Benchmarking & Performance Measurement Best Practices Panel Discussion

Michigan Local Government Benchmarking Consortium Annual Conference

Michigan Local Government Benchmarking Consortium

MLGBC

Excellence through Performance Measurement

December 3, 2013

Putting Data into Practice

- Panelists:
  - **John Elsinga,** Manager, Delhi Township
  - **Frank Fisher,** GIS/DPW Admin., Waterford Twp.
  - **Phil Moore,** Manager, City of Alma

- Moderator:
  - **Dave Boerger**, Director of Fiscal & Operational Consulting Services, SEMCOG

John Elsinga

Manager
Delhi Township

Regional Cooperation through the use of “Best Practices”

I. Mutual Aid

II. Automatic Mutual Aid

III. Standardization of:

a) operating procedures

b) schedules

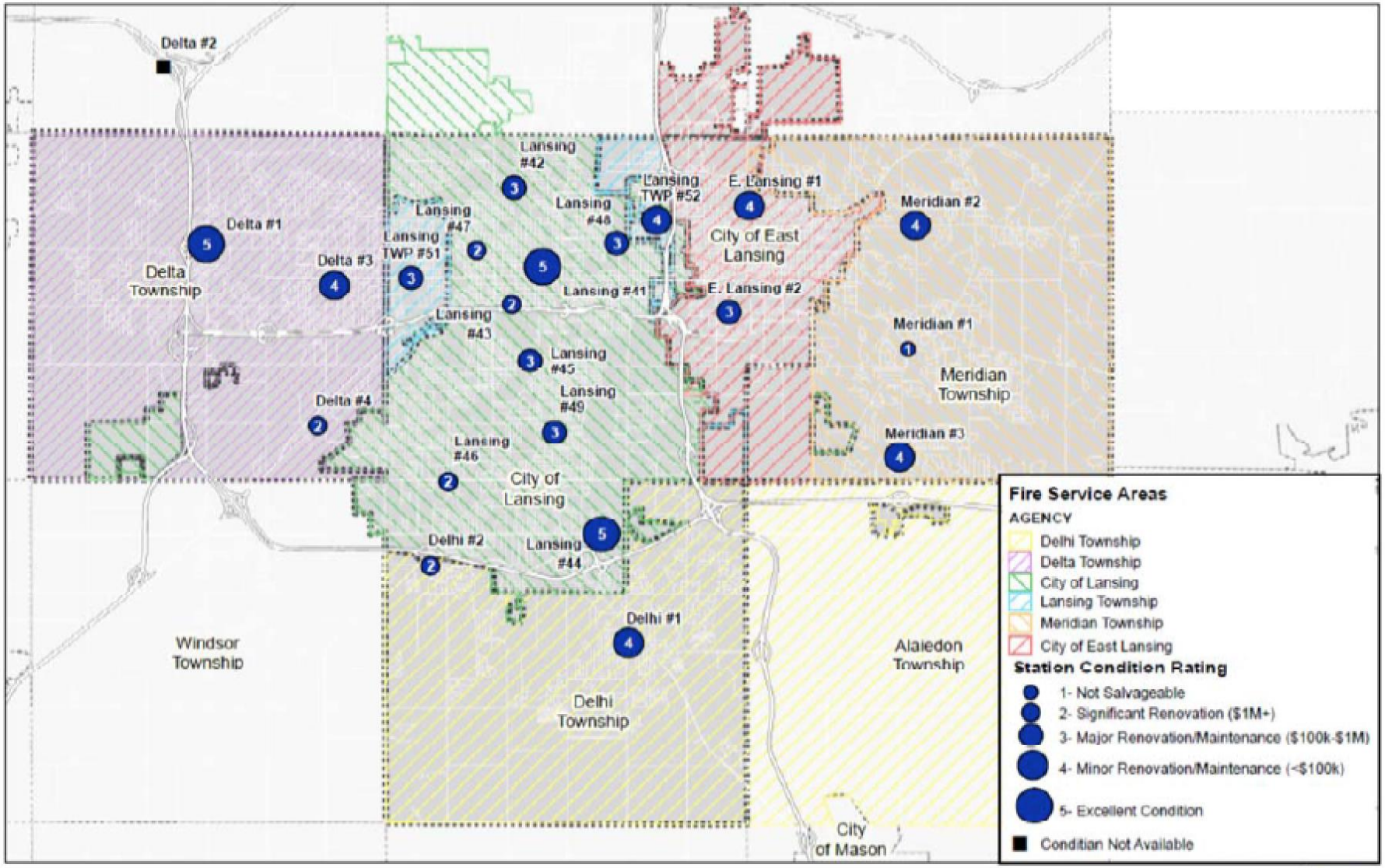
c) equipment/apparatus

d) policies

IV. Share facilities/equipment and apparatus

V. Effective utilization of p/t Fire/EMS w/i full time Dept’s

Metro Lansing Regional Fire Service Study



Fire/EMS Shared Public Services Initiative

	City of East Lansing	City of Lansing	Delhi Township	Delta Township	Lansing Township	Meridian Township	Total
Population	48579	114297	25877	32408	8126	39688	268975
Area (sq. miles)	13	35	29	35	5	32	149
