

FY 2011

CPM 101 Annual Data Report

ICMA Center for Performance Measurement™

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Introduction

This CPM 101 Data Report includes FY 2011 data submitted by local governments participating in ICMA's Center for Performance Measurement™ (CPM). CPM was created to help municipalities and counties obtain accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. The CPM 101 program was started as an introductory program to performance measurement in 2010. Through the program, the Center collects, analyzes, and reports comparative performance data from local governments in fourteen service areas:

Code enforcement	Library services
Facilities management	Parks and recreation
Fire and EMS	Permits
Fleet management	Police services
Highway and road maintenance	Procurement
Human resources	Risk management
Information technology	Solid waste

CPM compiles this annual data report with the data submitted by both midyear and annual participants in the CPM 101 program. The purpose of this report is to highlight key measures and provide comparative data for each of the fourteen service areas. For FY 2011, 66 jurisdictions submitted data for CPM 101. In the report the means and medians of the CPM 101 jurisdictions are displayed. In addition, the means and means representing data from all jurisdictions participating in a CPM program are displayed to provide greater comparability.

As participants review the report and continue to participate in CPM 101, they are encouraged to provide feedback to CPM (cpmmail@icma.org) at any time. Additionally, a formal customer survey is available [here](#). The deadline to complete the customer survey is Tuesday, August 14th, 2012. We appreciate your feedback.

CPM 101 Participants at a Glance

The table below shows all of the jurisdictions whose data is included in the report.

Jurisdiction	Population	Land area (in square miles)	Population density
Louisville Metro Govt KY	741,096	385	1,925
Chula Vista CA	246,496	50	4,930
Fort Lauderdale FL	165,521	33	5,016
Sugar Land TX	84,511	34	2,486
O'Fallon MO	80,860	30	2,695
Lancaster County SC	76,652	549	140
Eau Claire WI	66,060	32	2,064
Rancho Cordova CA	65,502	38	1,724
Oshkosh WI	64,592	24	2,691
Greenwich CT	61,171	48	1,274
Delray Beach FL	60,831	15	4,055
New Braunfels TX	57,040		
Manhattan KS	52,135	19	2,744
Noblesville IN	51,969	31	1,676
Edina MN	47,941	16	2,996
Wauwatosa WI	46,396	13	3,569
Campbell County WY	46,133	4,797	10
Rohnert Park CA	41,194	6	6,866
Annapolis MD	38,394	7	5,485
Columbia TN	34,681	30	1,156
Dartmouth MA	34,412	64	538
Andover MA	33,201	31	1,071
Salisbury MD	30,343	14	2,167
Accomack County VA	30,223	438	69
Algonquin IL	30,046	12	2,504
Dover NH	29,987	28	1,071
Windsor CT	29,060	29	1,002
Newburgh NY	28,866	4	7,217
Monterey CA	27,810	8	3,476
Greer SC	25,515	21	1,215
Sahuarita AZ	25,259	30	842
Dedham MA	24,729	10	2,473
Fredericksburg VA	24,286	11	2,208
Belmont MA	23,819	5	4,764
Ramsey MN	23,668	27	877
Junction City KS	23,353	12	1,946
Barstow CA	22,639	42	539
Peters Township PA	21,378	19	1,125
Libertyville IL	20,742	9	2,305
Rolla MO	19,560	12	1,630
Snellville GA	18,242	10	1,824
Tumwater WA	17,570	14	1,255
King William County VA	15,935	275	58
Goodlettsville TN	15,921	14	1,137
Ukiah CA	15,300	4	3,825

Jurisdiction	Population	Land area (in square miles)	Population density
Hopkinton MA	15,000	28	536
Medway MA	13,877	12	1,156
Coventry CT	12,435	37	336
Lakeland TN	12,430	23	540
Blue Ash OH	12,114	8	1,514
Crestwood MO	11,912	4	2,978
Weston MA	11,478	17	675
Granby CT	11,300	41	276
Show Low AZ	11,058	47	235
Lunenburg MA	10,086	27	374
Baker City OR	9,890	7	1,413
Shelton WA	9,834	6	1,639
Mason MI	8,252	5	1,650
Georgetown MA	8,100	13	623
Purcellville VA	7,727	3	2,576
Mahomet IL	7,258	9	806
Fox Point WI	6,665	3	2,222
Islamorada Islands FL	6,119	6	1,020
Airway Heights WA	6,114	5	1,223
Lake Mills WI	5,735	4	1,434
New Baden IL	3,349	2	1,675
Cherryvale KS	2,374	2	1,187

	Population	Land area (in square miles)	Population density
CPM 101			
Mean	43,942	115	1,920
Median	23,819	16	1,572
CPM 101 & Comprehensive			
Mean	129,035	104	2,280
Median	38,394	22	1,804

Suggestions for Using the Report

- Examine the Results**

Local governments and their departments can examine their performance on each indicator and identify where they appear to be doing well, or where they might need to focus efforts for improvement, compared with other jurisdictions. They can compare their performance with the values of other jurisdictions’ performance for any given indicator, the mean (average) value for all the reporting jurisdictions, and/or the median (middle) value for all the reporting jurisdictions.

Additionally, jurisdictions should look closely to assess the reasons for their performance level and, where appropriate, develop plans for improvement. They can compare current and prior year performance levels to help assess whether the actions taken in the past produced the desired improvements.

- **Identify Comparable Jurisdictions**

Jurisdictions may want to compare their performance with that of a subset of jurisdictions on the basis of certain criteria such as population, weather conditions, or method of service delivery. If the jurisdiction's performance level is substantially below that of the comparison group, it can use the higher levels of performance in other jurisdictions to establish its own targets for future improvements. The jurisdiction should also seek explanations from higher-performing jurisdictions as to the practices and procedures contributing to high performance (e.g., equipment, training, organizational processes and structure, resources).

- **Set Goals and Targets**

Many jurisdictions use comparative performance information to set targets of performance for specific departments and agencies. Working with their city manager or county administrator, department directors may use measures from comparable jurisdictions and combine them with the priorities established by their council to set performance targets for future years. These targets then serve to focus the efforts of each department in achieving its goals and, in so doing, helping the city or county achieve the broader goals set by the council. Furthermore, this information can be used to identify departments that show consistently positive outcomes or substantial improvement over time, and it serves as a basis for providing recognition to the employees of those departments.

- **Communicate with Stakeholders**

Jurisdictions should consider providing annually to their citizens performance information similar to that contained in this report. This information can be provided through special reports and/or community newspapers that communicate comparative measures of performance for the government (e.g., response times for fire and EMS, participation rates in recreational programs, patronage of public libraries). These reports should focus largely on what the jurisdiction does rather than solely on what the local government spends. These reports, flyers, and community newspapers can provide citizens with a more complete picture of the activities and performance of their local government.

- **Review the Suggested Applications section in each service-specific section of this report**

Staff will find both general and service-specific ideas on how to use the data to:

- Communicate with staff, elected officials, and the public
- Find improvement targets
- Boost performance
- Discern and celebrate successes

Important Considerations

Readers are reminded that the data displayed in this report comes from volunteer participants, rather than a representative sample of local governments. Thus, normative statistics and other figures shown should not be interpreted as standards or recommended performance levels. Although they have proven helpful to local governments seeking to set performance targets based on peers' performance. Additional service-specific considerations appear in each section; these considerations they should be reviewed carefully because they provide context for the data. Please keep them in mind as you use the report.

Please contact CPM staff with any questions or comments regarding the report or other CPM 101 activities (cpmmail@icma.org; 202/962-3562).

Section 1: Code Enforcement

Code Enforcement Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one code enforcement question, as well as some basic information about each jurisdiction's code enforcement operation. Additional code enforcement figures appear later in this section.

Figure 1-1. Descriptors: Code Enforcement Characteristics (page 1 of 2)

Jurisdiction	Population	Code enforcement FTEs	FTEs per 1,000 population	Total code violation cases
Louisville Metro Govt KY	741,096	114.46	0.15	14,736
Chula Vista CA	246,496	23.38	0.09	1,247
Fort Lauderdale FL	165,521	49.56	0.30	20,400
Sugar Land TX	84,511	2.99	0.04	2,653
O'Fallon MO	80,860	4.70	0.06	1,605
Lancaster County SC	76,652	8.44	0.11	649
Eau Claire WI	66,060	3.35	0.05	1,701
Rancho Cordova CA	65,502	5.09	0.08	2,781
Oshkosh WI	64,592			2,104
Greenwich CT	61,171			
Delray Beach FL	60,831	7.00	0.12	11,916
New Braunfels TX	57,040	2.33	0.04	2,865
Manhattan KS	52,135			2,306
Noblesville IN	51,969	1.00	0.02	286
Wauwatosa WI	46,396			380
Campbell County WY	46,133			8
Annapolis MD	38,394	12.62	0.33	2,043
Columbia TN	34,681			2,226
Dartmouth MA	34,412	0.45	0.01	10
Andover MA	33,201	3.64	0.11	107
Salisbury MD	30,343	9.20	0.30	8,874
Algonquin IL	30,046	2.58	0.09	1,581
Dover NH	29,987	5.86	0.20	356
Windsor CT	29,060	1.06	0.04	235
Newburgh NY	28,866	5.76	0.20	2,659
Monterey CA	27,810			603
Greer SC	25,515	1.43	0.06	2,141
Sahuarita AZ	25,259			44
Dedham MA	24,729	4.90	0.20	
Fredericksburg VA	24,286	2.11	0.09	476
Belmont MA	23,819			129
Ramsey MN	23,668	0.79	0.03	1,046
Peters Township PA	21,378			160
Libertyville IL	20,742	0.38	0.02	144
Rolla MO	19,560	0.87	0.04	
Snellville GA	18,242	0.83	0.05	445
Tumwater WA	17,570			28

Figure 1-1. Descriptors: Code Enforcement Characteristics (page 2 of 2)

Jurisdiction	Population	Code enforcement FTEs	FTEs per 1,000 population	Total code violation cases
King William County VA	15,935	1.01	0.06	35
Ukiah CA	15,300	0.50	0.03	441
Medway MA	13,877	0.28	0.02	48
Coventry CT	12,435	3.18	0.26	70
Lakeland TN	12,430	1.97	0.16	
Blue Ash OH	12,114	1.00	0.08	284
Crestwood MO	11,912	1.00	0.08	240
Weston MA	11,478	7.83	0.68	53
Granby CT	11,300	0.88	0.08	25
Show Low AZ	11,058			189
Lunenburg MA	10,086	0.40	0.04	
Baker City OR	9,890			189
Shelton WA	9,834	0.60	0.06	409
Mason MI	8,252	0.43	0.05	225
Georgetown MA	8,100	0.88	0.11	12
Mahomet IL	7,258	0.38	0.05	33
Fox Point WI	6,665	0.46	0.07	180
Islamorada Islands FL	6,119	1.20	0.20	66
Airway Heights WA	6,114	0.89	0.14	1,260
New Baden IL*	3,349			33
Cherryvale KS	2,374			118

*New Baden, IL, reports it contracts for most code enforcement services.

	Population	Code enforcement FTEs	FTEs per 1,000 population	Total code violation cases
CPM 101				
Mean	47,145	6.92	0.12	1,752
Median	24,508	1.43	0.08	356
CPM 101 & Comprehensive				
Mean	113,485	9.56	0.10	6,458
Median	38,844	3.01	0.07	1,215

Important Service-Specific Considerations

Some of the factors that influence the comparability of code enforcement data are:

- Proactive enforcement—Whether a jurisdiction engages in proactive enforcement or complaint-driven enforcement can affect the number of violations reported.
- Code enforcement staff—The availability of dedicated code enforcement staff can influence a jurisdiction’s ability to address code violations quickly, which in turn can influence inspection time frames and case closure rates.
- Local importance—The salience of code enforcement issues to members of the local community can affect not only the number of violations reported but also compliance rates and time frames.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing code enforcement services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and mean and medians.** If you are performing above the norms, check in with ICMA if you’d be willing to share what you’re doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you’d like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM’s public website (icma.org/performance) and click on the Certificate Program link under the Services & Publications tab to view samples of reports prepared by participants in the CPM Comprehensive program.

- **Hold internal meetings to celebrate successes & discuss improvements.** — Hold internal meetings/discussions with your department to review results shown in this report. Identify where your department excels and where improvement may be needed. In areas where you are a high performer, discuss how to maintain high performance, as well as ways to share the good news. In areas where improvement is desired, solicit ideas from department employees about how to set and reach new targets. Consider consulting peer communities for advice, too.

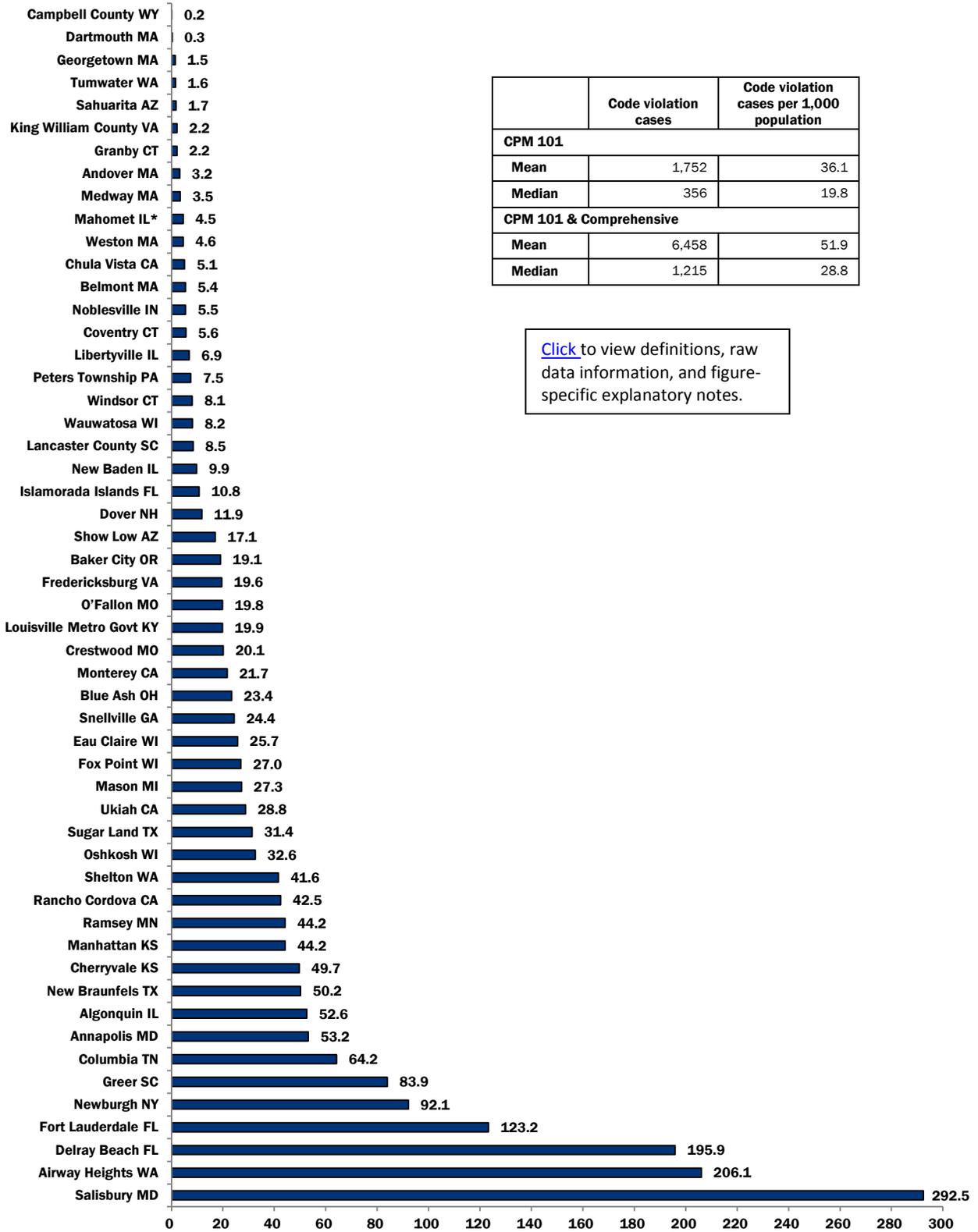
Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and voice concerns, and responding to their questions and concerns can help ensure effective use of the information and build staff support for your jurisdiction's performance measurement program.

Figure List

In addition to Figure 1-1 displayed above, the following figures are presented in this section:

- Figure 1-2. Output Measure: Code Violation Cases per 1,000 Population
- Figure 1-3. Intermediate Outcome: Resolution of Nuisance Code Violation Cases
- Figure 1-4. Output Measure: Abandoned/Vacant Properties per Square Mile
- Figure 1-5. Input Measure: Code Enforcement Expenditures per Capita
- Figure 1-6. Outcome Measure: Citizen Ratings of the Degree to Which Run Down Buildings, Weed Lots, and Junk Vehicles Are a Problem

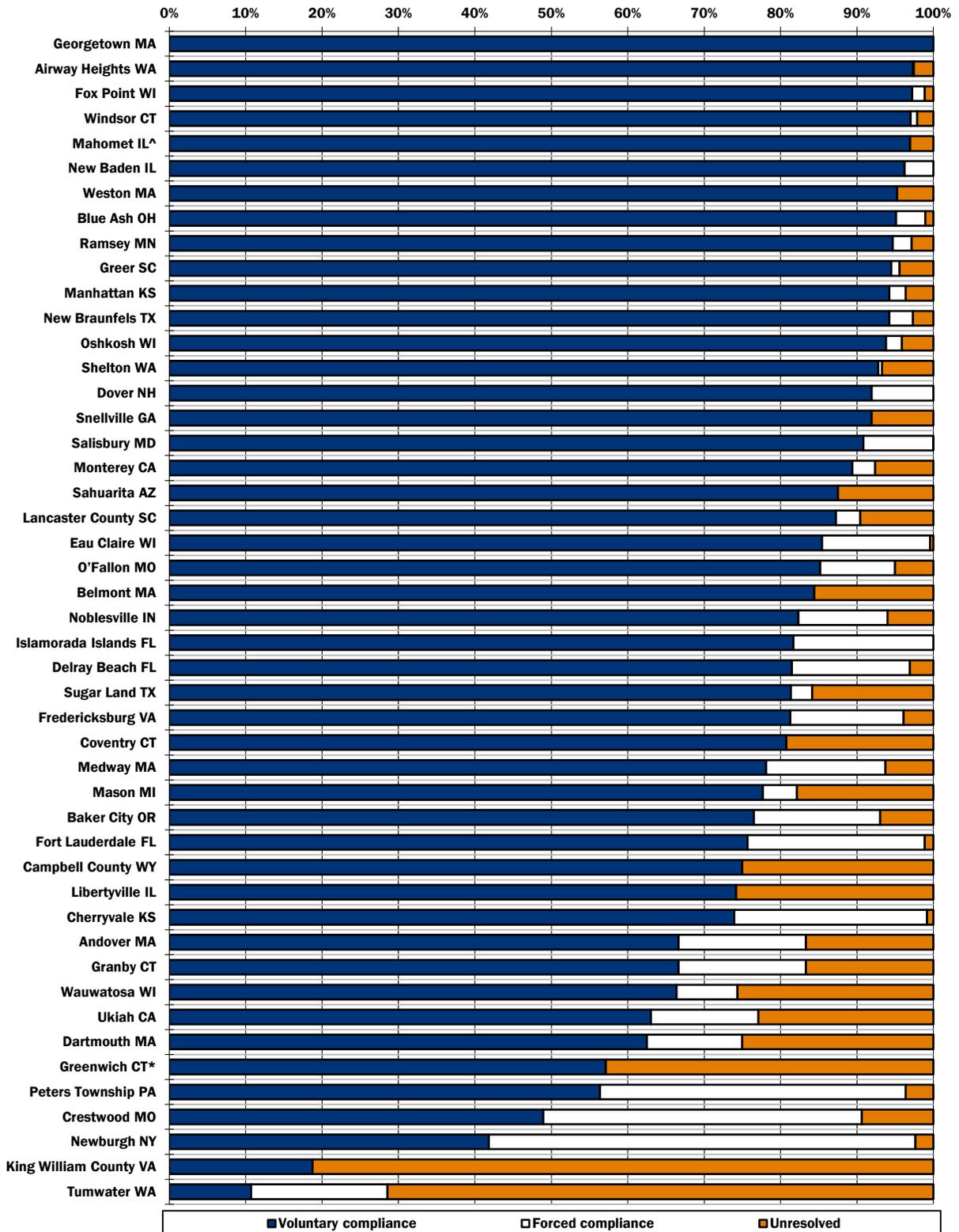
Figure 1-2. Output Measure: Code Violation Cases per 1,000 Population



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Mahomet, IL, reports that all code enforcement cases reported in the fiscal year were nuisance code cases

Figure 1-3. Intermediate Outcome: Resolution of Nuisance Code Violation Cases (page 1 of 2)



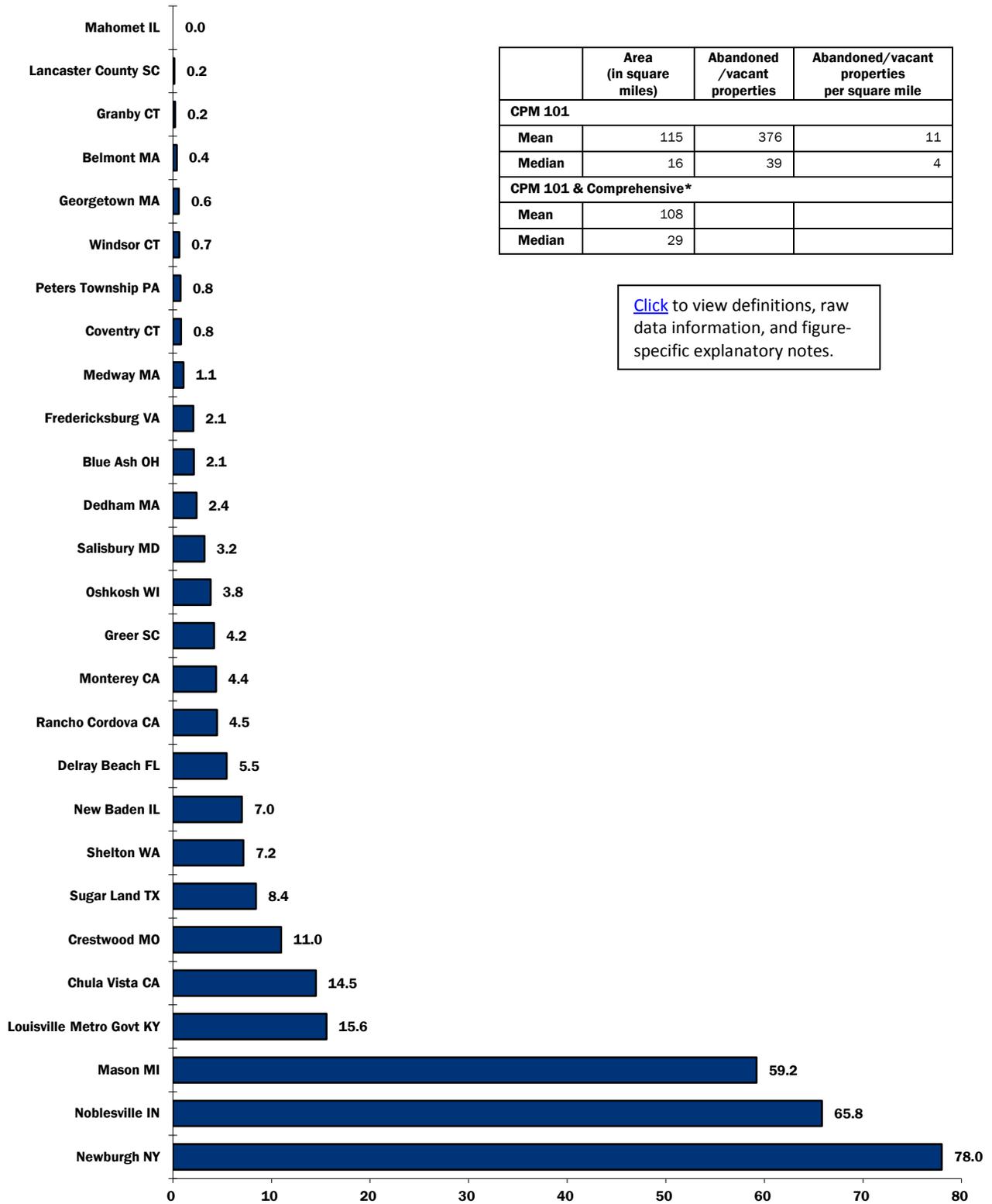
*Greenwich, CT, reports they have no compulsory powers. All instances of compliance are voluntary.
 ^Mahomet, IL, reports all code enforcement cases reported in the fiscal year were nuisance code cases.

Figure 1-3. Intermediate Outcome: Resolution of Nuisance Code Violation Cases (page 2 of 2)

	Percent of total nuisance code violation cases		
	Voluntary compliance	Forced compliance	Unresolved
CPM 101			
Mean	79%	9%	12%
Median	82%	4%	5%
CPM 101 & Comprehensive			
Mean	68%	11%	9%
Median	73%	7%	5%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 1-4. Output Measure: Abandoned/Vacant Properties per Square Mile



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Means and medians do not appear for the “CPM 101 & Comprehensive” category in the table above, because CPM Comprehensive does not include this indicator. It is a new indicator that is being tested through CPM 101.

