating
- Debt Per Capita
- Business Licence Renewal Rate

Quality of Life & Community Services

- Average cost of a rental unit
- Library Circulation
- Social Media Engagement

Public Safety

- Citizen Initiated Police Calls
- Police Clearance Rate
- Fire Response Time

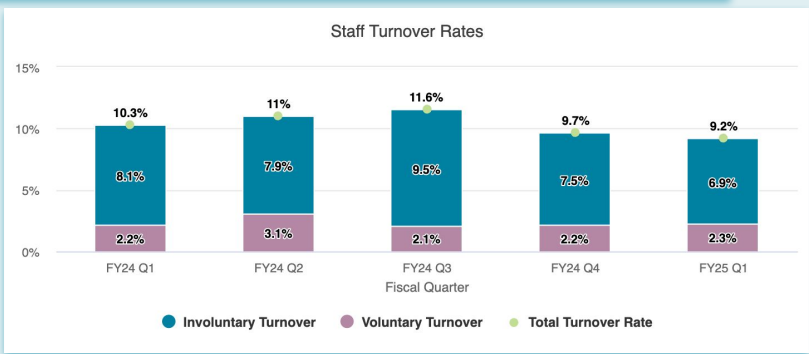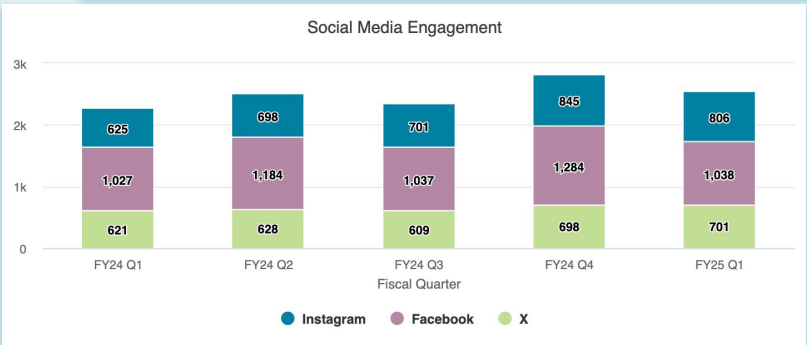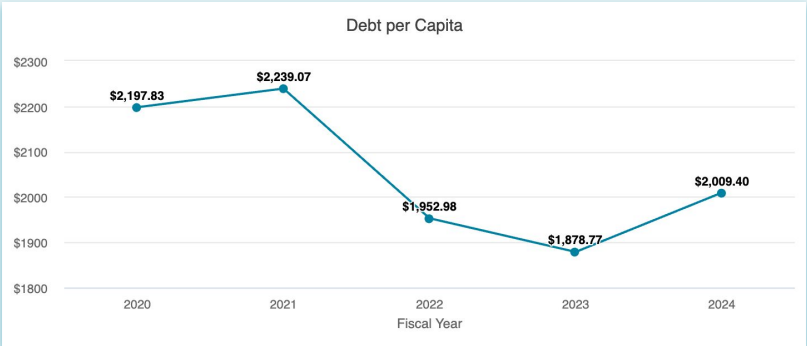### Community Growth & Development

- Permit Application Approval
- Development Application Approval
- Acres of Open Space