Budget (millions)	7.08	27.67	2.1	4.24	1.41	4.35	46.85
Staff FTEs	50	180	24	36	18	36	344
Cost per Capita	146	242	81	131	174	110	174
FTE/1,000 Residents	1.02	1.58	0.91	1.11	2.22	0.92	1.27
Fire Repsonse Time (min.)	NA	4-6	6.02	6.2	4	4-6	>5
EMS Reponse Time (min.)	NA	4-6	5.28	4.1	4	4-6	<5

Frank Fisher

GIS/DPW Admin.
Waterford Township

Using Data to Reduce the Cost of Township Services

I. Consolidation of Services/ Shared Resources
   a. IT Services
   b. Fire Services
II. GIS/CMMS using Spatial and Work Analysis
   a. Documentation
   b. Capital Infrastructure Planning
III. Reporting
   a. Daily Analysis
   b. Using Trends to Develop Long Term Plans

Phillip Moore

Manager
City of Alma

Using Data for Infrastructure Improvements

I. Need for benchmarking, but no budget
II. Problems with sewer backups
III. Benchmarking used for:
    a. Size of problem
    b. Sewer rates
    c. Debt level

Dave Boerger

Director of Fiscal Consulting Services
SEMCOG

How can a community deal more effectively with 350+ available performance metrics?

I. Measure initially only three metrics * for each service area:
   a. Cost per capita (Use Munetrix)
   b. Staff FTE per 10,000 residents
   c. Citizen satisfaction (Use Cobalt Community Research)