Figure 1-5. Input Measure: Code Enforcement Expenditures per Capita

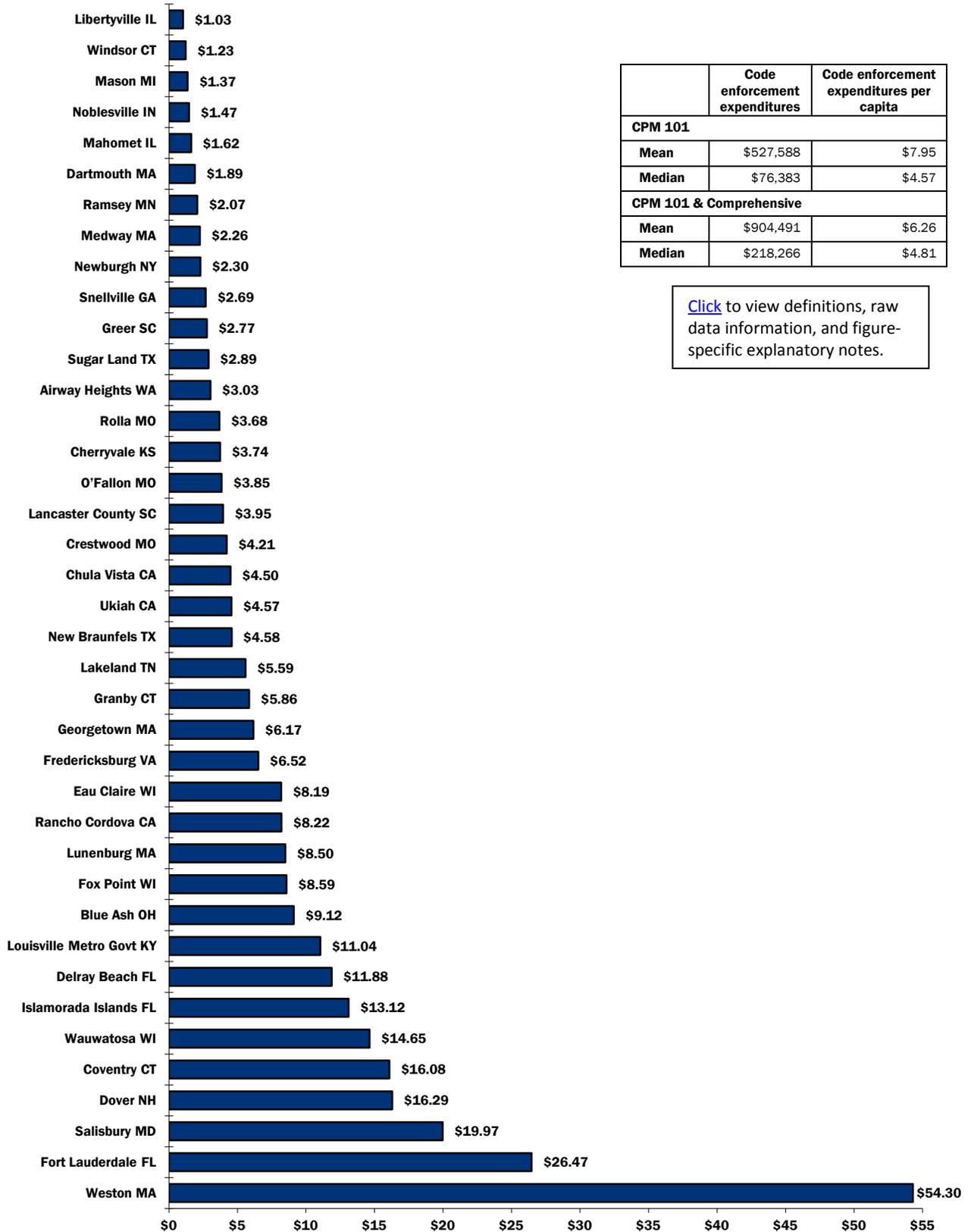
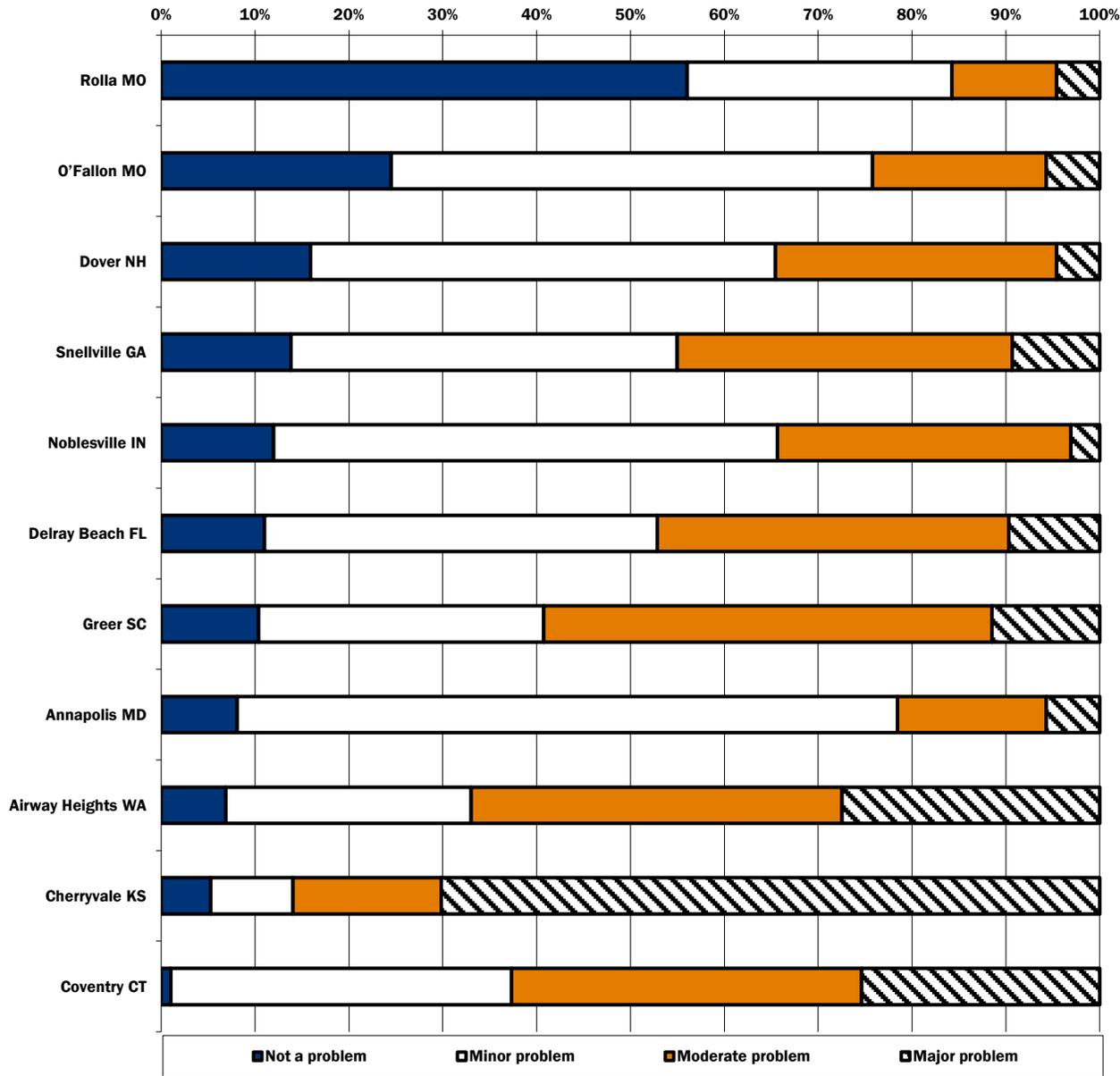


Figure 1-6. Outcome Measure: Citizen Ratings of the Degree to Which Run Down Buildings, Weed Lots, and Junk Vehicles Are a Problem



	Degree to which run down buildings, weed lots, and junk vehicles are a problem			
	Not a problem	Minor problem	Moderate problem	Major problem
CPM 101				
Mean	15%	40%	29%	16%
Median	11%	41%	31%	9%
CPM 101 & Comprehensive*				
Mean	19%	41%	30%	11%
Median	16%	42%	30%	8%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Reference Section: Code Enforcement

Definitions

Code Violation Categories

- **Dangerous building code violation cases:** These fall under the jurisdiction's code applied to buildings or structures within the jurisdictional limits that is designed to promote the health and safety of the residents. Violations in this code category may include, but are not limited to, violations that endanger the life, limb, health, morals, property, safety, or welfare of the general public. Additionally, the building's or structure's occupants may be required to repair, vacate, or demolish the buildings/structures. Dangerous building code violations should fall under applicable definitions of local dangerous building code or the Uniform Code for the Abatement of Dangerous Buildings as published by the International Code Council.
- **Housing code violations cases:** These fall under the local housing ordinance or state code and habitability statutes. Local ordinances may follow the Uniform Housing Code, published by the International Code Council or some other code. Typical violation areas may include, but are not limited to, structural deficiencies, unsanitary housing conditions, trash and debris problems, HVAC, minimal space, paint, weatherization, plumbing, electrical, etc.
- **Nuisance code violation cases:** These include things such as weed lots, junk lots, graffiti, and abandoned vehicles. (Abandoned vehicles include unlicensed, inoperable, and/or abandoned vehicles on private property.) Nuisance violations fall under applicable definitions of the local jurisdiction.
- **Nuisance violations:** These include, but are not limited to, weed lots, junk lots, graffiti, and abandoned vehicles. (Abandoned vehicles include unlicensed, inoperable, and/or abandoned vehicles on private property.) Nuisance violations fall under applicable definitions of the local jurisdiction.
- **Other code violation cases:** These include all violations not included in the other categories for which a jurisdiction is responsible.
- **Zoning code violations cases:** These fall under the local zoning ordinance or codes regulating land use.

Compliance Categories

- **Forced compliance:** This includes violations brought into compliance by the jurisdiction taking some form of action that caused the violation to be resolved other than, or in addition to, a notification as addressed in Voluntary Compliance. There are typically three ways for this to occur: jurisdictional abatement, administrative hearing, or judicial hearing.
- **Voluntary compliance:** This includes violations brought into compliance by the property owner, tenant or person responsible for the property in response to some type of notification of violation by the jurisdiction. An example of a notification would be a correction letter, a door hanger, a personal visit or telephone conversation with a person connected to the property.

Other Terms

- **Abandoned & vacant properties:** . This question is a new indicator that is being tested through CPM 101. CPM welcomes feedback on whether this question was one that participants could answer, and whether it would be useful for decision-making.
- **Code enforcement expenditures:** This includes actual expenditures for salaries, benefits, supplies, materials acquisition, and contracted services related to the collection of materials from residential accounts. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).
- **Code enforcement hours paid:** This includes hours paid to supervisory and non-supervisory staff; full-time, part-time, and seasonal personnel, regardless of funding source; and all staff members that provide code enforcement services in your jurisdiction, regardless of the department to which they are assigned. All types of hours paid—regular; overtime; sick, vacation, and other paid leave; and any other hours paid. All hours paid for all code enforcement activities, regardless of whether or not staff is centralized in the code enforcement division or department. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 1-5

- Code enforcement expenditures are shown on a per capita basis (based on the residential population of the area served) to make the data more comparable across jurisdictions of different sizes. Population data used here was provided by the jurisdiction on the CPM 101 survey.
- Some variation in code enforcement expenditures per capita may be attributed to differences in the number and proportion of residential, commercial, and industrial properties in each jurisdiction and whether the jurisdiction is responsible for monitoring code compliance in each property category. For example, two jurisdictions with similar populations might report very different expenditure

levels if one jurisdiction has responsibility for inspecting a large number of commercial properties within its boundaries and the other jurisdiction does not.

- Some of the variation among the jurisdictions may be due, in part, to the desire of a community for a higher level of code enforcement services, differences in functions performed by code enforcement officials, cost-of-living differences among jurisdictions (reflected in wages and other expenses), and differences in benefits provided to employees.

Figure 1-6

- Variations in citizen satisfaction may be attributed to differences in local service expectations, funding, staffing, and other factors.

Section 2: Facilities Management

Facilities Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one facilities management question, as well as some basic information about each jurisdiction’s facilities management workload. Additional facilities management figures appear later in this section.

Figure 2-1. Descriptors: Facilities Management Square Footage (page 1 of 2)

Jurisdiction	Population	Square footage of administrative/office facilities operated and maintained	Square footage of all jurisdiction facilities operated and maintained
Louisville Metro Govt KY	741,096	2,000,000	2,600,000
Andover MA	33,201		2,574,892
Fort Lauderdale FL	165,521	665,402	1,495,679
Chula Vista CA	246,496	306,856	1,013,706
Dedham MA	24,729	96,290	878,610
Delray Beach FL	60,831	204,080	846,804
Campbell County WY	46,133	226,053	758,029
Greenwich CT	61,171		743,488
Sugar Land TX	84,511	196,531	575,774
Salisbury MD	30,343	1,687	454,410
Monterey CA	27,810	373,000	445,000
Lunenburg MA	10,086	80,762	353,051
Blue Ash OH	12,114	44,206	306,323
Weston MA	11,478	41,200	304,742
Georgetown MA	8,100	24,834	304,383
Wauwatosa WI	46,396		302,250
Fredericksburg VA	24,286	191,795	300,482
Dover NH	29,987	157,208	293,020
Rohnert Park CA	41,194	89,510	279,573
Lancaster County SC	76,652	87,202	265,395
Windsor CT	29,060		257,200
O'Fallon MO	80,860	82,000	254,660
Newburgh NY	28,866	125,613	253,765
Annapolis MD	38,394	83,989	253,599
Eau Claire WI	66,060	59,200	243,930
Dartmouth MA	34,412	130,267	221,046
Show Low AZ	11,058	76,525	186,525
Rolla MO	19,560	48,600	160,000
Ramsey MN	23,668	78,110	159,628
Accomack County VA	30,223	96,775	148,336
Rancho Cordova CA	65,502	127,000	133,348
Peters Township PA	21,378	25,566	133,245
Greer SC	25,515	61,926	133,065
Lake Mills WI	5,735	60,785	115,588

Figure 2-1. Descriptors: Facilities Management Square Footage (page 2 of 2)

Jurisdiction	Population	Square footage of administrative/office facilities operated and maintained	Square footage of all jurisdiction facilities operated and maintained
Baker City OR	9,890	20,747	108,196
Tumwater WA	17,570	92,492	105,251
Goodlettsville TN	15,921	83,345	103,088
Shelton WA	9,834	29,316	99,572
Hopkinton MA	15,000	19,100	92,000
Belmont MA	23,819	21,373	87,617
Sahuarita AZ	25,259	63,547	70,647
Granby CT	11,300	61,286	70,121
Coventry CT	12,435	26,086	68,144
Medway MA	13,877	19,905	66,211
Snellville GA	18,242	33,277	58,082
King William County VA	15,935	20,000	57,500
Crestwood MO	11,912	45,146	56,098
Islamorada Islands FL	6,119	7,400	41,461
Purcellville VA	7,727	15,464	39,439
Mason MI	8,252	27,500	39,190
Mahomet IL	7,258	22,454	36,006
New Baden IL	3,349	3,500	32,000
Ukiah CA	15,300	31,126	31,126
Cherryvale KS	2,374	9,200	30,040
Libertyville IL	20,742	14,514	28,300
Fox Point WI	6,665	12,678	20,487
Lakeland TN	12,430	10,850	17,250
Manhattan KS	52,135	173,398	
Edina MN	47,941	57,000	
Airway Heights WA	6,114	40,610	
Columbia TN	34,681	25,880	

	Population	Square footage of administrative/office facilities operated and maintained	Square footage of all jurisdiction facilities operated and maintained
CPM 101			
Mean	43,942	119,827	335,217
Median	23,819	59,200	159,628
CPM 101 & Comprehensive			
Mean	163,718	262,627	810,555
Median	48,580	80,762	268,958

Important Service-Specific Considerations

- Staffing—In-house and contractual staff may both be responsible for maintaining different aspects of the same square footage.
- Mixed-use buildings—Several facilities have multiple uses, such as office and industrial. As a result, some jurisdictions' data may not easily be broken down into the categories requested.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing facilities management services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and mean and medians.** If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Evaluate your policies.** If you find that custodial expenditures per square foot are higher than desired, consider a review of staffing policies. Does the operation utilize in-house staff, contract staff, or both? If both are used, do in-house and contractual staff have overlapping assignments? Regardless of staff composition, are custodial staff available throughout the day, or do they only work after hours? What is the complete list of tasks that custodial staff are responsible for? Could changes to the complement and/or frequency of tasks reduce costs? Consider approaching custodial staff members themselves to request ideas for maximizing efficiency and effectiveness.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 2-1 displayed above, the following figures are presented in this section:

- Figure 2-2. Input Measure: Custodial Expenditures per Square Foot: Administrative/Office Facilities
- Figure 2-3. Input Measure: Custodial Expenditures per Square Foot: All Facilities
- Figure 2-4. Outcome Measure: Customer Satisfaction: Quality of Overall Facilities Management Services

Figure 2-2: Input Measure: Custodial Expenditures per Square Foot: Administrative/Office Facilities

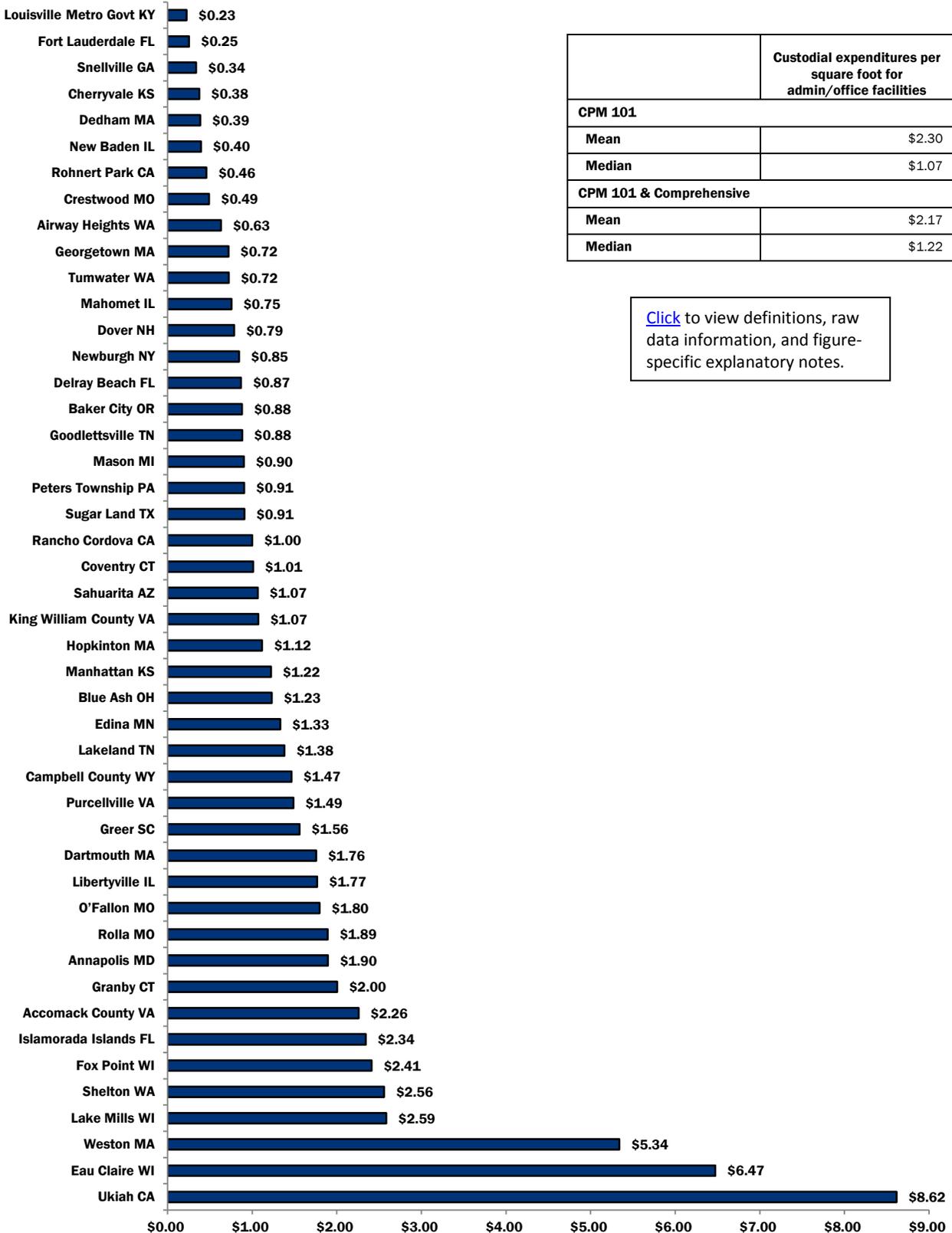
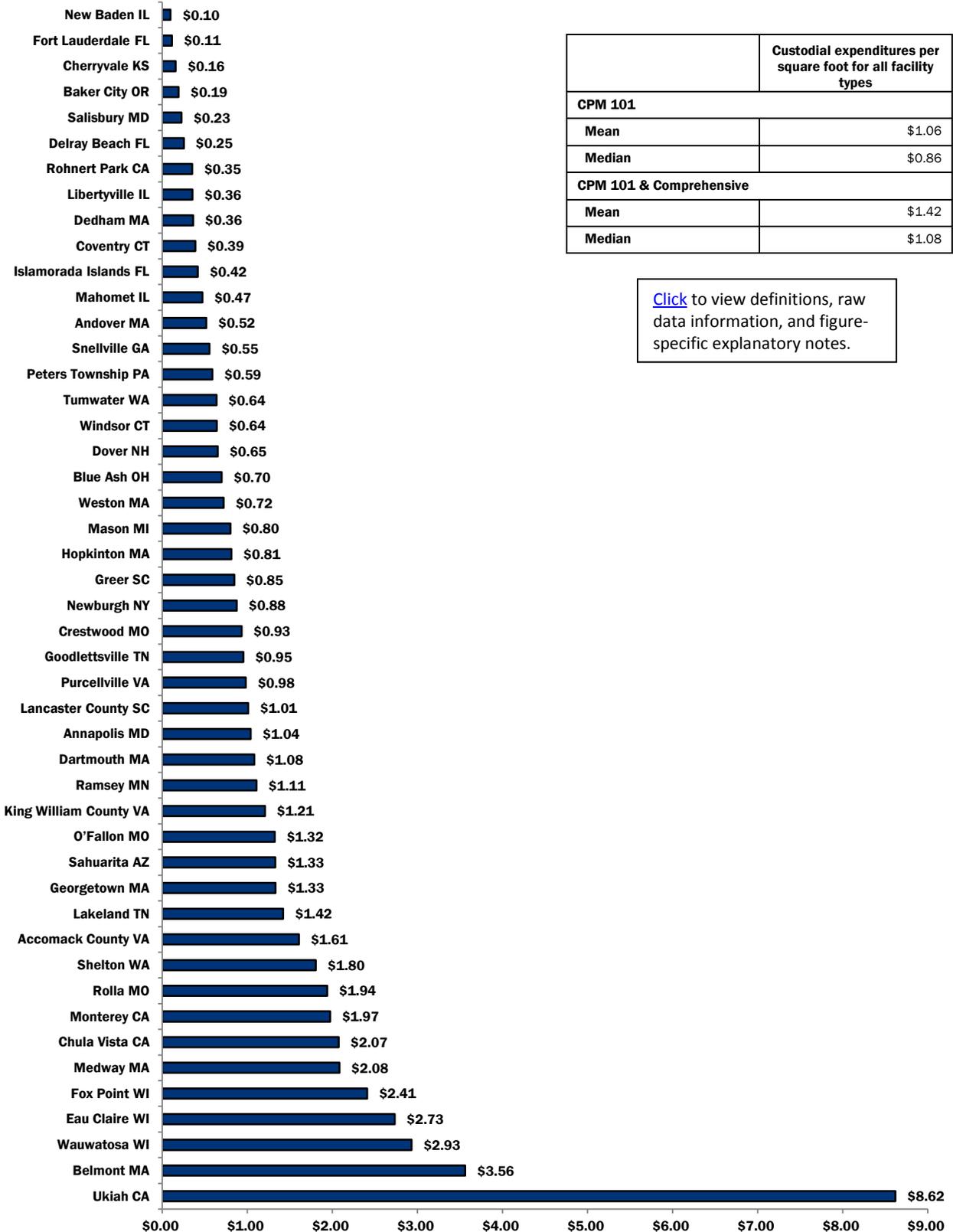
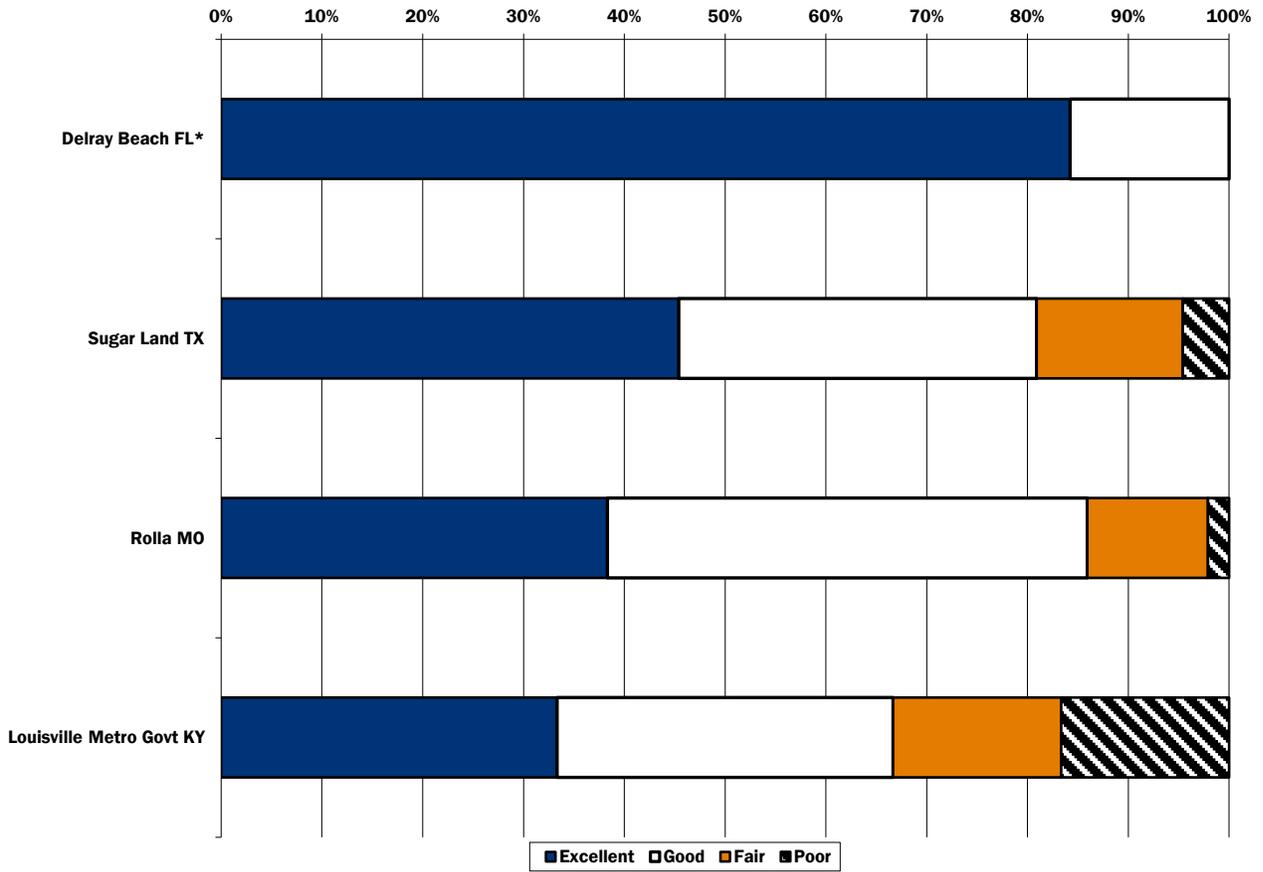


Figure 2-3. Input Measure: Custodial Expenditures per Square Foot: All Facilities



**Figure 2-4. Outcome Measure: Customer Satisfaction:
Quality of Overall Facilities Management Services**



*Delray Beach, FL reported responses of zero in the “Fair” and “Poor” categories.