Infrastructure & Environmental Stewardship

- Drinking Water Quality
- Pavement Condition Index

Organizational Health & Performance

- Employee Turnover Rate

Brief Overview

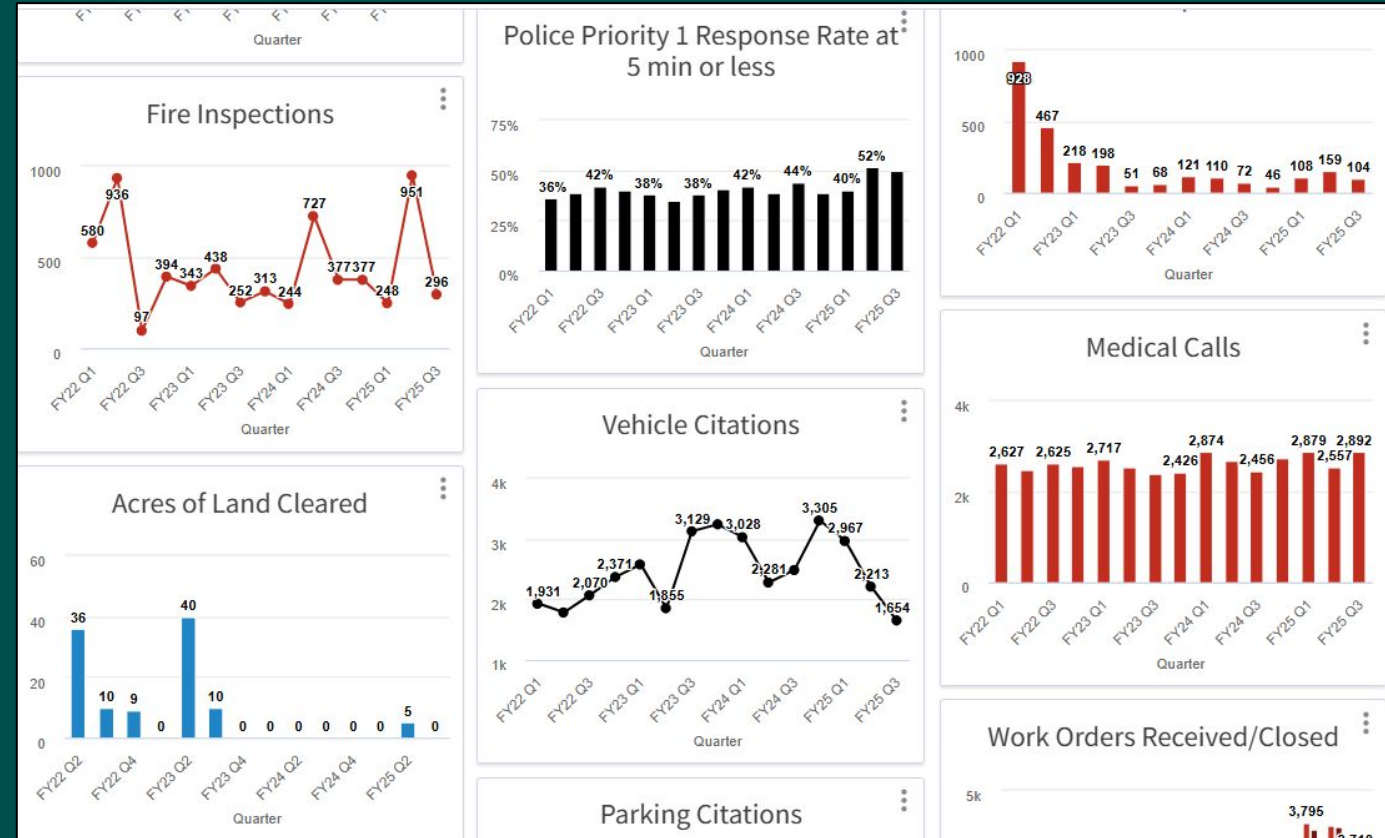- Use KPIs from various systems

- Internal and external facing performance dashboards

- Culture of performance tracking
  - Employee and Resident Surveys

- Implemented Envisio in 2022
  - Central repository for tracking and measuring performance metrics

The Catalyst for Change

- New City Manager

- Developed City Strategic Plan

  - Included performance measures

- Focus on Transparency & Accountability

- Data-Driven Decision Making

Improve Public Safety Services and Emergency Response: Improve the response time and increase the capacity of the City's emergency response teams.

Average response time to all fire incidents

% of Fire arrival times within 6:00 min. to fire incidents
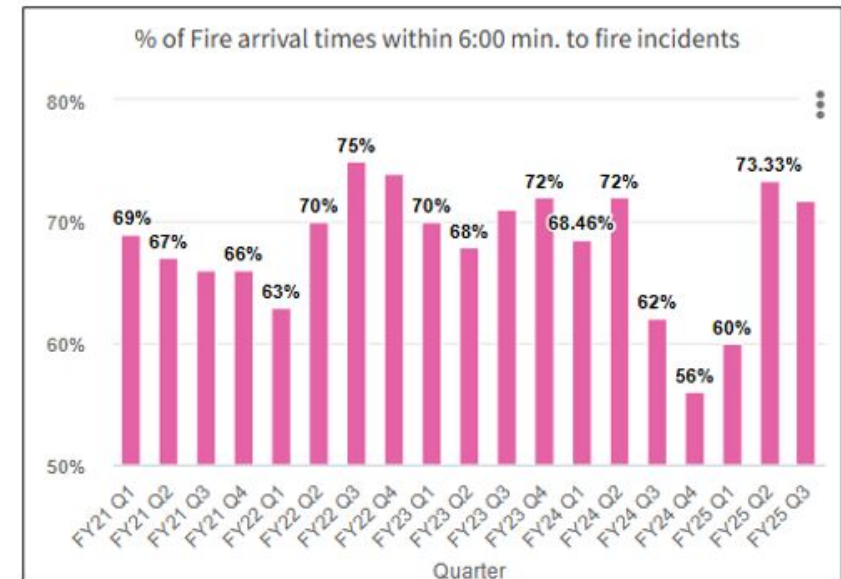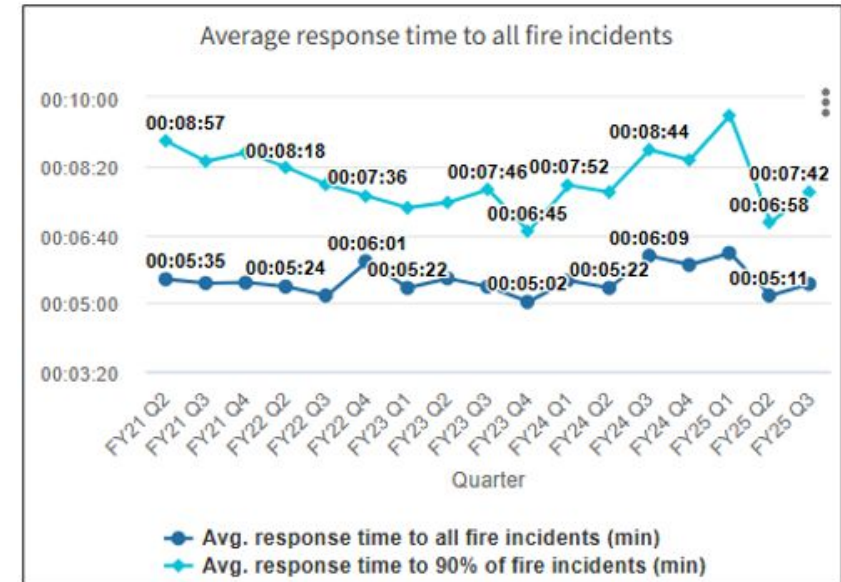
How We Got Started