II. Identify the service areas with the largest gaps for these three indicators versus the average and benchmark data

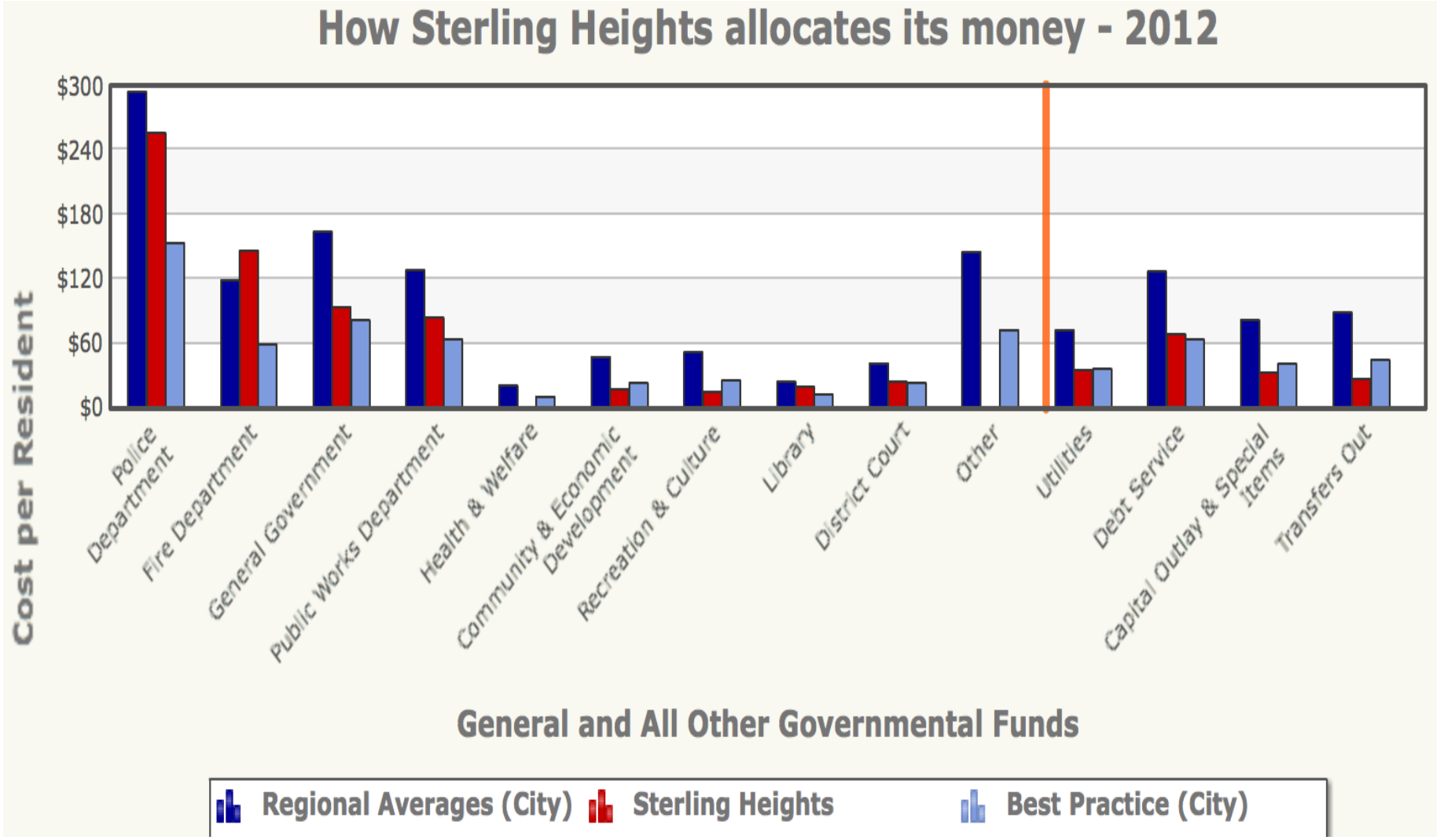
III. For the identified service areas, collect data on the rest of comparable metrics to identify the root cause

IV. Take necessary corrective actions to address the root cause issues.

V. Integrate these three performance indicators into your budget

* Not all MLGBC service areas include these three indictors; therefore, it is recommended they be added where missing.

Munetrix Fiscal Database



Sample Benchmark Analysis

	Cost per capita				FTE/10,000 Pop.				Citizen Satisfaction		
	LUG	B'mark	Avg.		LUG	B'mark	Avg.		LUG	B'mark	Avg.
Police/ Disp.	$256	$167	$331		15.8	19.3	26.1		90%	93%	88%
Fire/E MS	$147	$59	$118		6.6	7.0	12.0		92%	96%	90%
DPW	$84	$82	$109		3.8	11.3	22.1		94%	98%	92%
Parks & Rec.	$15	$26	$52		3.2	2.3	3.3		94%	98%	94%
Dev./ Bldg.	$18	$21	$27		1.6	1.9	3.1		82%	90%	84%
Admin /Other	$94	$82	$164		3.7	5.0	10.0		90%	90%	82%
LUG	$824	$747	$1217		39	54	101		88%	90%	82%

Note: The Benchmarks are based upon the 20% best performing local governments

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