	Excellent	Good	Fair	Poor
CPM 101				
Mean	50%	33%	11%	6%
Median	42%	34%	13%	3%
CPM 101 & Comprehensive^				
Mean	37%	41%	14%	7%
Median	32%	41%	15%	5%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

^ Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Facilities Management

Definitions

- **Administrative/office facilities:** This category includes general office buildings, court buildings, data processing facilities, sheriffs' offices (not detention facilities), 911 centers, social service intake centers, daycare/preschool facilities, historic buildings, and other related facilities.
- **Facilities:** These include buildings that are operated and maintained by the jurisdiction (either directly by jurisdiction employees or by contractors paid by the jurisdiction), including facilities that are leased or rented from an outside company.

Facilities does not include:

- Space that the jurisdiction does not maintain, such as space that is owned by the jurisdiction but operated and maintained by other organizations for their exclusive use. For example, if the jurisdiction owns an office building that operated and maintained by a non-profit agency, that facility should not be included.
 - Space that the jurisdiction uses, but does not maintain (e.g., space that is leased with all maintenance provided by the landlord and funded through the rent).
 - Non-occupancy structures such as gazebos, park shelters, utility vaults, pump houses, outside restrooms, swimming pools and parking facilities.
 - Outside grounds.
- **Custodial expenditures:** This includes wages and benefits, supplies, and equipment for staff that perform custodial services. It includes expenditures for custodial services in leased buildings where custodial expenditures are not covered in the lease price.

Custodial Expenditures does not include:

- Expenditures for overhead activities such as management staff not directly involved in providing custodial services, fleet expenditures (including fuel), information technology, risk management, finance and accounting, human resources, and procurement.
- Capital expenditures.
- Expenditures for HVAC replacements, tenant improvements, roof replacements, and other structural modifications.
- Non-occupancy structures such as gazebos, park shelters, utility vaults, pump houses, outside restrooms, swimming pools, and parking facilities.
- Space that is owned by your jurisdiction but is operated and maintained by other organizations for their use.
- Expenditures related to unique departmental operations within the structure, as opposed to the facility itself, such as, expenditures for a specialized printer in the engineering office.
- Building lease, rental, or debt service payments.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figures 2-2

- Expenditures per square foot may vary owing to differing square footage maintained, overlapping square footage maintained, or specialized services handled separately by in-house or contractual custodial staff.
- Salisbury, MD reported \$36.75 in custodial expenditures per square foot. To avoid skewing the figure, their data point was not included in the graph, but was included in the mean and median calculations.

Figure 2-3

- Expenditures per square foot may vary owing to differing square footage maintained, overlapping square footage maintained, or specialized services handled separately by in-house or contractual custodial staff.

Figure 2-4

- Some variation in customer ratings may be due to differences in customers' expectations with regard to the complement of services provided, service schedules, and other factors.

Section 3: Fire and EMS

Fire and EMS Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one fire and EMS question, as well as some basic information about each jurisdiction's fire and EMS workload. Additional fire and EMS figures appear later in this section.

Figure 3-1. Descriptors: Fire and EMS Characteristics (page 1 of 2)

Jurisdiction	Population	Fire & EMS expenditures	Fire & EMS FTEs*	Budgeted professional fire & EMS staff	Budgeted volunteer and paid-on-call fire & EMS staff^	Minimum staffing per in-service pumper/engine
Louisville Metro Govt KY	741,096	\$78,660,707	972.0	856.0	0.0	3.0
Chula Vista CA	246,496	\$17,521,005	219.8	118.0	0.0	3.0
Fort Lauderdale FL	177,153	\$60,054,550	423.1	382.0	0.0	3.0
Sugar Land TX*	84,511	\$9,525,565	99.6	87.0	87.0	4.0
Lancaster County SC	76,652	\$5,579,899	81.9	63.0	325.0	2.0
Eau Claire WI	66,060	\$9,347,307	129.1	90.0	0.0	3.0
Oshkosh WI	64,592	\$10,993,813	142.3	108.0		3.0
Greenwich CT	61,171	\$16,984,902	120.2	107.0	80.0	2.0
Delray Beach FL*	60,831	\$21,157,517	182.6	145.0	0.0	3.0
Noblesville IN	57,536	\$12,034,027	168.2	127.0	0.0	3.0
Monterey CA	55,163	\$11,182,132	104.4	59.0	0.0	3.0
Manhattan KS	52,135	\$4,788,843	103.8	78.0	0.0	3.0
Edina MN	47,941	\$4,245,646	33.2	31.0	12.0	4.0
Wauwatosa WI	46,396	\$11,893,888		100.0	100.0	3.0
Campbell County WY	46,133	\$3,818,948	25.9	23.0	153.0	
Rohnert Park CA	41,194		18.6	17.0	8.0	2.0
Annapolis MD	38,394	\$11,682,114	133.4	132.0	0.0	3.0
Columbia TN	34,681	\$5,862,392	127.3	91.0	0.0	3.0
Dartmouth MA	34,412					
Andover MA	33,201	\$6,683,555	83.2	68.0	0.0	3.0
Salisbury MD	30,343	\$6,091,566	64.8	64.0	86.0	3.0
Accomack County VA	30,223	\$3,137,659	39.7	33.0	387.0	1.0
Dover NH	29,987	\$5,363,829	64.1	52.0	0.0	3.0
Windsor CT	29,060	\$1,713,534	4.1	14.0	166.0	
Newburgh NY	28,866	\$7,988,506	75.1	56.0	0.0	3.0
Greer SC	25,515	\$2,588,183	42.6	34.0	15.0	3.0
Dedham MA	24,729	\$5,317,939	70.7	62.0	0.0	3.0
Fredericksburg VA	24,286	\$5,036,436	64.9	57.0	0.0	3.0
Belmont MA	23,819	\$4,710,386	60.8	54.0		3.0
Ramsey MN	23,668		2.0	2.0	53.0	4.0
Junction City KS	23,353	\$2,700,288	69.4	53.0	0.0	4.0
Peters Township PA	21,378	\$1,392,572	14.7	16.0	18.0	2.0
Libertyville IL*	20,742	\$6,014,662	51.8	40.0	0.0	2.0
Rolla MO	19,560	\$2,205,720	43.4	33.0	0.0	3.0
Tumwater WA	18,750	\$3,944,605	47.4	32.0	12.0	3.0
King William County VA	15,935	\$463,970	1.0	1.0	100.0	

Figure 3-1. Descriptors: Fire and EMS Characteristics (page 2 of 2)

Jurisdiction	Population	Fire & EMS expenditures	Fire & EMS FTEs*	Budgeted professional fire & EMS staff	Budgeted volunteer and paid-on-call fire & EMS staff^	Minimum staffing per in-service pumper/engine
Goodlettsville TN	15,921	\$1,197,212	22.4	19.0	12.0	4.0
Ukiah CA	15,300	\$2,772,432	26.1	19.0	25.0	4.0
Hopkinton MA	15,000	\$2,375,964	25.0	24.0	8.0	3.0
Medway MA	13,877	\$676,180	8.5	6.0	31.0	4.0
Coventry CT	12,435	\$405,330	0.0	0.0	45.0	
Blue Ash OH	12,114	\$3,912,802	43.9	47.0	0.0	2.0
Crestwood MO	11,912	\$2,296,598	33.8	24.0	0.0	3.0
Weston MA	11,478	\$2,709,417	35.7	40.0	8.0	
Granby CT	11,300	\$570,285	2.9	11.0	24.0	
Show Low AZ	11,058	\$3,323,056	45.0	41.0	41.0	3.0
Lunenburg MA	10,086	\$659,681	5.3	5.0	39.0	
Baker City OR	9,890	\$1,227,683	17.9	12.0	15.0	
Mason MI	8,252	\$217,838	2.2	1.0	33.0	
Georgetown MA	8,100	\$308,149	5.4	35.0	35.0	
Islamorada Islands FL	6,119	\$2,781,376	39.3	25.0	22.0	
Airway Heights WA	6,114	\$457,560	3.1	4.0	61.0	2.0
Lake Mills WI*	5,735	\$322,352	1.0	1.0	38.0	
New Baden IL	3,349	\$253,736	8.4	15.0		
Cherryvale KS	2,374	\$438,388	7.7	6.0	13.0	2.0

	Population	Fire & EMS expenditures	Fire & EMS FTEs^	Budgeted professional fire & EMS staff	Budgeted volunteer and paid-on-call fire & EMS staff+	Minimum staffing per in-service pumper/engine
CPM 101						
Mean	44,744	\$7,453,706	79.6	67.0	40.2	2.9
Median	23,819	\$3,865,875	43.4	37.5	12.0	3.0
CPM 101 & Comprehensive						
Mean	125,786	\$13,782,892	200.9	183.7	38.0	3.1
Median	41,863	\$6,014,662	79.3	64.0	9.0	3.0

*Jurisdiction reported that they serve an unspecified area larger than their incorporated boundaries.

^FTEs are calculated by dividing the total number of hours paid to staff who provided fire service or emergency medical service by 2,080. It is understood that in some communities a regular, full-time firefighter's schedule is not 2,080 hours per year; the factor of 2,080 hours is simply used to normalize the data and permit comparisons between participating jurisdictions.

+Budgeted volunteer and paid-on-call Fire & EMS means and medians were only calculated for those jurisdictions that reported volunteers.

Important Service-Specific Considerations

- Building stock—Industrial structures may be more likely to be involved in fire or hazardous materials events. Older structures may be less likely to meet current fire codes or to be equipped with fire detection and suppression systems. High-rise structures may pose additional challenges.
- Geography—Street layout, terrain, the fire/EMS station locations, and traffic flow can significantly impact the ability for one jurisdiction to achieve the same level of service as another.
- Staffing—Jurisdictions can vary in the numbers assigned per fire apparatus, the minimum scheduled to work each day, the percentage of sworn versus civilian staff, and the percentage of volunteers.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing fire and EMS services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Track workloads vs. response times and on-scene effectiveness.** In some cases, a slower response time might be related to geographic considerations, such as hilly terrain, waterways that limit accessibility, or railroad crossings at grade. In others, it may be that response times are slower because of heavy demand for services that pulls crews from their regularly assigned stations and necessitates more mutual aid support from adjacent jurisdictions. In Bellevue, WA, for example, staff determined that although they were not among the high performers in bringing their first-responding engine to the scene quickly, they performed very well at containing fires to the room or structure of origin. (Bellevue participates in the CPM Comprehensive program.)
- **Examine your performance compared to peers and mean and medians.** If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. Some jurisdictions, for example, may assign very low levels of minimum staffing per engine because they supplement that staffing with volunteer/paid-on-call staff or operate jump companies/squads that bring the remaining personnel necessary to fight the fire. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the

manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 3-1 displayed above, the following figures are presented in this section:

- Figure 3-2. Workload Measure: Fire Incidents - Structure and Non-structure Incidents per 1,000 Population
- Figure 3-3. Outcome Measure: One- and Two-Family Residential Structure Fire Incidents – Percentage of Fires Confined to Room or Structure of Origin
- Figure 3-4. Outcome Measure: Percentage of Emergency Fire Calls with Response Time of Five Minutes and Under, Dispatch to Arrival
- Figure 3-5. Outcome Measure: Average Response Times (in Seconds) for Fire Calls, from Conclusion of Dispatch to Arrival on Scene
- Figure 3-6. Workload Measure: False Alarms per 1,000 Population
- Figure 3-7. Output Measure: Percentage of Commercial and Industrial Occupancies Inspected
- Figure 3-8. Workload Measure: EMS Responses per 1,000 Population
- Figure 3-9. Outcome Measure: Percentage of Patients in Full Cardiac Arrest with a Pulse upon Delivery to a Medical Center

Figure 3-2. Workload Measure: Fire Incidents - Structure and Non-structure Incidents per 1,000 Population

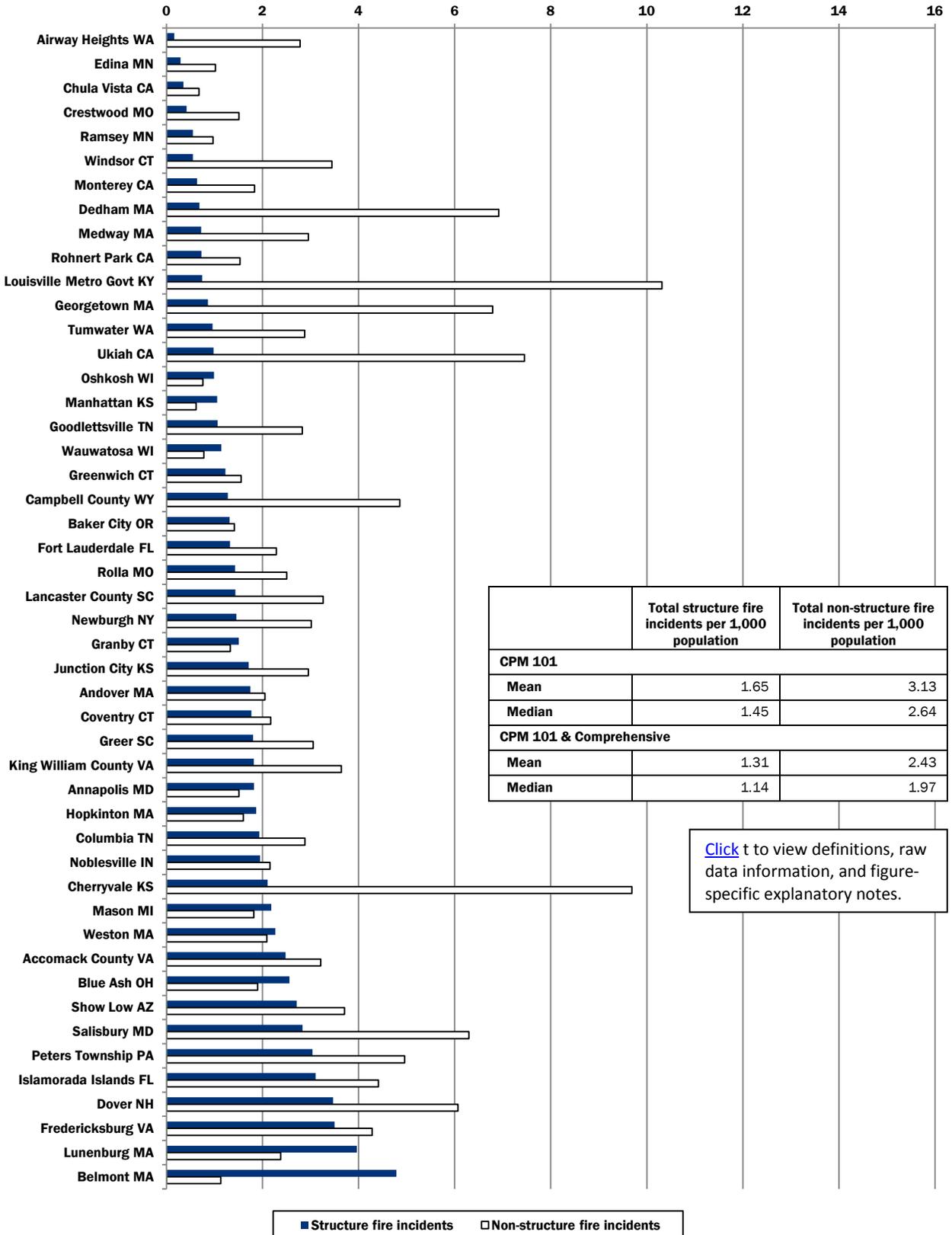
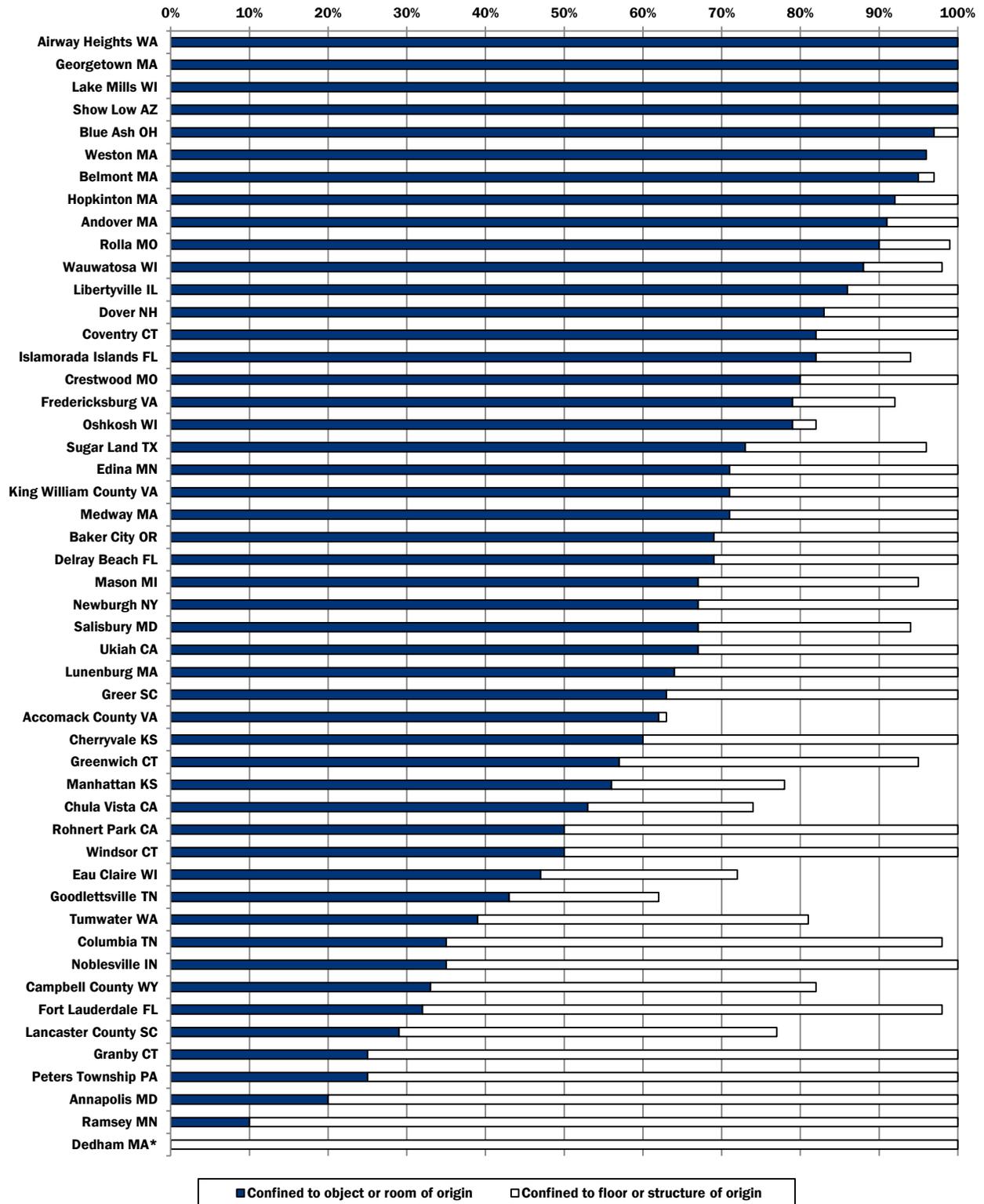


Figure 3-3. Outcome Measure: One- and Two-Family Residential Structure Fire Incidents – Percentage of Fires Confined to Room or Structure of Origin



*Jurisdiction reported a value of zero percent for the percentage of fires confined to the floor or structure of origin.