First Year of Strategic Plan

- Used PowerPoint and Emails

- Hundreds of metrics manually tracked

Second year of Strategic Plan

- Researched Strategic Planning Software

- Implemented Envisio

  - Incorporated Strategic Plan metrics

city of **corona**

City Strategic Plan Progress Report

6	138
Strategic Goal	Activity

Overall Summary

Status

		%
●	On Track	12.3
●	Work Underway	14.5
●	Not Started	1.4
●	Upcoming	2.9
●	Completed	68.8

86% Progress
0 — 100
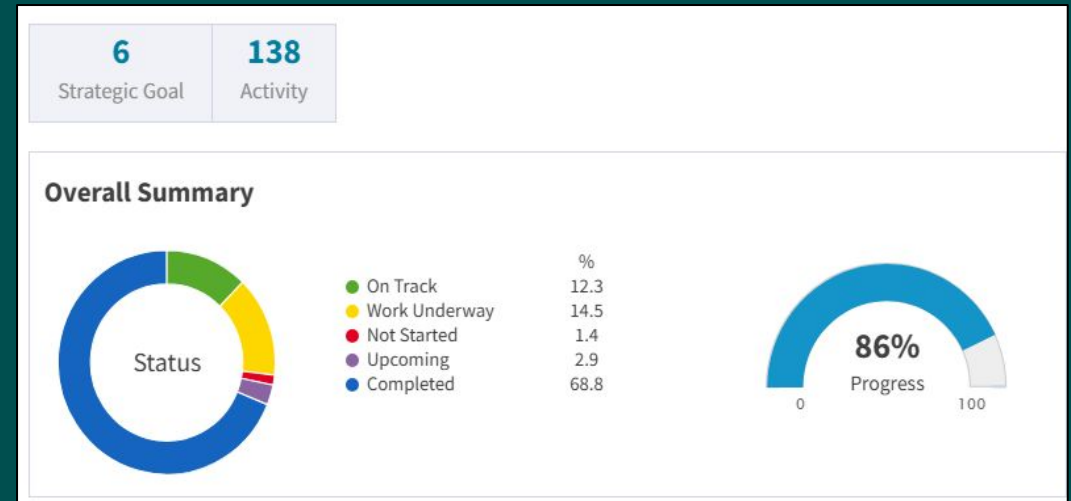
Where are we today?

- 200+ performance metrics
  - Year-on-Year scorecards
  - Historical performance charts
  - KPI Dashboards
- Automated Reminders
- Public Performance Measurement Portal
- Project and Operational Measures
- Future strategic plan measures

Measure	FY24 Q3	FY25 Q3	Trend
Number of homeless individuals within the City	65	65	⇄
% Community satisfaction rating of the City's efforts to reduce homelessness	38%		--
First time Homeless	81	76	↓
Emergency Shelter Beds Available	92	89	↓
Average length of homelessness (years)	3.5	2.5	↓
Annual returns to homelessness	1	2	↑
Number of affordable housing units	1,384	1,384	⇄
Number of pe... under develo...			
% of affordab... centers & pu...			

Community Services

FY25 Q3 - *Operational Performance Update*

4,038 Trees Trimmed Click for historical data	**878** Trees Planted Click for historical data	**159** Trees Removed Click for historical data	**105,646** Registered Library Users Click for historical data	**8,013** Library Program Participants Click for historical data
1,218 Volunteers 6,566 hours Community Volunteers Click for historical data	**15,100** Attendees at Special Events Click for historical data	**4,934** Recreation Activity Participants Click for historical data	**30,527** Corona Cruiser Ridership Click for historical data	**12,139** Dial-a-Ride Ridership Click for historical data

Poll #3

What's your next step with performance measurement?

- Bring this back to my leadership team

- Start drafting or refining our measures

- Sign up for a demo or coaching session

- Share the templates and insights with my team

- Not sure yet

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Where do you go from here?
Support and Resources

- Engage Departments to Align Existing Measures to your Strategy
- [Measure What Matters *Most*: Your Guide to Smarter Performance Measurement](#)
- [Guide: Data Storytelling for the Public Sector](#)
- Plug & Play 15 Measures
- Connect with Envisio for deeper support

Q&A