	Confined to object or room of origin	Confined to floor or structure of origin
CPM 101		
Mean	64%	30%
Median	28%	28%
CPM 101 & Comprehensive		
Mean	66%	27%
Median	69%	23%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 3-4. Outcome Measure: Percentage of Fire Calls with Response Time of Five Minutes and Under, Dispatch to Arrival

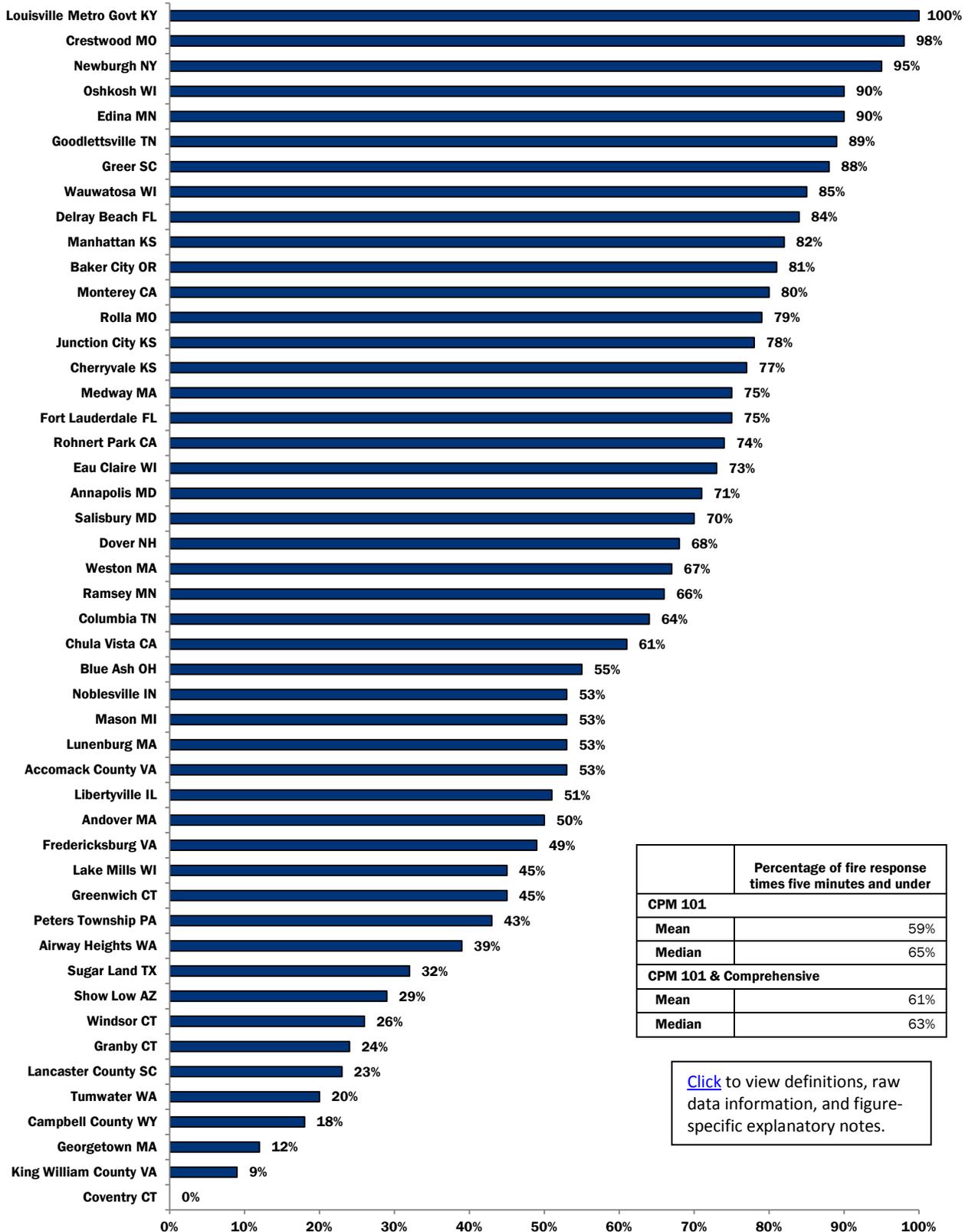
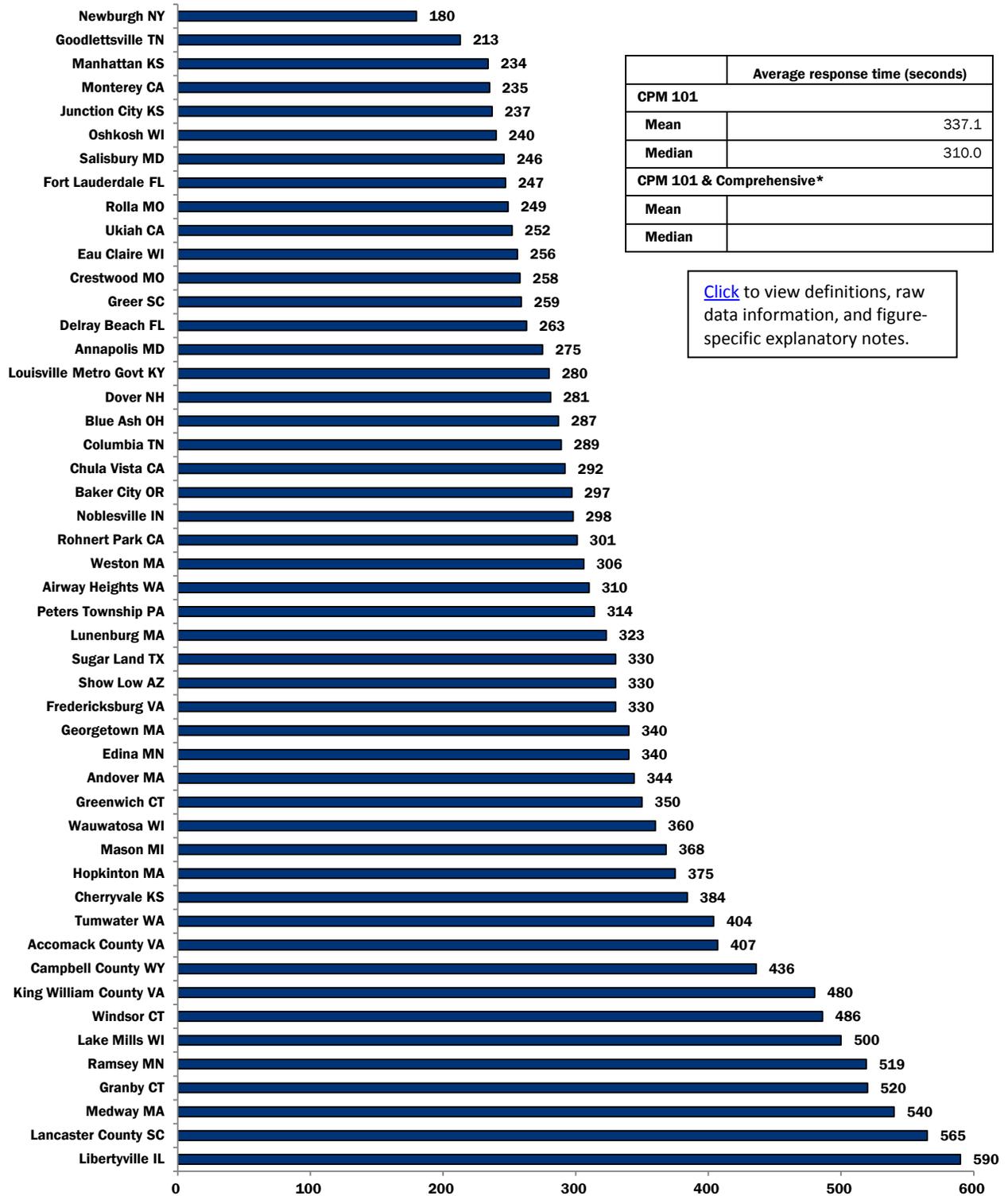


Figure 3-5. Outcome Measure: Average Response Times (in seconds) for Fire Calls, from Conclusion of Dispatch to Arrival on Scene



*Means and medians do not appear for the “CPM 101 & Comprehensive” category, because CPM Comprehensive does not include this indicator. In FY2012, both programs will measure fractile response times.

Figure 3-6. Workload Measure: False Alarms per 1,000 Population

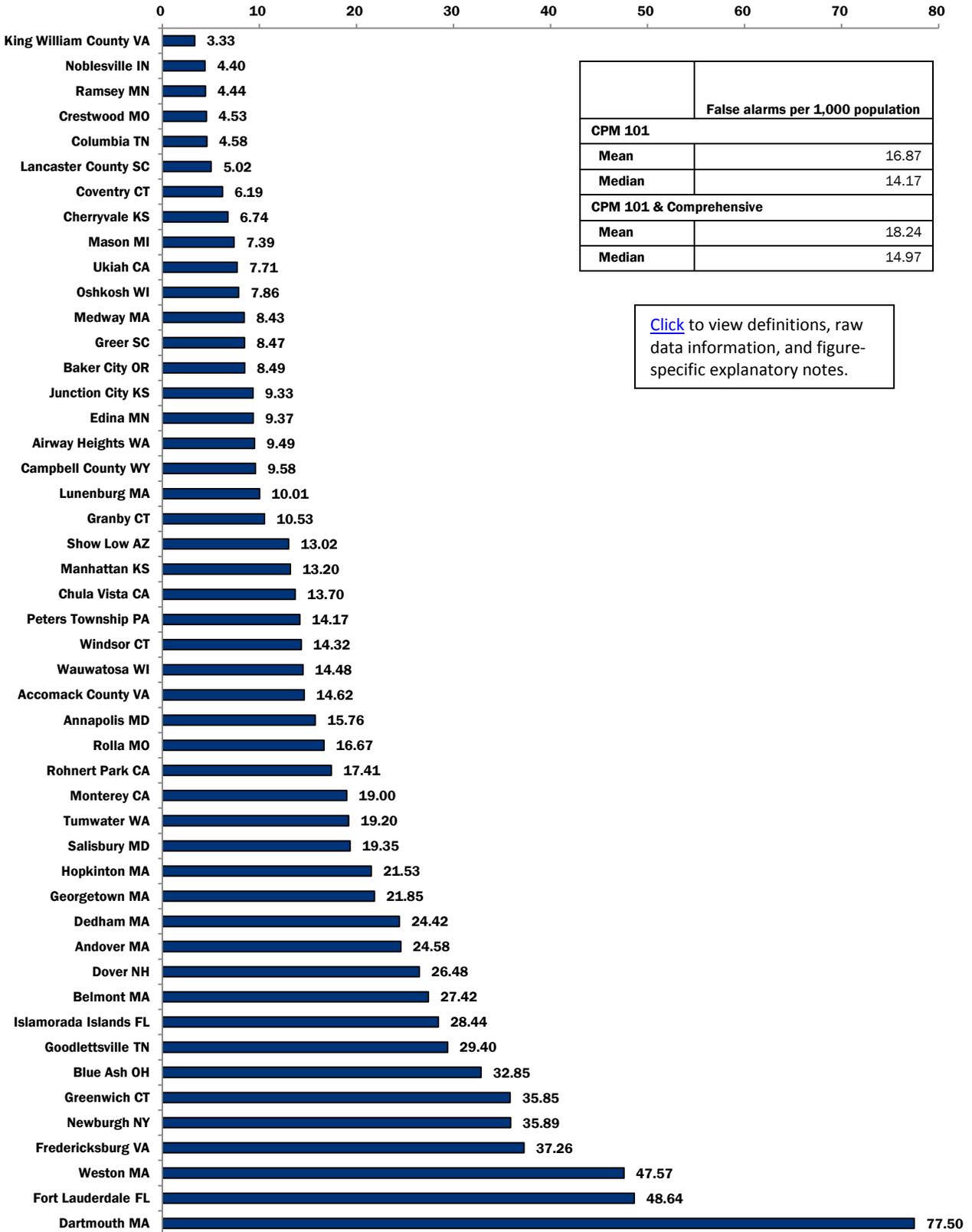


Figure 3-7. Output Measure: Percentage of Commercial and Industrial Occupancies Inspected

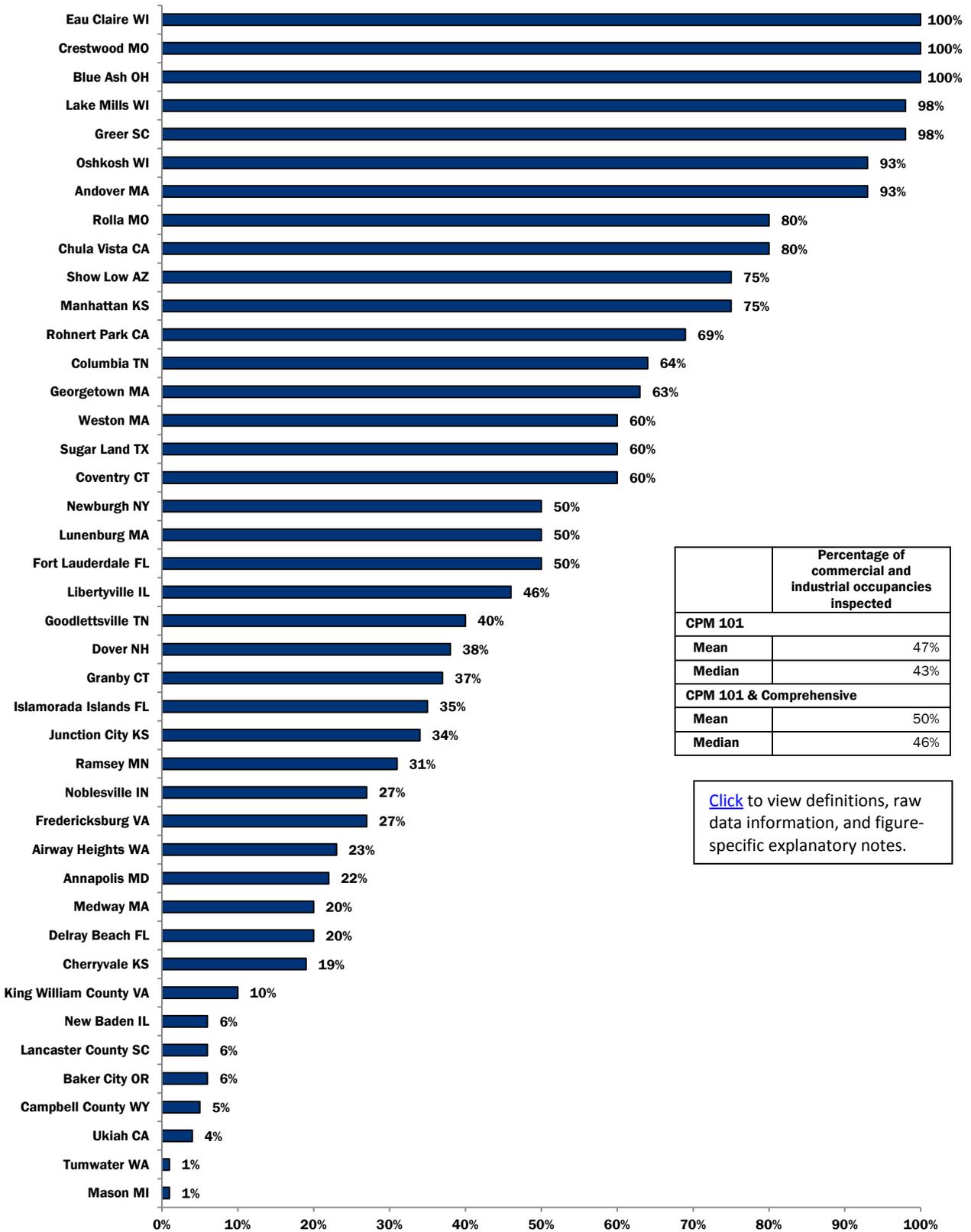


Figure 3-8. Workload Measure: EMS Responses per 1,000 Population

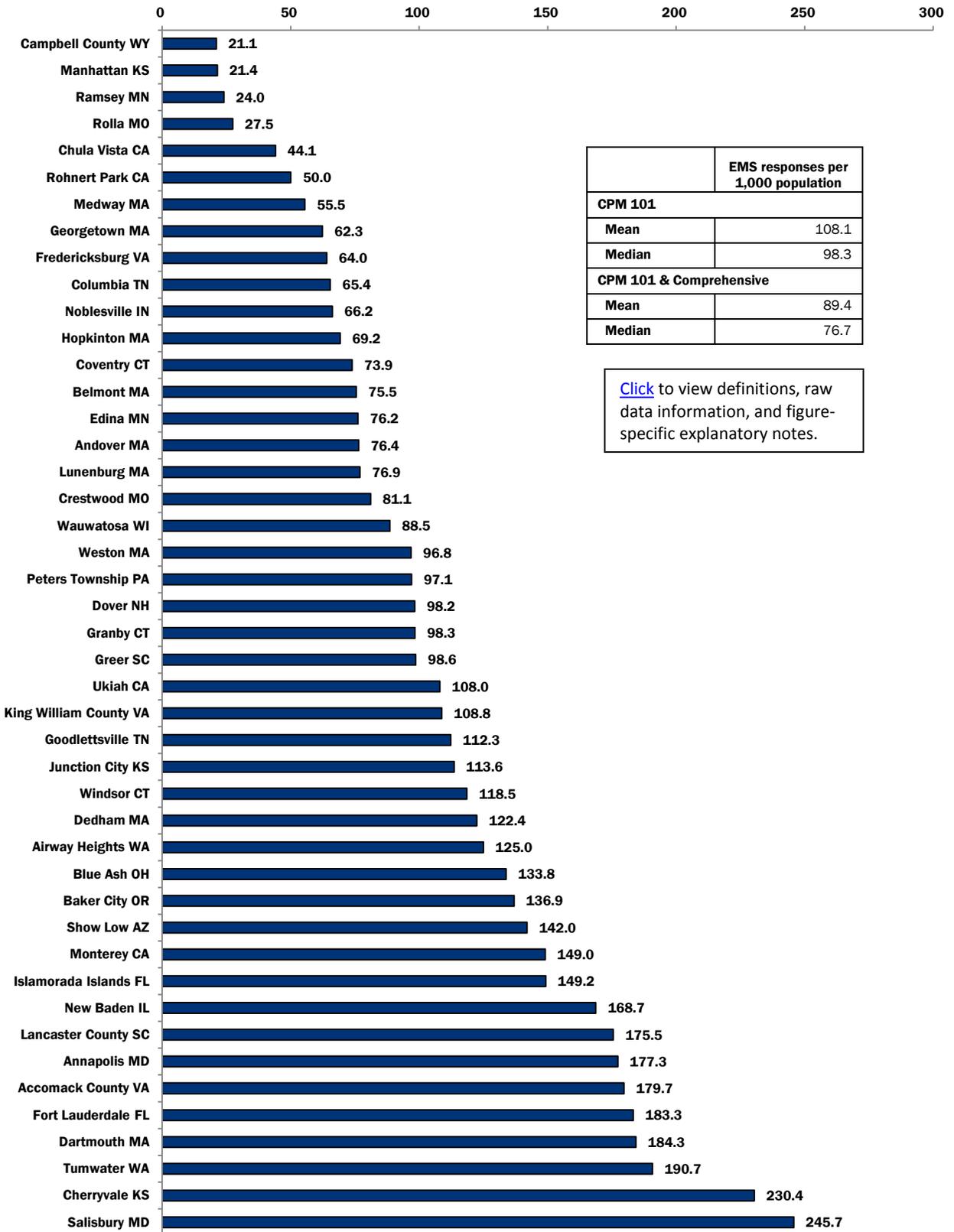
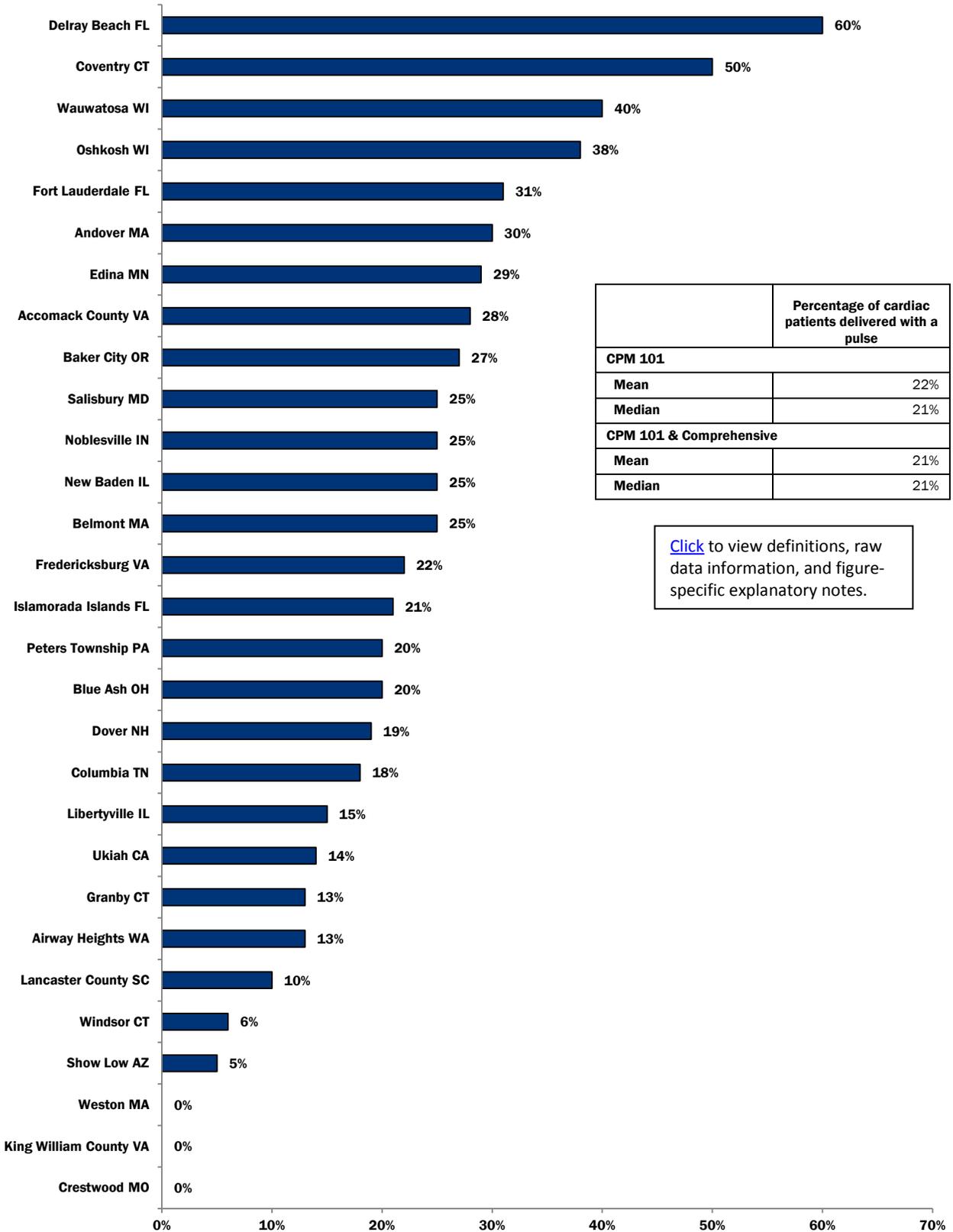


Figure 3-9. Outcome Measure: Percentage of Patients in Full Cardiac Arrest with a Pulse upon Delivery to a Medical Center



Reference Section: Fire and EMS

Definitions

- **Emergency calls:** This includes all calls dispatched as emergency calls (lights and sirens), regardless of traffic or weather conditions that may be encountered en route. Emergency calls do not include those calls that were downgraded from emergency to non-emergency upon engine arrival due to false alarm or the fire having already been extinguished.
- **False alarms:** This includes good intent calls, malicious alarms, mischievous alarms, bomb scares, system or detector malfunctions, and all other false alarms.
- **Fire and EMS expenditures:** This includes expenditures related to Fire Services and Emergency Medical Services, expenditures for work performed by local government employees (including supervisors and managers whose primary areas of responsibility include Fire and EMS activities), salaries and fringe benefits, supplies, materials, parts, and expenditures from all funds. This excludes all vehicle purchases and replacements (even if the purchase is made via an annual accrual from operating Funds), those expenditures considered capital expenditures by jurisdiction policy, expenditures for overhead activities, management staff not directly involved in supervision of Fire and EMS personnel or activities, facilities management (custodial, maintenance, building depreciation, and all utilities), finance/payroll, fleet management, information technology (and all telephone calls and system admin.), human resources, risk management (and workers' compensation), purchasing, expenditures for fuel, depreciation, and building lease expenses and expenditures for vehicle purchase/replacement or any related annual accruals.
- **Fire and EMS hours paid:** This includes hours paid to supervisory and non-supervisory staff, full-time staff, part-time staff, seasonal personnel, all types of hours paid (regular; overtime; sick, vacation, and other paid leave); and any other hours paid for all Fire Service and Emergency Medical Services. This excludes hours paid for overhead activities, such as management staff not directly involved in supervision, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system admin.), human resources, risk management (and all workers compensation), overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA-exempt employees), and hours paid to contractual staff.
- **Flamespread confined to the floor or structure of origin:** This includes fires confined to floor of origin or structure of origin (NFIRS 5.0 codes 3 and 4). This question should not double-count incidents confined to object or room of origin.
- **Flamespread confined to the object or room of origin:** This includes those fires confined to the object of origin or room of origin (NFIRS 5.0 codes 1 and 2). Incident types 113-118 (cooking fires contained to stove, fires contained to chimney, etc.) do not require the completion of the structure fire module, but should also be logged as being confined to object or room of origin.

- **Full cardiac arrest:** This include patients in full cardiac arrest from medical causes, such as those in the following rhythms: ventricular fibrillation, pulseless electrical activity, asystole, pulseless ventricular tachycardia, ventricular tachycardia with a pulse, bradycardia (true, not relative).
- **Number of patients:** This includes actual count of patients served, not the number of responses. For instance, if one traffic accident led to a response, but three people were injured in the accident, this counts as three patients served. If the same person is a patient on multiple occasions, each incident is counted separately. This does not include false alarms and refusals of care.
- **Response time:** This includes the time from the conclusion of dispatch to the time of arrival on the scene.
 - **Conclusion of dispatch:** This refers to the conclusion of dispatch (notification of the station and affected company) for the first-dispatched unit. Dispatch will not be deemed to be completed solely upon initial tone-out. If additional responders are necessary, either immediately following the first-dispatched response or after on scene evaluation of the incident, the time to dispatch these units should be excluded from the time to “conclusion of dispatch.”
 - **Arrival on scene:** This refers to the first responding fire suppression unit on scene, regardless of whether this was the first unit dispatched.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Graph 3-1

- Expenditures and staffing may vary depending upon whether the department operates with career, volunteer/paid-on-call staffing, or a combination of both. Additionally, some jurisdictions may offer a wider array of services than others (e.g., EMS transport, disaster preparedness, urban search and rescue, hazardous materials response, etc.).
- Minimum staffing is requested here solely for engines/pumpers. Within the CPM Comprehensive program, jurisdictions also report minimum staffing for ladder trucks, quints, and ambulances, and identify the number of each type of apparatus that are in-service or reserve.

Graph 3-2

- Please note that fires involving non-structures are different from non-fire incidents (which could include medical assistance, rescues, hazmat calls, etc.).

Graph 3-3

- Each fire incident is to be counted once, so if a fire was confined to room of origin, it should not be counted again as also having been confined to floor or structure of origin.
- In CPM 101, there is no tracking of percentage undetermined. Thus, it is possible that in some jurisdictions for which the sum of the two categories tracked is low (e.g., Goodlettsville, TN, which reported 43% confined to room of origin and 19% confined to structure of origin), the remaining percentage might be beyond the structure of origin or might be undetermined. In CPM Comprehensive, where the percentage undetermined is 40% or more, those jurisdictions' responses are omitted from the graph, means and medians.

Graph 3-4

- Some jurisdictions may respond to non-emergency or non-priority calls. If these calls were included in dispatch data, they may impact the overall response time.

Graph 3-5

- Some jurisdictions may respond to non-emergency or non-priority calls. If these calls were included in dispatch data, they may impact the overall response time.

Graph 3-6

- False alarms per 1,000 population is one indication of the overall call volume relative to the size of the jurisdiction. Data are also available to compare false alarms to the number of fire incidents (structure fires and non-structure fires).
- In CPM Comprehensive, false alarm questions include a breakout by type of false alarm, including the number that were good intent, malicious, or involved a system/detector malfunction.

Graph 3-7

- This graph presents commercial and industrial inspections as a percentage of all commercial and industrial occupancies. In CPM Comprehensive, data are collected for commercial and industrial occupancies, commercial and industrial structures, and residential structures (1-2 family, multifamily, and other). Inspections are tracked for each of those categories as well as the reason for the inspection (e.g., acceptance, re-inspections, complaint-driven, pre-fire plan review).

Graph 3-8

- EMS population served is based on the overall population reported by the jurisdiction, with Blue Ash, OH, reporting a daytime population of 40,000 (based on employment) and Sugar Land, TX, noting that fire service is provided to some extra-territorial areas with revenue based on user fees. Within CPM Comprehensive, jurisdictions may report population separately for the service being provided (e.g., fire suppression, EMS, technical rescue or hazmat response).

Graph 3-9

- Percentage of patients delivered to a medical center with a pulse may vary depending upon local policies for pronouncing patient deaths (in the field or at the hospital) and the health of the local population. In smaller jurisdictions or where there are very few cardiac arrest patients, the percentage delivered with a pulse may vary significantly from one year to the next.

Section 4: Fleet Management

Fleet Management Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one fleet management question, as well as some basic information about each jurisdiction’s fleet management operation. Additional fleet management figures appear later in this section.

Figure 4-1. Descriptors: Fleet Management Characteristics (page 1 of 2)

Jurisdiction	Population	Number of police vehicles	Fleet maintenance expenditures for police vehicles	Total number of all vehicles and heavy equipment (including police)	Fleet maintenance expenditures for all vehicles and heavy equipment (including police)
Chula Vista CA	246,496	176	\$362,275	387	\$1,346,201
Fort Lauderdale FL	165,521	325	\$572,059	1,506	\$5,337,103
Sugar Land TX	84,511	42	\$174,711	393	\$582,371
O’Fallon MO	80,860	42	\$152,575	245	\$445,862
Lancaster County SC	76,652	125	\$99,728	431	\$569,488
Eau Claire WI	66,060	23	\$126,760	304	\$1,733,700
Rancho Cordova CA	65,502	41	\$300,152	56	
Oshkosh WI	64,592	28	\$83,500	312	\$680,261
Greenwich CT	61,171	20	\$76,629	344	\$1,292,817
Delray Beach FL	60,831	129	\$412,351	590	\$1,620,344
New Braunfels TX	57,040	80		309	
Manhattan KS	52,135	46	\$87,350	192	\$313,868
Noblesville IN	51,969	48	\$59,506	399	\$97,541
Edina MN	47,941	16	\$60,941	326	\$391,140
Wauwatosa WI	46,396			343	
Campbell County WY	46,133	40		269	
Rohnert Park CA	41,194	40	\$100,356	185	\$179,618
Annapolis MD	38,394	42	\$57,884	341	
Columbia TN	34,681	76		313	
Dartmouth MA	34,412	31	\$85,754	226	\$649,289
Andover MA	33,201	30		158	\$685,069
Salisbury MD	30,343	53	\$125,968	163	\$512,595
Algonquin IL	30,046	11	\$89,097	154	\$581,640
Dover NH	29,987	9	\$18,228	152	\$660,950
Windsor CT	29,060	18	\$98,510	223	\$703,158
Newburgh NY	28,866	30	\$87,713	186	\$183,422
Monterey CA	27,810	22	\$161,120	241	\$1,312,760
Greer SC	25,515	42	\$50,696	143	\$132,064
Sahuarita AZ	25,259	38		97	\$98,244
Dedham MA	24,729	11	\$31,106	68	\$386,723
Fredericksburg VA	24,286	30	\$57,948	159	\$305,995
Belmont MA	23,819	11	\$36,990	181	
Ramsey MN	23,668	18	\$38,799	99	\$213,642
Peters Township PA	21,378	7	\$33,368	47	\$333,039
Libertyville IL	20,742	13	\$15,877	98	\$350,535

Figure 4-1. Descriptors: Fleet Management Characteristics (page 2 of 2)

Jurisdiction	Population	Number of police vehicles	Fleet maintenance expenditures for police vehicles	Total number of all vehicles and heavy equipment (including police)	Fleet maintenance expenditures for all vehicles and heavy equipment (including police)
Rolla MO	19,560	33	\$30,218	167	\$528,131
Snellville GA	18,242	42	\$114,967	109	\$133,200
Tumwater WA	17,570	17		105	
King William County VA	15,935	16	\$12,300	52	\$18,573
Goodlettsville TN	15,921	47	\$57,298	78	\$193,796
Ukiah CA	15,300	17		243	
Hopkinton MA	15,000	25	\$41,126	63	\$142,311
Medway MA	13,877	16		103	\$300,661
Coventry CT	12,435	5		74	\$355,827
Lakeland TN	12,430	0	\$0	24	\$14,120
Blue Ash OH	12,114	14	\$59,759	108	\$309,159
Crestwood MO	11,912	10	\$18,985	35	\$143,289
Weston MA	11,478	8	\$21,831	102	\$375,415
Granby CT	11,300	6		63	\$44,734
Show Low AZ	11,058	21		206	\$317,059
Lunenburg MA	10,086	12	\$52,626	88	\$109,631
Baker City OR	9,890	7	\$13,855	85	
Shelton WA	9,834	16	\$11,085	114	\$335,435
Mason MI	8,252	6	\$16,999	36	\$54,345
Purcellville VA	7,727	10	\$15,693	41	\$29,957
Mahomet IL	7,258	5	\$5,639	32	\$50,851
Fox Point WI	6,665	4	\$2,555	40	\$144,395
Islamorada Islands FL	6,119	17	\$50,655	46	\$100,825
Airway Heights WA	6,114	13	\$6,000	55	\$9,500
Lake Mills WI	5,735	3	\$4,928	91	\$84,477
New Baden IL	3,349	3	\$6,801	47	\$11,915
Cherryvale KS	2,374	5	\$6,605	36	\$33,108

	Population	Number of police vehicles	Fleet maintenance expenditures for police vehicles	Total number of all vehicles and heavy equipment (including police)	Fleet maintenance expenditures for all vehicles and heavy equipment (including police)
CPM 101					
Mean	43,942	34	\$84,158	192	\$2,707
Median	23,819	18	\$54,962	148	\$2,267
CPM 101 & Comprehensive					
Mean	126,112	108	\$371,420	463	\$2,981
Median	40,026	33	\$98,169	177	\$2,725

Important Service-Specific Considerations

- **Contractors-** Included in fleet management expenditures is work performed by contractors paid by the local government.
- **Services provided-** Communities that have a broad range of services (e.g., utilities, human services, jails) may have more vehicles and, thus, be less affected by a few vehicles or subclasses of vehicles with high maintenance costs.
- **Fleet Policies-** There are a number of policies that have a large impact on fleet maintenance expenditures such as the age of vehicles in a fleet, mileage reimbursement, designated versus pool cars, driver preventive maintenance checks, and personal use of vehicles (e.g., marked patrol cars that may be driven home). (Questions regarding the age of vehicles and vehicle assignments are included in the CPM Comprehensive Survey.)

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing fleet management services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Evaluate the results.** An important first step in being able to use the data is to take the time to evaluate and study the results. Make sure that you have reviewed the definitions and explanatory notes located at the end of the section to ensure you understand what each figure is portraying. In addition to the graphs already created, in the data file you can create new graphs to help in your analysis.

In looking at the data, use each figure to examine your performance compared to your peers. Look at where your jurisdiction falls in regards to the means and medians for each figure. It is helpful to make a list of the areas where your jurisdiction is performing well and the areas where there is room for improvement.

- **Review your current policies.** In looking to apply the data, consider why your jurisdiction might be performing well in certain areas. Perhaps you could use it as an opportunity to reward or celebrate the achievement and hard work of those involved. Also, consider ways to continue this high performance and expand it to other areas in the department or across the jurisdiction. If you are performing above the norms, check in with ICMA if you would be willing to share what you are doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others.

In evaluating the areas in need of improvement, take the time to review your current fleet management policies and consider changes that might be made. Would a policy of assigning vehicles to specific officers or employees be cost effective when compared with the cost of needing to maintain more vehicles? Are there formal replacement criteria in place to reduce the maintenance costs caused by older vehicles? Does your jurisdiction have policies or goals for the use of alternative energy sources? Simple policy and procedure changes could have a large impact on a jurisdiction's fleet management performance.

You can reference the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Track your progress.** CPM 101 is a new program so this might be the first time you have looked at data in this way and have had other jurisdictions to compare to. Looking forward, it is important to take steps that will allow you to meet your performance goals.

In the areas you have identified within your jurisdiction where improvement is needed, consider the level you would like to be performing at this time next year or within a set number of years. In setting your goals, look at the level at which other similar jurisdictions are performing. Record your performance goals and discuss them with the manager, elected officials, and supervisors. Throughout the year make sure that action steps are taken to help you reach your goals. Next year you will be able to re-evaluate your performance goals and see what your jurisdiction has accomplished.

- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

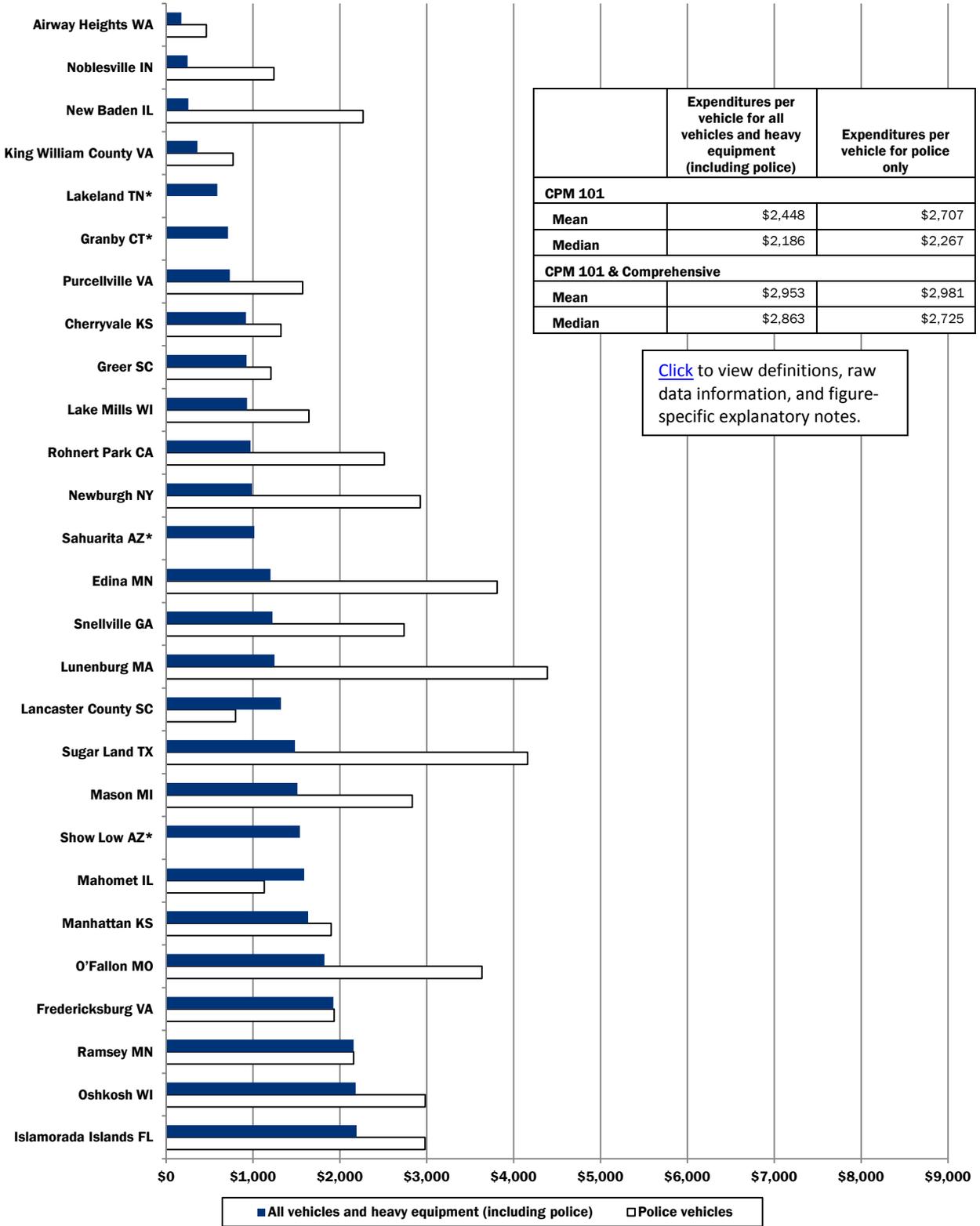
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 4-1 displayed above, the following figures are presented in this section:

- Figure 4-2. Input Measure: Average Fleet Maintenance Expenditures per Vehicle
- Figure 4-3. Input Measure: Average Fleet Maintenance Expenditures per Mile Driven for Police Vehicles
- Figure 4-4. Outcome Measure: Internal Customer Satisfaction: Quality of Service.

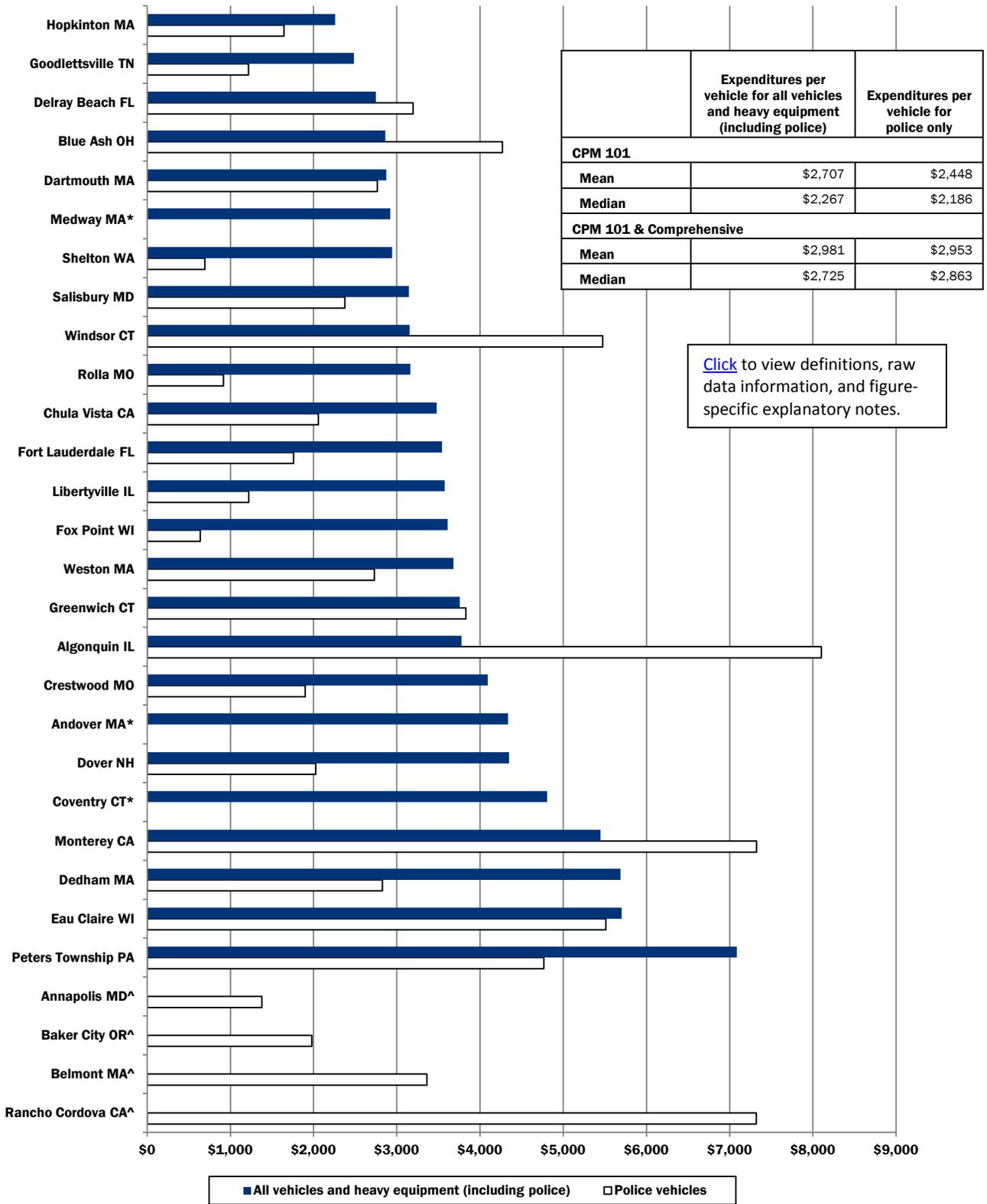
Figure 4-2: Input Measure: Average Fleet Maintenance Expenditures per Vehicle (page 1 of 3)



*Jurisdiction did not report maintenance expenditures for police and law enforcement vehicles

^Jurisdiction did not report expenditures for all vehicles and heavy equipment

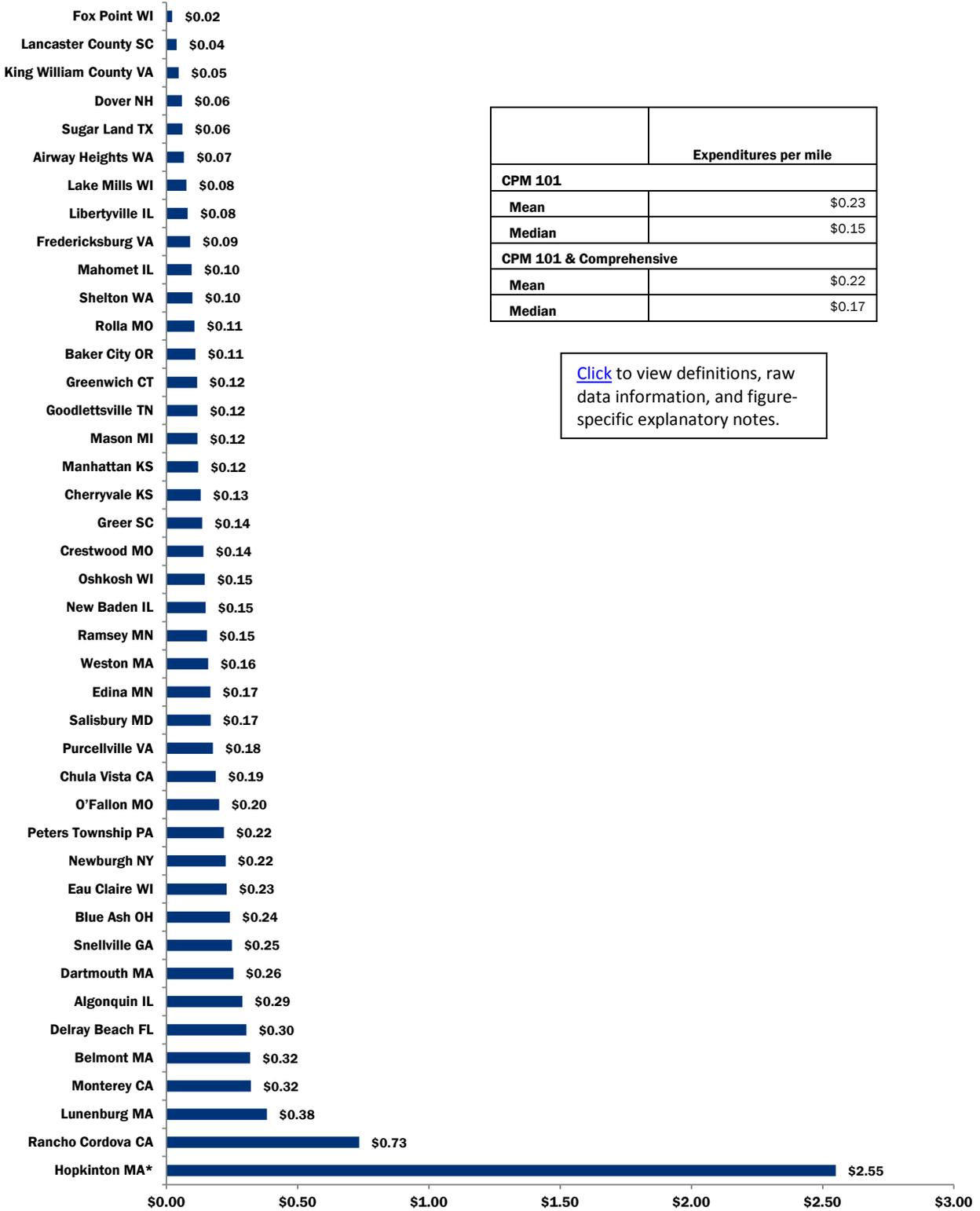
Figure 4-2: Input Measure: Average Fleet Maintenance Expenditures per Vehicle (page 2 of 2)



*Jurisdiction did not report maintenance expenditures for police and law enforcement vehicles

^Jurisdiction did not report expenditures for all vehicles and heavy equipment

Figure 4-3. Input Measure: Average Fleet Maintenance Expenditures per Mile Driven for Police Vehicles



*Jurisdiction reported less than 20,000 miles driven

Figure 4-4. Outcome Measure: Internal Customer Satisfaction: Quality of Service

Because Customer Satisfaction data was only provided by Fort Lauderdale, FL and Sugar Land, TX a graph was not created for this measure. Currently, the ICMA Center for Performance Measurement is partnered with the National Research Center, which conducts the National Employee Survey (NES), helping jurisdictions measure the performance of their internal services. For more information on the NES, visit our website at icma.org/performance or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Fort Lauderdale FL	87%	13%	0%	0%
Sugar Land TX	58%	38%	4%	0%
CPM 101 & Comprehensive*				
Mean	53%	34%	9%	4%
Median	49%	38%	7%	1%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Fleet Management

Definitions

- **Fleet management expenditures:** This includes salaries and fringe benefits, supplies, materials, parts, and utilities (direct costs). It includes cost of repairs associated with accidents and refurbishments as well as all expenditures for repairs performed by outside vendors. It includes expenses from all funds. It does not include expenditures for management personnel and associated support services such as payroll, human resources, data processing, and purchasing. It does not include expenditures of capital, fuel, depreciation, and building lease expenses.
- **Heavy equipment:** This includes off road and construction equipment >10,000 pounds, e.g., loaders, backhoes, bulldozers, pavers, rollers (NAFA codes 91xx–94xx). This excludes stationary equipment (e.g., boilers, pump stations), aviation equipment and watercraft (e.g., NAFA codes 97xx and 98xx).
- **Other maintenance:** This is unscheduled maintenance that arises from a trouble report or an emergency road call. Also, maintenance (other than body repair) required due to vehicle misuse/abuse-regardless of whether reimbursement was sought or received.
- **Police/law enforcement vehicles:** This includes only "marked" vehicles that are used solely by uniformed patrol personnel. It excludes detective and other police support vehicles. It also excludes helicopters, boats, and airplanes.
- **Preventative maintenance:** This is daily maintenance and inspection services performed by assigned drivers/operators, as well as the systematic inspection and servicing of motor equipment at intervals compatible with manufacturers' recommendations for lubrication and mechanical services (e.g., oil change, fan belt adjustment, replacing cracked hoses, safety & emissions inspections).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Graph 4-2

- Fleet maintenance expenditures are influenced by many factors that are unique to each jurisdiction. The age of vehicles in a fleet, having designated versus pool cars, and allowing for personal use of vehicles (e.g., marked patrol cars that may be driven home) all influence the expenditures per vehicle.
- All values of zero are noted in the graph. All other jurisdictions for which a value is not shown did not report the data or indicated that the data were not available.

Section 5: Highways and Road Maintenance

Highways and Road Maintenance Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one highways and road maintenance question, as well as some basic information about each jurisdiction's highways and road maintenance workload. Additional highways and road maintenance figures appear later in this section.

Figure 5-1. Descriptors: Highways and Road Maintenance Characteristics (page 1 of 2)

Jurisdiction	Population	Paved lane Miles	Percentage of assessed lane miles rated satisfactory or better	Road rehab expenditures
Chula Vista CA	246,496	1,114	90%	\$8,504,508
Fort Lauderdale FL	165,521	994		\$893,565
Sugar Land TX	84,511	912		\$1,060,127
O'Fallon MO	80,860	786	90%	\$2,483,350
Lancaster County SC	76,652	450	100%	\$968,000
Eau Claire WI	66,060	709	27%	\$2,875,700
Rancho Cordova CA	65,502	663		\$1,886,700
Oshkosh WI	64,592	735	79%	\$978,167
Greenwich CT	61,171	531		\$3,056,794
Delray Beach FL	60,831	314		\$175,264
Manhattan KS	52,135	412		\$1,765,892
Noblesville IN	51,969	243	93%	\$1,050,000
Edina MN	47,941	486		\$944,538
Wauwatosa WI	46,396			\$821,605
Rohnert Park CA	41,194	281	75%	
Annapolis MD	38,394	276		\$42,298
Columbia TN	34,681	413		\$931,576
Dartmouth MA	34,412	450		\$942,808
Andover MA	33,201	372		\$747,145
Salisbury MD	30,343			\$193,406
Algonquin IL	30,046	257	59%	
Dover NH	29,987	257		\$873,692
Windsor CT	29,060	296	67%	\$1,518,300
Newburgh NY	28,866	134	40%	\$530,100
Monterey CA	27,810	104		
Greer SC	25,515	173	92%	\$400,000
Sahuarita AZ	25,259	308	47%	\$320,899
Dedham MA	24,729	175	75%	\$1,639,383
Fredericksburg VA	24,286	193		\$260,907
Belmont MA	23,819	190		\$1,425,159
Ramsey MN	23,668	368	91%	\$714,222
Junction City KS	23,353	335	15%	\$222,307
Peters Township PA	21,378	218	95%	\$1,297,018

Figure 5-1. Descriptors: Highways and Road Maintenance Characteristics (page 2 of 2)

Jurisdiction	Population	Paved lane Miles	Percentage of assessed lane miles rated satisfactory or better	Road rehab expenditures
Libertyville IL	20,742	174	30%	\$449,049
Rolla MO	19,560	257	94%	\$1,053,429
Snellville GA	18,242	165	100%	\$689,654
Tumwater WA	17,570			\$96,885
King William County VA	15,935	228		
Goodlettsville TN	15,921	85	89%	\$198,522
Ukiah CA	15,300	163		
Hopkinton MA	15,000	234		
Medway MA	13,877	171		
Coventry CT	12,435	105		\$450,061
Lakeland TN	12,430	161		\$101,579
Blue Ash OH	12,114	160	96%	\$1,320,000
Crestwood MO	11,912	100	89%	\$362,566
Weston MA	11,478	174	37%	\$321,890
Granby CT	11,300	92	65%	\$259,633
Show Low AZ	11,058	364		\$418,382
Lunenburg MA	10,086	187	58%	
Baker City OR	9,890	61	98%	
Shelton WA	9,834	129		\$54,449
Mason MI	8,252	63	100%	\$0
Georgetown MA	8,100	130		
Purcellville VA	7,727	58	100%	\$298,889
Mahomet IL	7,258	70	93%	\$783,367
Fox Point WI	6,665	35	77%	\$97,147
Islamorada Islands FL	6,119	51		\$1,267
Airway Heights WA	6,114	25		\$1,800
Lake Mills WI	5,735	34	59%	\$55,860
New Baden IL	3,349	45		\$81,619
Cherryvale KS	2,374			\$98,992

	Population	Paved lane miles	Percentage of assessed lane miles rated satisfactory or better	Road rehab expenditures
CPM 101				
Mean	43,942	287	74.8%	\$898,432
Median	23,819	206	89.0%	\$609,877
CPM 101 & Comprehensive				
Mean	110,567	959	81.3%	\$2,453,062
Median	33,201	314	82.8%	\$909,283

Important Service-Specific Considerations

Some of the factors that influence the comparability of highway and road maintenance data are:

- **Climate-** The climate can greatly influence road conditions and, consequently, road rehabilitation expenditures. Roads located in jurisdictions with particularly hot, cold, or wet climates tend to deteriorate much faster than roads in jurisdictions with moderate climates.
- **Rehabilitation expenditures-** These expenditures may vary greatly from one year to the next in each jurisdiction owing to the addition of a large capital improvement project or the deferment of routine maintenance.
- **Road rehabilitation plan-** Each jurisdiction's unique plan may require concentrated efforts on one area of the jurisdiction in a particular year and could affect citizen satisfaction.
- **Traffic volume influences-** All other conditions being equal, jurisdictions with high volumes of commuter traffic usually report higher expenditures per lane mile (and per capita) than jurisdictions in which roads carry less commuter traffic.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing highway and road maintenance services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and mean and medians.** If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

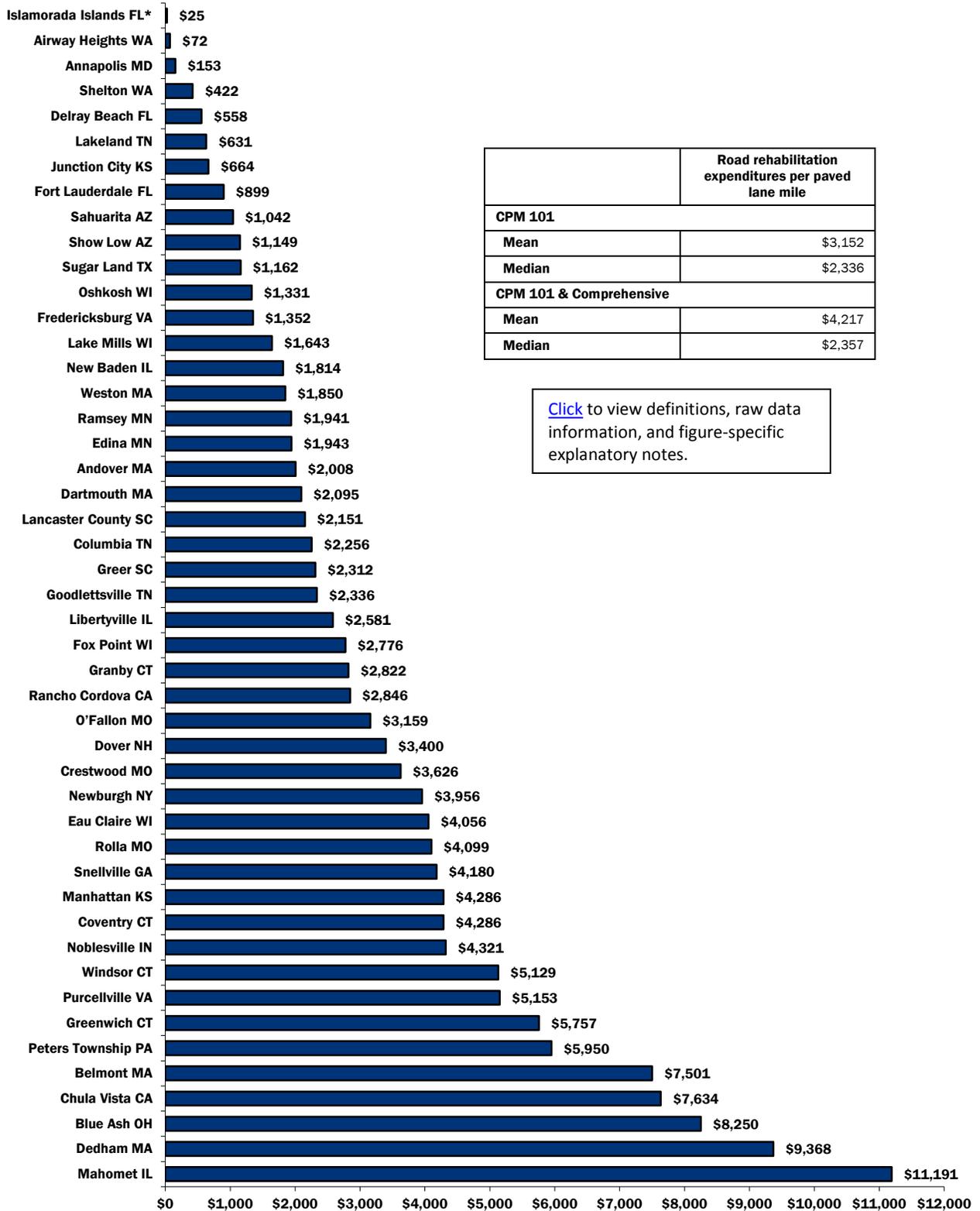
- **Check in with peers.** Do you see a fellow participant that is performing well in an area in which you would like to see improvement? Consider getting in touch. Ask what steps they've taken to reach those targets and see where you may be able to take similar strides. CPM staff can assist you in making contact. Just drop a line to cpmmail@icma.org.

Figure List

In addition to Figure 5-1 above, the following figures are presented in this section:

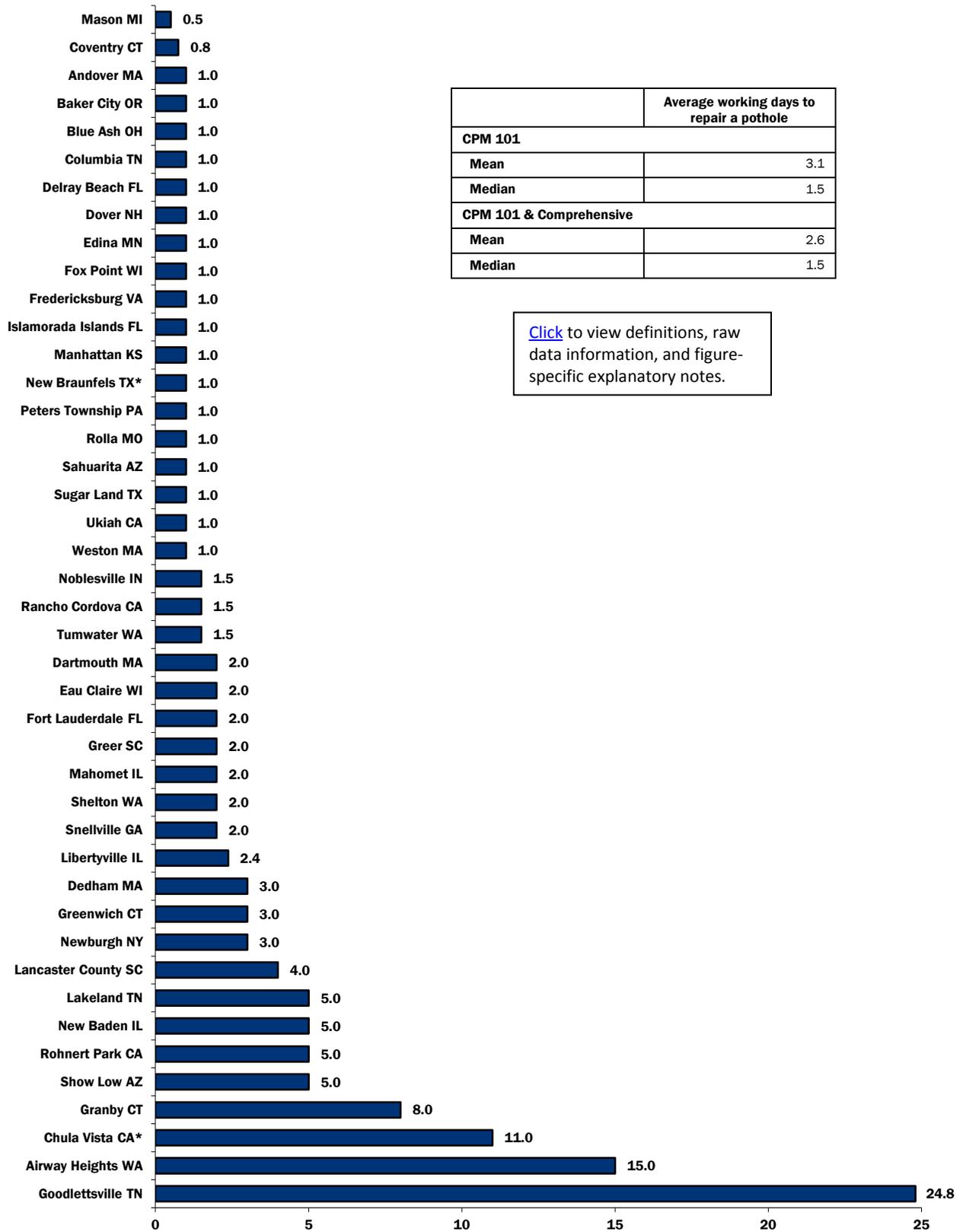
- Figure 5-2. Input Measure: Road Rehabilitation Expenditures per Paved Lane Mile
- Figure 5-3. Output Measure: Average Number of Working Days to Repair a Pothole
- Figure 5-4. Intermediate Outcome Measure: Paved Lane Miles Assessed in Satisfactory or Better Condition as a Percentage of Total Paved Lane Miles Assessed
- Figure 5-5. Outcome Measure: Citizen Satisfaction with the Quality of Street Repair Services

Figure 5-2: Input Measure: Road Rehabilitation Expenditures per Paved Lane Mile



* Islamorada Islands, FL noted that road repaving has been delayed and future road resurfacing will coincide with a village-wide wastewater collection and treatment project.

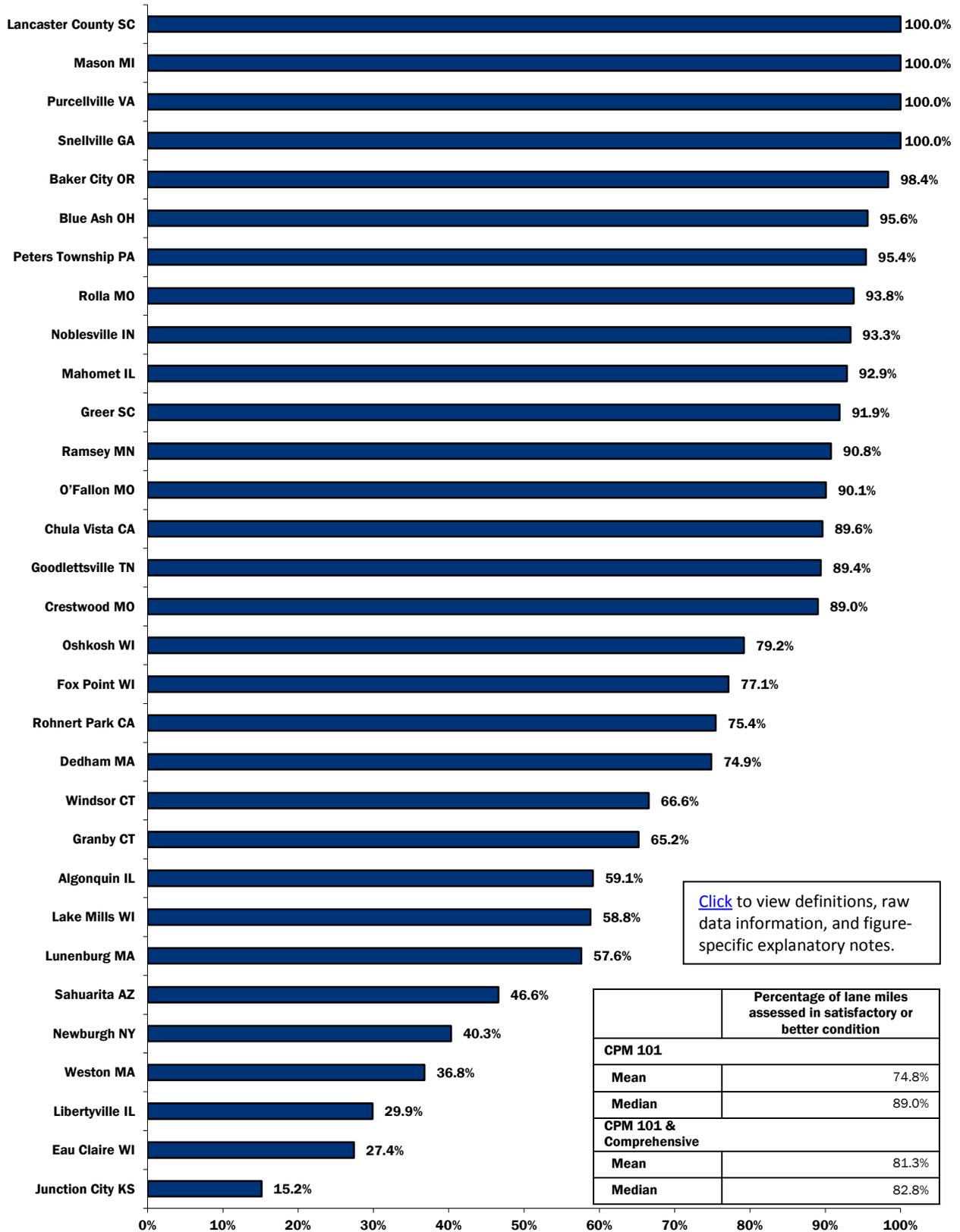
Figure 5-3: Output Measure: Average Number of Working Days to Repair a Pothole



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

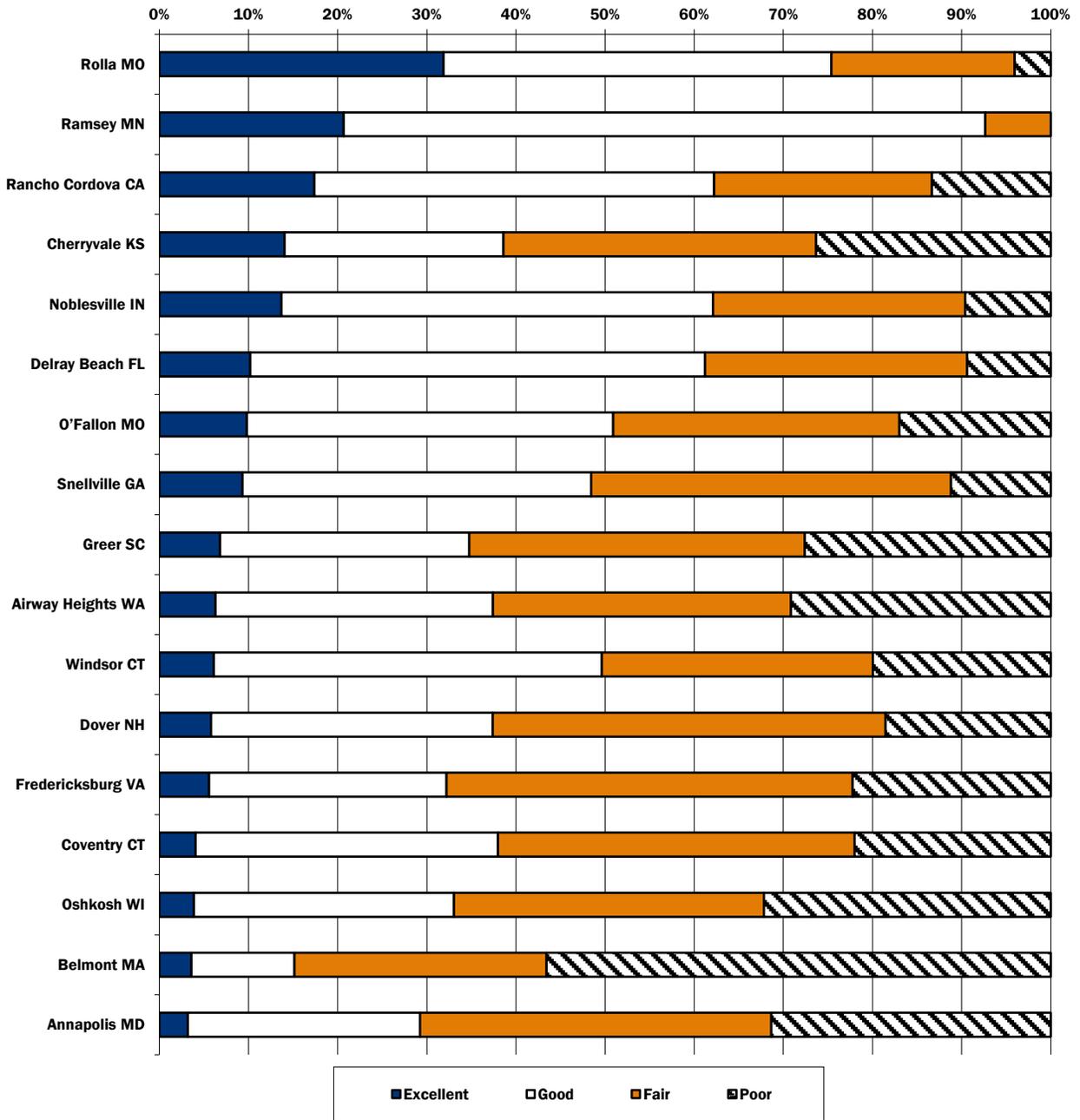
*Chula Vista, CA reported significant personnel cuts that have resulted in delayed road repairs.

Figure 5-4: Intermediate Outcome Measure: Paved Lane Miles Assessed in Satisfactory or Better Condition as a Percentage of Total Paved Lane Miles Assessed



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 5-5: Outcome Measure: Citizen Satisfaction with the Quality of Street Repair Services



	% Excellent	% Good	% Fair	% Poor
CPM 101				
Mean	10.1%	36.8%	32.4%	20.6%
Median	6.8%	33.9%	33.4%	20.0%
CPM 101 & Comprehensive*				
Mean	10.6%	35.7%	32.4%	21.3%
Median	8.5%	37.4%	33.9%	17.0%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Reference Section: Highways and Road Maintenance

Definitions

- **Lane mile:** This is based on a standard width of 12 feet. Jurisdictions that use different lane widths were instructed to convert figures to match this definition. (One lane mile measures 12 feet by 5280 feet or 3.66 meters by 1.61 kilometers.)
- **Paved lane miles:** This includes asphalt and concrete lanes, all paved road surfaces, including travel lanes, turn lanes, parking lanes, bike lanes, and shoulders, and all paved lane miles of road for which the jurisdiction is responsible regardless of whether they underwent maintenance during the reporting period. It excludes drainageways and alleys, regardless of whether they are paved, and bike, walking, or other recreation trails that are not part of the roadway.
- **Paved lane miles assessed:** This includes all paved lane miles that underwent an objective condition assessment, using any number of standard systems (e.g., PAVER) during FY 2011. It excludes lane miles assessed using informal, "looking-out-the-window" surveys.
- **Road rehabilitation:** This includes, but is not limited to, resurfacing, slurry sealing, mill and overlay, pothole repair, and microsurfacing. It does not include reconstruction.
- **Road rehabilitation expenditures:** This includes actual expenditures, not budgeted or encumbered amounts, salaries, benefits, supplies, and equipment expenditures (except fleet management and all fuel), expenditures for street surface rehabilitation only (including those activities that may be financed from the capital budget), whether rehabilitation work was performed by jurisdiction employees or contract employees. It also includes all applicable expenditures, regardless of the funding source. It excludes expenditures for overhead activities, specifically for the following support services: management staff not directly involved in supervision of highways/road maintenance personnel or activities, facilities management (custodial/repair, building depreciation, all utilities), finance/payroll, fleet management (and all fuel), human resources, information technology (and all telephone calls and system administration), purchasing, risk management (and all workers compensation), expenditures for new capacity and construction, debris removal, street sweeping, median island/greenspace maintenance, snowplowing, sanding/salting, and the maintenance of bridges, tunnels, stormwater drainage systems, traffic signal devices, signs, streetlights, gutters, and sidewalks, capital expenditures for new capacity and construction/reconstruction, offsets to expenditures via revenues received from the state or federal government as a rebate or distribution of sales tax, GST, or other funds (these revenues or rebates should be reported in the comments section only), and debt service payments.
- **Time to repair a pothole:** This includes the time from the pothole being reported (either via jurisdiction record-keeping or notification from the public) to completion of repair. If a pothole was reported during a prior fiscal year, this includes the total number of days since it was reported, including fractions of days (0.5 working days). Potholes reported on Friday and repaired on Monday are counted as 1 day.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file, please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 5-2

- A number of jurisdictions note that the actual expenditures they report differ greatly from year to year owing to events such as an increase in capital funds, the delay of a major capital contract, or other changes in the availability of funds.
- Some differences in road rehabilitation expenditures may be attributable to external factors such as weather conditions, natural disasters, and legislative mandates. Differences may also result from internal factors such as deferred maintenance policies.

Figure 5-4

- Some jurisdictions assess a percentage of their roadways each year while others assess only those that are in need of replacement or repair. As a result, the paved lane miles that a jurisdiction elects to assess may not be a representative sample of its total paved lane miles.
- Even though participants are required to submit road condition information collected from standardized assessment systems like PAVER, such trained observer ratings remain somewhat subjective. Additionally, jurisdictions set different minimum scores as “satisfactory.”

Figure 5-5

- Citizen ratings of road condition may be artificially high or low, because of citizens’ perceptions of the condition of roadways within the jurisdiction that are maintained by agencies other than the local government conducting the survey. A jurisdiction may have a high proportion of federally maintained or state-maintained roadways within its boundaries, and these roadways may be maintained to a different standard than the locally maintained roadways. Because residents are likely to be unaware of which government maintains each segment of roadway, they may judge the quality of road maintenance performed by their local government on the basis of the condition of roadways maintained by other jurisdictions. Alternatively, citizens who commute through a number of communities may rate the condition of locally maintained roadways on the basis of their entire route, without regard for jurisdictional boundaries.

Section 6: Human Resources

Human Resources Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one human resources question, as well as some basic information about each jurisdiction's human resources workload. Additional human resources figures appear later in this section.

Figure 6-1. Descriptors: Human Resources Characteristics (page 1 of 2)

Jurisdiction	Population	Human resources FTEs	Human resources expenditures	Average working days to complete an external recruitment
Louisville Metro Govt KY	741,096	33.9	\$3,753,247	
Chula Vista CA	246,496	10.8	\$1,388,147	
Fort Lauderdale FL	165,521	17.3	\$1,901,473	60
Sugar Land TX	84,511	10.9	\$1,055,809	46
O'Fallon MO	80,860	2.5	\$227,304	
Lancaster County SC	76,652	2.8	\$295,842	7
Eau Claire WI	66,060	4.0	\$443,296	35
Rancho Cordova CA	65,502	2.9	\$388,001	28
Oshkosh WI	64,592	4.2	\$370,083	30
Greenwich CT	61,171	14.3	\$1,711,225	
Delray Beach FL	60,831	5.0	\$485,910	48
New Braunfels TX	57,040	6.0	\$573,090	
Manhattan KS	52,135	5.9	\$366,408	29
Noblesville IN	51,969	2.0	\$174,508	60
Edina MN	47,941	3.3		
Wauwatosa WI	46,396		\$859,418	
Campbell County WY	46,133	1.9	\$322,884	
Rohnert Park CA	41,194	2.8	\$420,500	69
Annapolis MD	38,394	4.2	\$787,410	24
Columbia TN	34,681	3.2	\$247,381	44
Dartmouth MA*	34,412			
Andover MA	33,201	5.1	\$464,910	
Salisbury MD	30,343	1.9	\$286,337	40
Algonquin IL	30,046	2.0		
Dover NH	29,987	0.9		
Windsor CT	29,060	3.0	\$359,117	52
Newburgh NY*	28,866			120
Monterey CA	27,810	6.2	\$656,872	87
Greer SC	25,515	2.0	\$179,033	38
Sahuarita AZ	25,259	2.0	\$174,307	16
Dedham MA*	24,729			
Fredericksburg VA	24,286	3.0	\$270,219	
Belmont MA	23,819	2.5	\$19,850	35
Ramsey MN	23,668	1.1	\$97,690	40
Junction City KS	23,353	0.9	\$70,958	41

Figure 6-1. Descriptors: Human Resources Characteristics (page 2 of 2)

Jurisdiction	Population	Human resources FTEs	Human resources expenditures	Average working days to complete an external recruitment
Peters Township PA	21,378	0.2		54
Libertyville IL*	20,742			
Rolla MO	19,560			22
Snellville GA	18,242	1.0	\$81,354	42
Tumwater WA	17,570	2.0	\$264,211	64
King William County VA	15,935			67
Goodlettsville TN	15,921	1.0	\$84,823	43
Ukiah CA	15,300	2.0	\$300,744	35
Hopkinton MA	15,000	1.8	\$151,584	60
Medway MA	13,877	1.9	\$195,920	
Coventry CT	12,435			38
Lakeland TN	12,430	1.0	\$46,012	
Blue Ash OH	12,114	2.7	\$462,835	
Crestwood MO	11,912			55
Weston MA	11,478	2.1	\$173,653	24
Granby CT	11,300			50
Show Low AZ	11,058	2.0	\$224,022	
Lunenburg MA*	10,086			
Baker City OR	9,890			15
Shelton WA	9,834	0.8	\$76,066	20
Mason MI	8,252	1.5	\$134,915	30
Purcellville VA	7,727	0.4	\$51,397	
Mahomet IL	7,258			40
Islamorada Islands FL	6,119	0.9	\$66,686	40
Lake Mills WI*	5,735			
New Baden IL*	3,349			
Cherryvale KS	2,374			30

* These jurisdictions appear in the descriptors table because they submitted at least one data point in another area of the survey not represented here.

	Population	Human resources FTEs	Human resources expenditures	Average working days to complete an external recruitment
CPM 101				
Mean	43,942	4.1	\$480,592	43
Median	23,819	2.3	\$286,337	40
CPM 101 & Comprehensive				
Mean	136,661	9.2	\$1,866,375	47
Median	38,844	3.6	\$443,296	43

Important Service-Specific Considerations

Some of the factors that influence the comparability of human resources data are:

- Recruitment process—Some jurisdictions decentralize the recruitment process, with larger departments, in particular, conducting their own hiring.
- Recruitment operations – Some jurisdictions have moved their application collection system online, while others continue to accept only paper applications that are hand-delivered, faxed, or mailed. This may impact the size and profile of the applicant pool, as well as time to complete a recruitment.
- Staffing—Jurisdictions that contract for more services or have broader job classifications may need fewer staff within the central human resources office.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing human resources services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Evaluate the results.** An important first step in being able to use the data is to take the time to evaluate and study the results. Make sure that you have reviewed the definitions and explanatory notes located at the end of the section to ensure you understand what each figure is portraying. In addition to the graphs already created, in the data file you can create new graphs to help in your analysis.

In looking at the data, use each figure to examine your performance compared to your peers. Look at where your jurisdiction falls in regards to the means and medians for each figure. It is helpful to make a list of the areas where your jurisdiction is performing well and the areas where there is room for improvement.

If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Track your progress.** CPM 101 is a new program so this might be the first time you have looked at data in this way and have had other jurisdictions to compare to. Looking forward, it is important to take steps that will allow you to meet your performance goals.

In the areas you have identified within your jurisdiction where improvement is needed, consider the level you would like to be performing at this time next year or within a set number of years. In setting your goals, look at the level at which other similar jurisdictions are performing. Record your performance goals and discuss them with the manager, elected officials, and supervisors. Throughout the year make sure that action steps are taken to help you reach your goals. Next year you will be able to re-evaluate your performance goals and see what your jurisdiction has accomplished.

- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

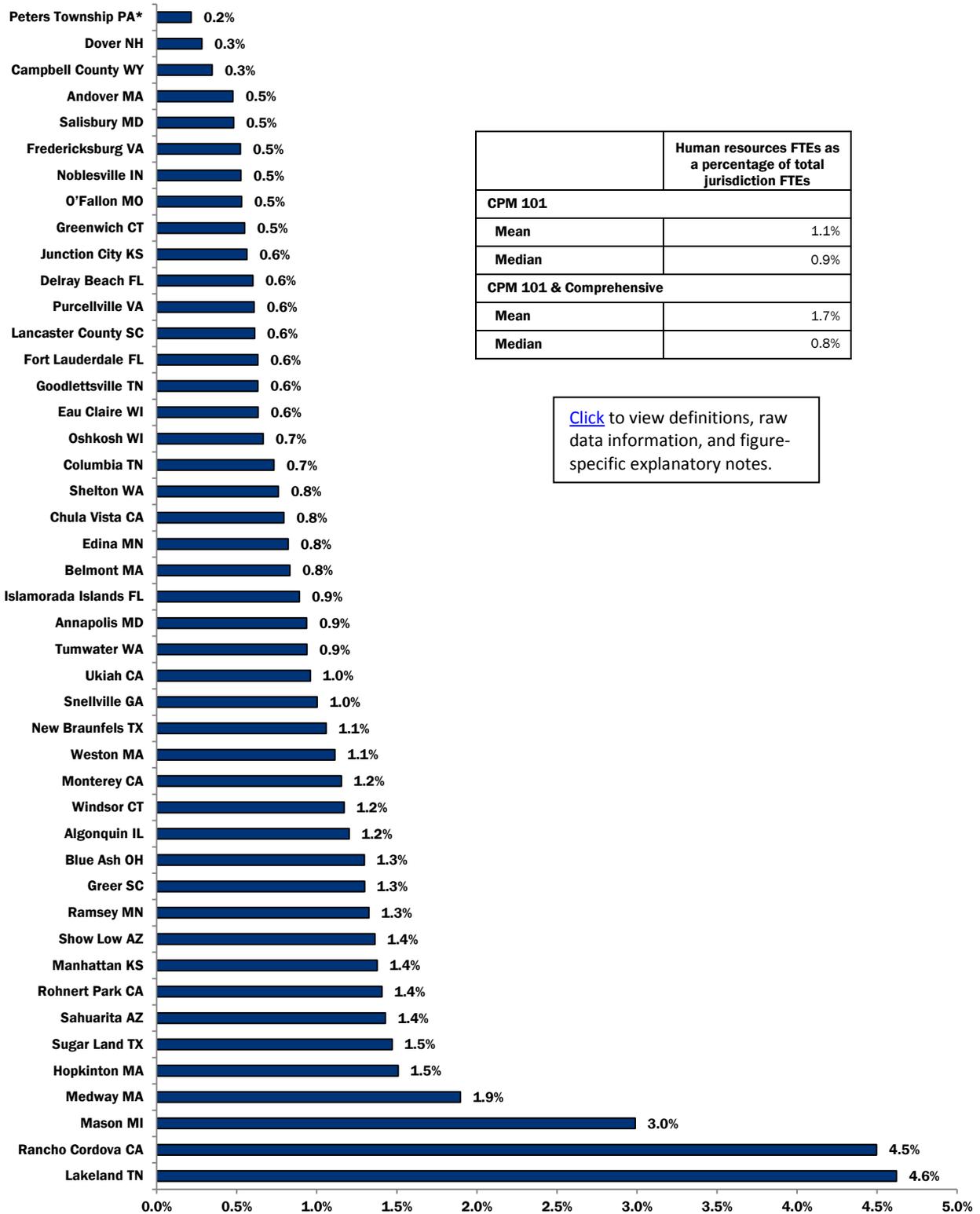
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 6-1 displayed above, the following figures are presented in this section:

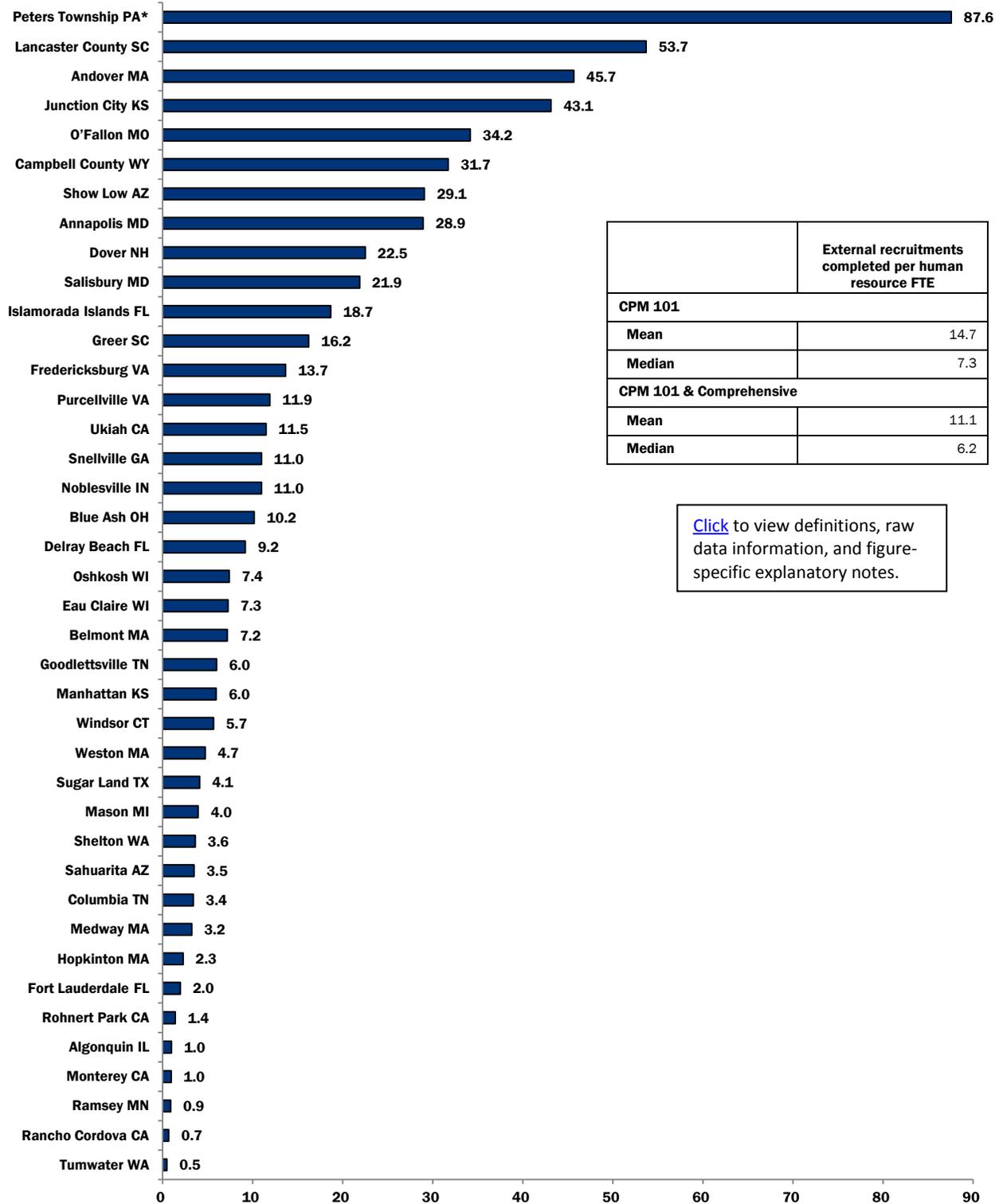
- Figure 6-2. Input Measure: Human Resources FTEs as a Percentage of Total Jurisdiction FTEs
- Figure 6-3. Efficiency Measure: External Recruitments Completed per Human Resource FTE
- Figure 6-4. Efficiency Measure: Human Resources Expenditures per External Recruitment Completed
- Figure 6-5. Output Measure: Average Working Days to Complete an External Recruitment
- Figure 6-6. Outcome Measure: Customer Satisfaction with Quality of Human Resources Services

Figure 6-2: Input Measure: Human Resources FTEs as a Percentage of Total Jurisdiction FTEs



*Peter Township, PA reported that they have only one Human Resources employee whose primary role is Payroll.

Figure 6-3. Efficiency Measure: External Recruitments Completed per Human Resource FTE



*Peter Township, PA reported that they have only one Human Resources employee whose primary role is Payroll.

Figure 6-4. Efficiency Measure: Human Resources Expenditures per External Recruitment Completed

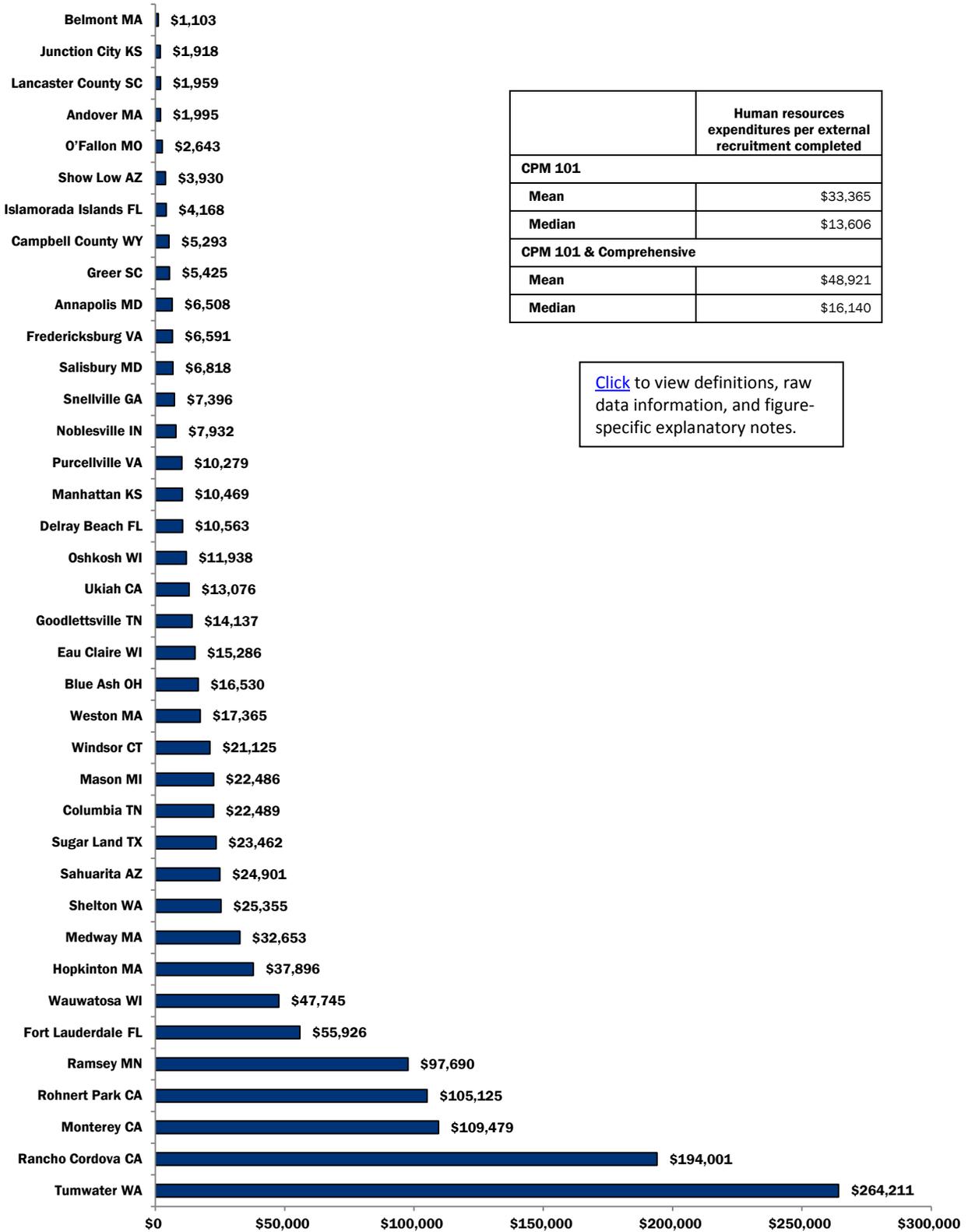


Figure 6-5. Output Measure: Average Working Days to Complete an External Recruitment

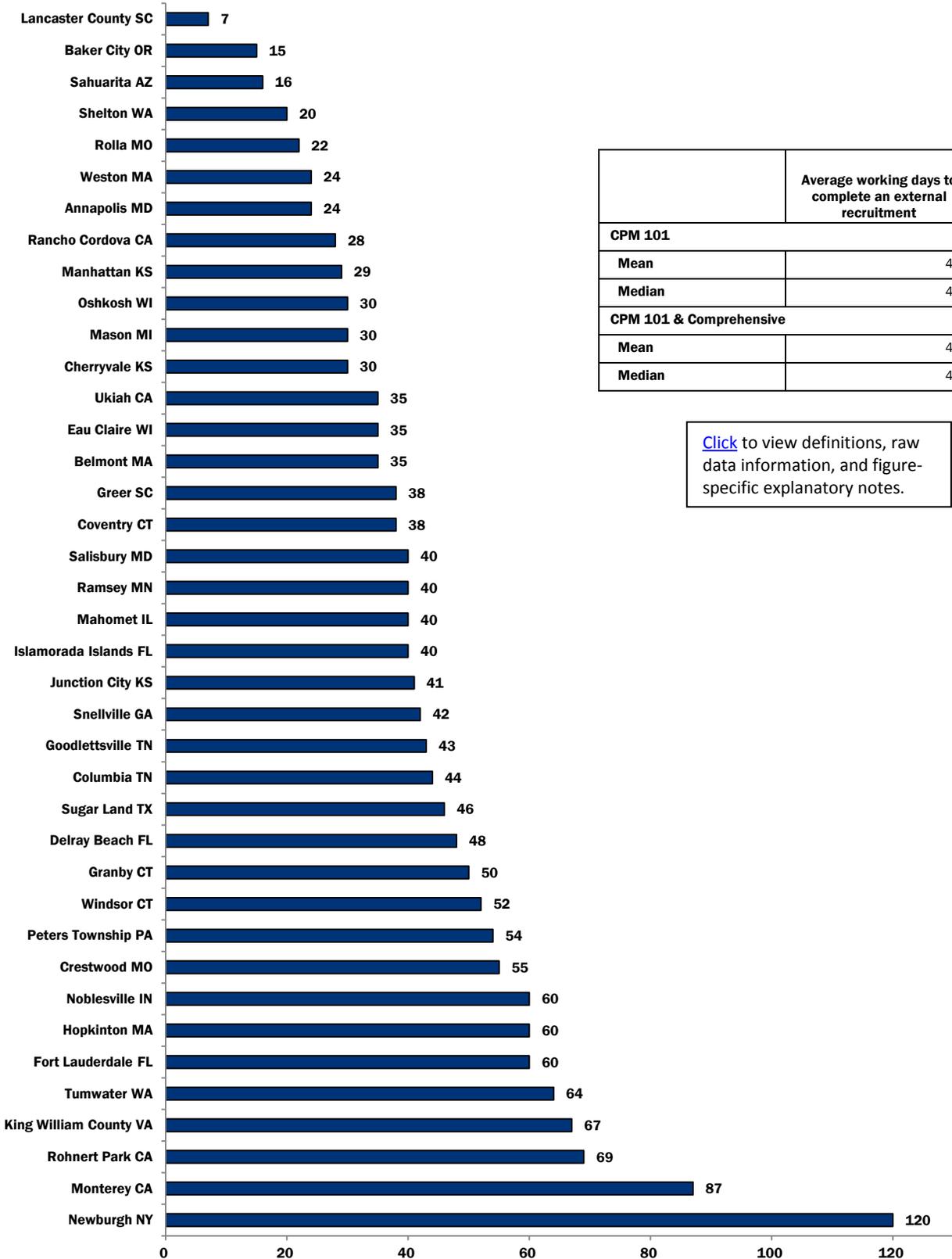


Figure 6-6. Outcome Measure: Customer Satisfaction with Quality of Human Resources Services

Because Customer Satisfaction data was only provided by Rancho Cordova, CA and Manhattan, KS a graph was not created for this measure. Currently, the ICMA Center for Performance Measurement is partnered with the National Research Center, which conducts the National Employee Survey (NES), helping jurisdictions measure the performance of their internal services. For more information on the NES, visit our website at icma.org/performance or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Rancho Cordova CA	50%	47%	0%	3%
Manhattan KS	25%	47%	18%	10%
CPM 101 & Comprehensive*				
Mean	30%	51%	14%	5%
Median	25%	49%	15%	3%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Human Resources

Definitions

- Average number of working days to complete an external recruitment:** This includes working days from position requisition to compilation of a list of minimally qualified applicants, and working days from compilation of a list of minimally qualified applicants to conclusion of the testing/interview process. It includes full-time and part-time workers but does not include temporary workers. It includes only recruitments that were completed during the reporting period on days for which the human resources department was open.
- Expenditures for central human resource department:** This includes salaries and fringe benefits, supplies, and materials for central human resources office operations and expenditures for all of the following human resources activities, to the extent that they are performed by staff in the central human resources office: recruitment, training, labor negotiations, benefits administration, job classification system administration, compensation system administration, employee evaluation administration, civil service administration, employee relations, organizational and human resources development, and expenditures, regardless of funds. It also includes expenditures for human resources services performed by local government employees and contractors paid by the local government (including supervisors and managers whose primary areas of responsibility include human resources activities). It excludes expenditures for overhead activities, including management staff not directly involved in supervision of human resources personnel or activities, facilities management (custodial/repair, building depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), risk management (and all workers compensation), and all payroll staff expenditures, regardless of whether they work in the human resources department. Additionally, if a staff person performs some payroll and some human resources functions, the payroll portion of that position is excluded.
- External recruitments:** This includes full-time and part-time positions and all recruitments that were completed during FY 2011, regardless of when they were initiated.
- Hours paid for all jurisdiction staff:** This includes hours paid to all employees in your local government, not just human resources employees, hours paid to all full-time, part-time, and seasonal personnel, regardless of source of funding, and hours paid to supervisory and non-supervisory personnel. It includes all types of hours paid: regular; overtime; sick, vacation, and other paid leave; and any other hours paid. It excludes hours paid to contractual staff and overtime hours worked by employees who do not qualify for overtime pay (e.g. FLSA-exempt employees).
- Hours paid for central human resource department staff:** This includes hours paid to all employees in the central human resources office, hours paid to all full-time, part-time, and seasonal personnel, regardless of source of funding, and hours paid to supervisory and non-supervisory personnel. It includes all types of hours paid: regular; overtime; sick, vacation, and other paid leave; and any other hours paid. It excludes overtime hours worked by employees who do not qualify for overtime pay (e.g. FLSA-exempt employees) and hours paid for overhead activities including management staff not directly involved in supervision of human resources personnel or activities, facilities management (custodial/repair, building depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system

administration), risk management (and all workers compensation), and hours paid to contractual staff.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 6-3

- Performance on this indicator may be affected by the participation of staff outside the central human resource operation in the recruitment process. In some jurisdictions, central human resource staff complete all tasks associated with an external recruitment from advertising of the position to interviewing and hiring, whereas in other jurisdictions, work on these tasks is supplemented by personnel from other departments (often the hiring department).

Figure 6-4

- Please note that in some jurisdictions, recruitment costs may be shared between the central human resource operation and the hiring department. Moreover, the proportion of such splits may vary from jurisdiction to jurisdiction.

Figure 6-5

- The number of working days to complete an external recruitment consists of two parts: 1) position requisition to compilation of a list of minimally qualified applicants; and 2) list of minimally qualified applicants to conclusion of the testing and interview process.
- Some external recruitments, such as police officers and firefighters, are considered open on a continuous basis, which can lengthen the time between position acquisition and compilation of a list of minimally qualified candidates significantly.
- The time between when a requisition is received to the conclusion of the recruitment process may be influenced by a variety of factors such as 1) the abundance of qualified workers; 2) the jurisdiction's recruiting policies; and 3) the extent to which testing or special assessments are conducted.

Section 7: Information Technology

Information Technology Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one information technology (IT) question, as well as some basic information about each jurisdiction’s IT workload. Additional IT figures appear later in this section.

Figure 7-1. Descriptors: Information Technology Characteristics (page 1 of 2)

Jurisdiction	Population	IT expenditures	IT FTEs	IT FTEs as percentage of jurisdiction FTEs
Louisville Metro Govt KY	741,096		66.8	
Chula Vista CA	246,496	\$1,682,414	18.9	1.4%
Fort Lauderdale FL	165,521	\$5,548,973	35.2	1.3%
Sugar Land TX	84,511	\$2,459,797	21.3	2.9%
O’Fallon MO	80,860	\$753,950	3.0	0.6%
Lancaster County SC	76,652	\$287,311	1.9	0.4%
Eau Claire WI	66,060	\$762,567	8.8	1.4%
Rancho Cordova CA	65,502	\$425,622	1.9	3.0%
Oshkosh WI	64,592	\$462,236	6.6	1.0%
Greenwich CT	61,171	\$3,048,371	8.9	0.3%
Delray Beach FL	60,831	\$1,560,053	10.0	1.2%
New Braunfels TX	57,040	\$1,257,251	4.9	0.9%
Manhattan KS	52,135	\$271,582	4.0	0.9%
Noblesville IN	51,969	\$529,092	3.0	0.8%
Edina MN	47,941	\$644,323	4.9	1.2%
Wauwatosa WI	46,396	\$754,222	5.6	
Campbell County WY	46,133	\$2,191,047	13.1	2.4%
Rohnert Park CA	41,194	\$444,982	2.4	1.2%
Annapolis MD	38,394	\$272,462	8.8	2.0%
Columbia TN	34,681	\$603,408	3.8	0.9%
Dartmouth MA	34,412	\$425,369	2.0	0.8%
Andover MA	33,201		16.3	1.5%
Salisbury MD	30,343	\$153,526	0.7	0.2%
Algonquin IL	30,046		4.0	2.4%
Dover NH	29,987			
Windsor CT	29,060	\$514,740	3.0	1.2%
Newburgh NY	28,866	\$1,054,991	2.3	0.7%
Monterey CA	27,810	\$2,450,193	8.7	1.6%
Greer SC	25,515	\$175,746	1.4	0.9%
Sahuarita AZ	25,259	\$413,468	3.1	2.2%

Figure 7-1. Descriptors: Information Technology Characteristics (page 2 of 2)

Jurisdiction	Population	IT expenditures	IT FTEs	IT FTEs as percentage of jurisdiction FTEs
Dedham MA	24,729	\$401,000	1.9	0.7%
Fredericksburg VA	24,286	\$639,211	5.8	1.0%
Belmont MA	23,819	\$699,232	5.2	1.7%
Ramsey MN	23,668	\$294,491	0.5	0.7%
Junction City KS	23,353	\$233,756	2.1	1.4%
Peters Township PA	21,378	\$156,622	0.9	1.0%
Libertyville IL	20,742	\$264,580	1.2	0.6%
Rolla MO	19,560		2.0	0.7%
Snellville GA	18,242	\$115,188	1.0	1.0%
Tumwater WA	17,570	\$497,873	3.5	1.7%
King William County VA	15,935	\$109,585		
Goodlettsville TN	15,921	\$270,464	1.1	0.7%
Ukiah CA	15,300	\$418,344	3.5	1.7%
Hopkinton MA	15,000	\$175,034	1.0	0.9%
Medway MA	13,877	\$194,400	1.6	1.6%
Coventry CT	12,435	\$74,278		
Lakeland TN	12,430	\$127,470		
Blue Ash OH	12,114	\$571,525	2.0	0.9%
Crestwood MO	11,912	\$204,200	1.0	1.0%
Weston MA	11,478	\$325,969	2.1	1.1%
Granby CT	11,300	\$31,034		
Show Low AZ	11,058	\$305,565	1.9	1.3%
Lunenburg MA	10,086	\$203,478	1.5	2.5%
Baker City OR	9,890	\$53,802		
Shelton WA	9,834	\$96,015	1.0	0.9%
Mason MI	8,252	\$82,609		
Purcellville VA	7,727	\$265,933	1.6	2.3%
Mahomet IL	7,258			
Fox Point WI	6,665	\$33,723		
Islamorada Islands FL	6,119	\$305,814	2.1	2.2%
Lake Mills WI	5,735			
New Baden IL	3,349	\$1,727		
Cherryvale KS	2,374	\$19,089	0.0	0.1%

	Population	IT expenditures	IT FTEs	IT FTEs as percentage of jurisdiction FTEs
CPM 101				
Mean	43,942	\$648,566	6.2	1.3%
Median	23,819	\$315,892	2.7	1.1%
CPM 101 & Comprehensive				
Mean	127,470	\$3,000,818	11.5	1.5%
Median	36,212	\$688,659	5.0	1.3%

Important Service-Specific Considerations

- IT staffing locations- IT figures regarding expenditures and staffing correspond to IT activities across the jurisdiction whether such activities are centralized, decentralized or both.
- Contractors- IT expenditure figures include payments for any contracted IT services, but staffing figures do not include contractors. Therefore, in-house operations may have more hours paid to local government staff, but expenditure data will reflect both in-house and outsourced services.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing IT services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Evaluate the results** An important first step in being able to use the data is to take the time to evaluate and study the results. Make sure that you have reviewed the definitions and explanatory notes located at the end of the section to ensure you understand what each figure is portraying. In addition to the graphs already created, you can easily create new graphs from the data file to help in your analysis. In looking at the data, use each figure to examine your performance compared to your peers. Look at where your jurisdiction falls in regards to the means and medians for each figure. It is helpful to make a list of the areas where your jurisdiction is performing well and the areas where there is room for improvement.
- **Review your current policies** In looking to apply the data, consider why your jurisdiction might be performing well in certain areas. Perhaps you could use it as an opportunity to reward or celebrate the achievement and hard work of those involved. Also, consider ways to continue this high performance and expand it to other areas in the department or across the jurisdiction. If you are performing above the norms, check in with ICMA if you would be willing to share what you are doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others.

In evaluating the areas that are in need of improvement, review your current information technology policies and consider changes that might be made. What are your policies regarding replacement criteria for exiting IT equipment? Also look at the way the IT employees interact with the rest of the jurisdiction employee's. How are requests submitted to the IT employees? Are there timeframes set up for responses from the IT employees? Simple policy and procedure changes could have a large impact on a jurisdiction's IT performance.

- You can check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Track your progress**

CPM 101 is a new program so this might be the first time you have looked at data in this way and have had other jurisdictions to compare to. Looking forward, it is important to take steps that will allow you to meet your performance goals.

In the areas you have identified within your jurisdiction where improvement is needed, consider the level you would like to be performing at this time next year or within a set number of years. In setting your goals, look at the level at which other similar jurisdictions are performing. Record your performance goals and discuss them with the Manager, elected officials, and supervisors. Throughout the year make sure that action steps are taken to help you reach your goals. Next year you will be able to re-evaluate your performance goals and see what your jurisdiction has accomplished.

- **Prepare a report**

Using the data you have evaluated and the goals you are hoping to achieve, write up a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance), and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 7-1 displayed above, the following figures are presented in this section:

- Figure 7-2. Input Measure: IT Expenditures per Jurisdiction FTE
- Figure 7-3. Efficiency Measure: Number of Help Desk Calls per IT FTE
- Figure 7-4. Outcome Measure: Internal Customer Satisfaction: Quality of Service

Figure 7-2: Input Measure: IT Expenditures per Jurisdiction FTE

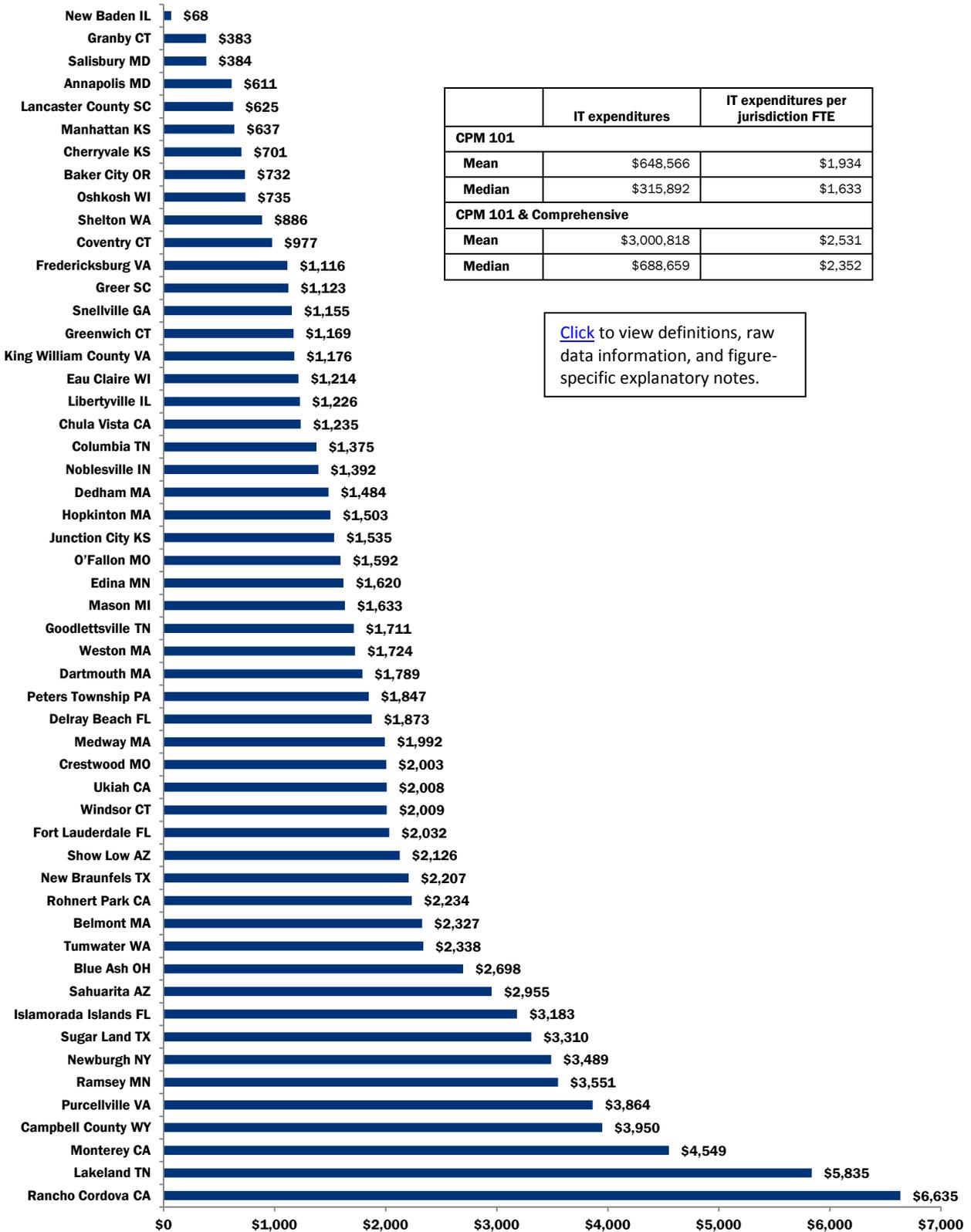
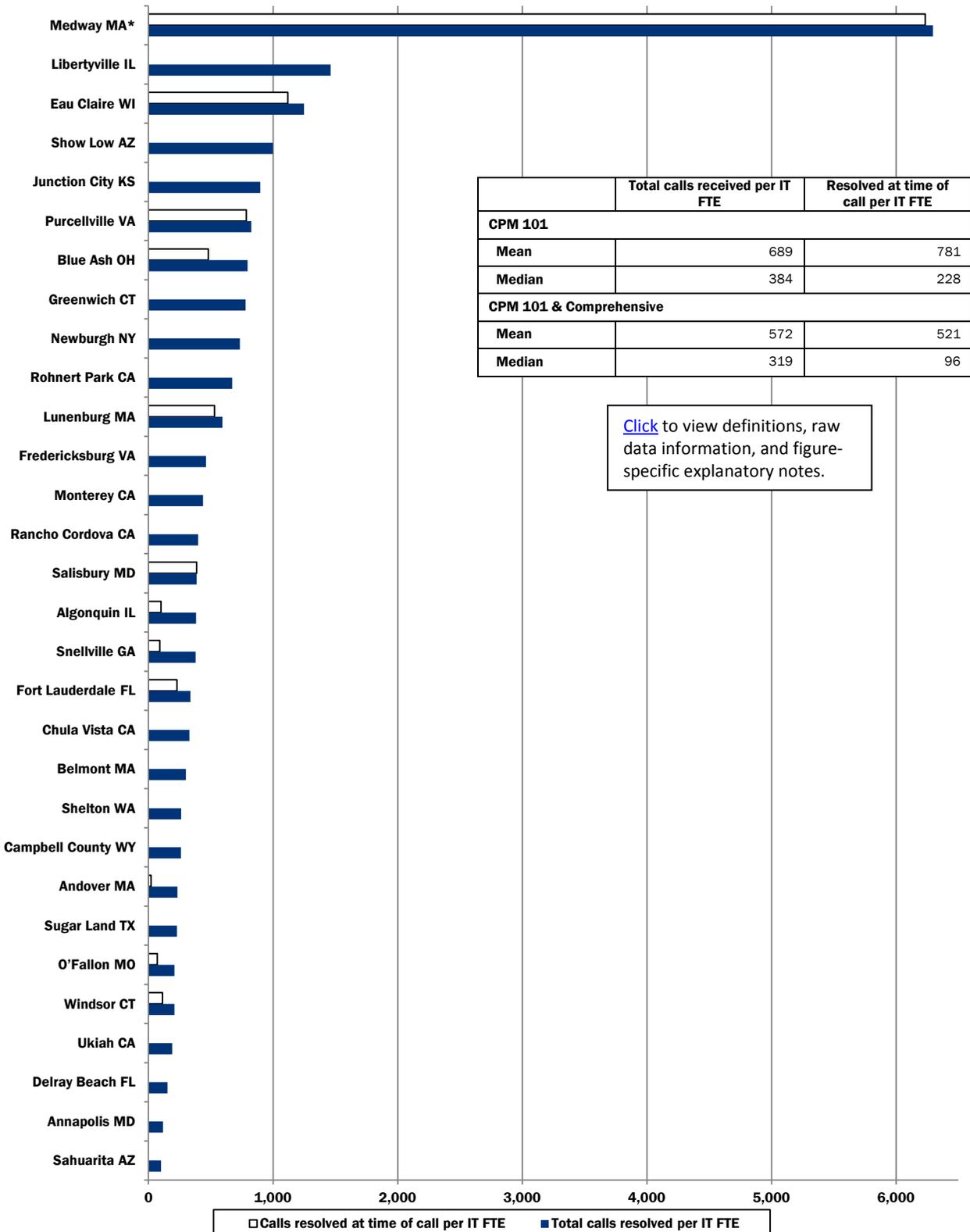


Figure 7-3: Efficiency Measure: Number of Help Desk Calls per IT FTE



* Medway, MA indicated that their number of help desk calls was high due to problems with their server and the installation of new computers.

Figure 7-4. Outcome Measure: Internal Customer Satisfaction: Quality of Service

Because Customer Satisfaction data was only provided by Manhattan, KS and Sugar Land, TX a graph was not created for this measure. Currently, the ICMA Center for Performance Measurement is partnered with the National Research Center, which conducts the National Employee Survey (NES), helping jurisdictions measure the performance of their internal services. For more information on the NES, visit our website at icma.org/performance or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Manhattan KS	39.5%	47.4%	5.3%	7.9%
Sugar Land TX	95.0%	1.5%	1.9%	1.6%
CPM 101 & Comprehensive*				
Mean	50.5%	36.3%	9.7%	3.5%
Median	46.8%	44.0%	7.1%	2.8%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Information Technology

Definitions

- **Help desk calls:** This includes all initial and follow-up help desk calls. If a single service problem results in 10 people calling the help desk this is reported as 10 calls. Also, if an individual is not able to get a problem resolved after an initial call, and then calls back about the same issue the next day, both of these calls are reported as a call. This means that several calls could pertain to a single issue.
- **Information technology expenditures:** This includes actual expenditures for salaries and fringe benefits, supplies, parts, materials for information technology services, telephone and network systems, application services, and desktop and help desk services. It also includes expenditures for information technology services performed by local government employees and by contractors paid by the local government (including supervisors and managers whose primary areas of responsibility include information technology activities) and expenditures for IT-related contractors and consultants. It excludes expenditures for overhead activities, management staff not directly involved in supervision of information technology personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, human resources, risk management (and all workers compensation), pager and cell phone charges for service subscriptions, line charges, equipment leases, and actual calls made, telephone utility charges for local and long distance service and actual calls made, and capital expenditures (as capital is defined by your jurisdiction).
- **Information technology hours paid:** This includes hours paid to all information technology employees in the jurisdiction, whether these employees were assigned to the central information technology department or they were assigned to another department. It includes hours paid for telephone, network, applications, and desktop systems and services, hours paid to all full-time, part-time, and seasonal personnel, and hours paid to supervisory and non-supervisory personnel. It excludes hours paid for radio systems services, overtime hours worked by employees who do not qualify for overtime pay (e.g. FLSA-exempt employees), hours paid for overhead activities, management staff not directly involved in supervision of information technology personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, human resources, risk management (and all workers compensation), and hours paid to contractual staff.
- **Resolution of help desk calls:** A call is considered resolved when it is resolved from the customer's point of view. Thus, the clock starts when the customer notifies the help desk of the need for service, and it stops when the customer's service need has been met. If a help desk call is routed to other jurisdiction staff or to a contractor for assistance, then the call is considered resolved when the other staff complete the task.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 7-2

- The expenditure calculation used for this figure includes expenditures for IT related contractors and consultants. However, IT related contractors and consultants are not included in the calculation of Jurisdiction FTEs.

Figure 7-3

- For this figure, the number of help desk calls resolved at the time of call is a subset of the total number of help desk calls received.
- No Jurisdictions reported a value of zero. All jurisdictions for which a value is not shown did not report the data or indicated that the data were not available.

Section 8: Library Services

Library Services Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one library services question, as well as some basic information about each jurisdiction's library services workload. Additional library services figures appear later in this section.

Figure 8-1. Descriptors: Library Services Characteristics (page 1 of 2)

Jurisdiction	Population	Total library expenditures	Library expenditures per capita	Paid library FTEs	Number of public internet-connected terminals in libraries
Chula Vista CA	246,496	\$3,857,164	\$4.05	21.7	82
Lancaster County SC	76,652	\$1,086,322	\$3.51	19.5	64
Eau Claire WI	66,060	\$3,005,206	\$2.71	43.0	41
Oshkosh WI	64,592	\$3,260,397	\$3.06	37.2	41
Greenwich CT	61,171	\$9,366,674	\$5.98	111.6	115
New Braunfels TX	57,040	\$1,446,477	\$1.91		37
Manhattan KS	52,135	\$2,673,222	\$3.52		55
Noblesville IN	51,969	\$5,889,378	\$6.20		60
Wauwatosa WI	46,396	\$1,920,476	\$2.16	26.5	36
Campbell County WY	46,133				33
Dartmouth MA	34,412	\$1,117,039	\$3.79	12.4	19
Andover MA	33,201				47
Dover NH	29,987	\$1,000,801	\$3.38	14.0	12
Windsor CT	29,060	\$1,268,015	\$4.17	18.9	41
Monterey CA	27,810	\$2,528,080	\$5.00	22.7	23
Dedham MA	24,729	\$827,493	\$2.97	11.9	7
Belmont MA	23,819	\$1,744,769	\$3.24	18.6	17
Junction City KS	23,353	\$591,201	\$5.22	14.0	18
Peters Township PA	21,378	\$917,840	\$2.32	14.5	20
Tumwater WA	17,570	\$1,200,537	\$2.29	16.4	33
King William County VA	15,935	\$400,000	\$2.70	6.9	18
Hopkinton MA	15,000	\$342,847	\$2.63	6.5	7
Medway MA	13,877	\$262,978	\$2.45	3.5	8
Coventry CT	12,435	\$370,882	\$3.07	6.3	13
Weston MA	11,478	\$1,298,309	\$2.99	12.8	9
Granby CT	11,300	\$502,633	\$3.68	8.0	23
Show Low AZ	11,058	\$415,782	\$2.62	7.2	31
Lunenburg MA	10,086	\$391,435	\$2.97	5.4	19
Mason MI	8,252	\$18,202	\$0.14		12
Georgetown MA	8,100	\$287,919	\$4.46	5.3	11
Lake Mills WI	5,735	\$313,198	\$2.76	5.1	6
New Baden IL	3,349	\$42,779	\$4.10	1.2	7
Cherryvale KS	2,374	\$31,259	\$3.67	1.3	4

Figure 8-1. Descriptors: Library Services Characteristics (page 2 of 2)

	Population	Total library expenditures	Library expenditures per capita	Paid library FTEs	Number of public internet-connected terminals in libraries
CPM 101					
Mean	43,942	\$1,560,623	\$3.35	17.5	29
Median	23,819	\$1,000,801	\$3.07	12.8	20
CPM 101 & Comprehensive					
Mean	284,701	\$7,195,362	\$3.57	49.8	111
Median	89,411	\$2,413,300	\$3.06	22.4	41

Important Service-Specific Considerations

Some of the factors that influence the comparability of library services data are:

- Nonresident borrower ratio—The ratio of resident to nonresident borrowers may influence funding for materials acquisition and program planning. Some jurisdictions may be more inclined to fund materials and programming for their own residents.
- Library operations—The differences in the number of library facilities, the hours of operation, and the size and scope of holdings and programs can influence expenditure levels and perceptions of service quality.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing library services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Consider whether the economic downturn is providing opportunities for libraries.** Some communities in the CPM Comprehensive program have seen an increase in circulation rates and patron visits that they attribute (at least in part) to the economic downturn; these communities report increases in residents turning to libraries for no- and low-cost information and entertainment options. Some communities are also examining strategies for retaining this increased activity as the economy recovers.

Has your community seen changes in circulation rates over the last 2-3 years? If so, has your organization been able to determine reasons for the changes in circulation and visit rates? Are you considering strategies for maintaining any increases you may have seen in these rates? Have you implemented any strategies? Have you been able to track results? If you are willing to share your strategies,, please send a message to cpmmail@icma.org with "CPM 101" in the subject line. We would welcome the opportunity to help tell your story and share your effective practice.

- **Examine your performance compared to peers and means and medians.** If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction. Check out CPM's public website (icma.org/performance) and click on the Certificate Program link under the Services & Publications tab to view samples of reports prepared by participants in the CPM Comprehensive program.
- **Hold internal meetings to celebrate successes & discuss improvements.** Hold internal meetings/discussions with your department to review results shown in this report. Identify where your department excels and where improvement may be needed. In areas where you are a high performer, discuss how to maintain high performance, as well as ways to share the good news. In areas where improvement is desired, solicit ideas from department employees about how to set and reach new targets. Consider consulting peer communities for advice, too.

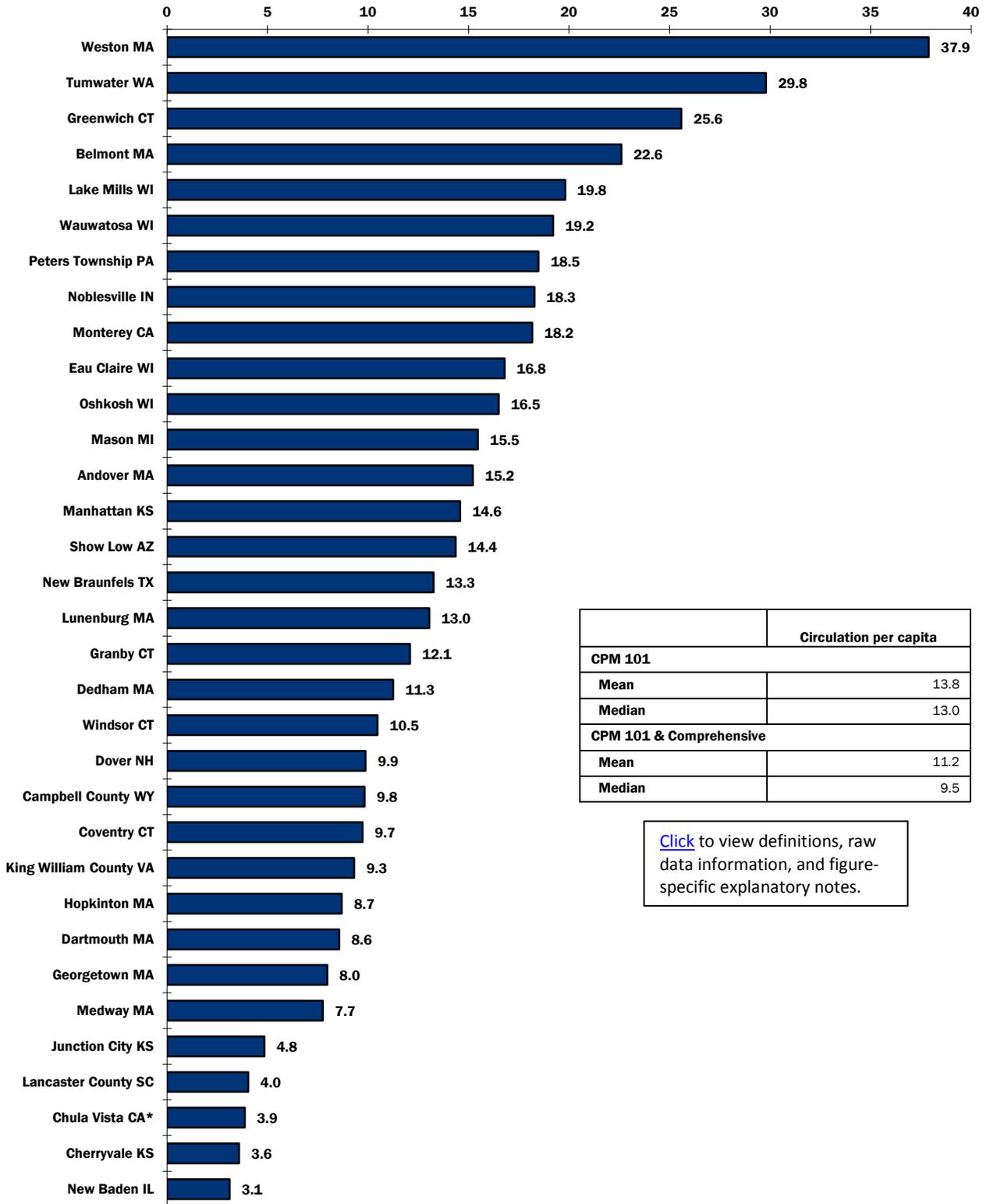
Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and voice concerns, and responding to their questions and concerns, can help ensure effective use of the information and build staff support for your jurisdiction's performance measurement program.

Figure List

In addition to Figure 8-1 displayed above, the following figures are presented in this section:

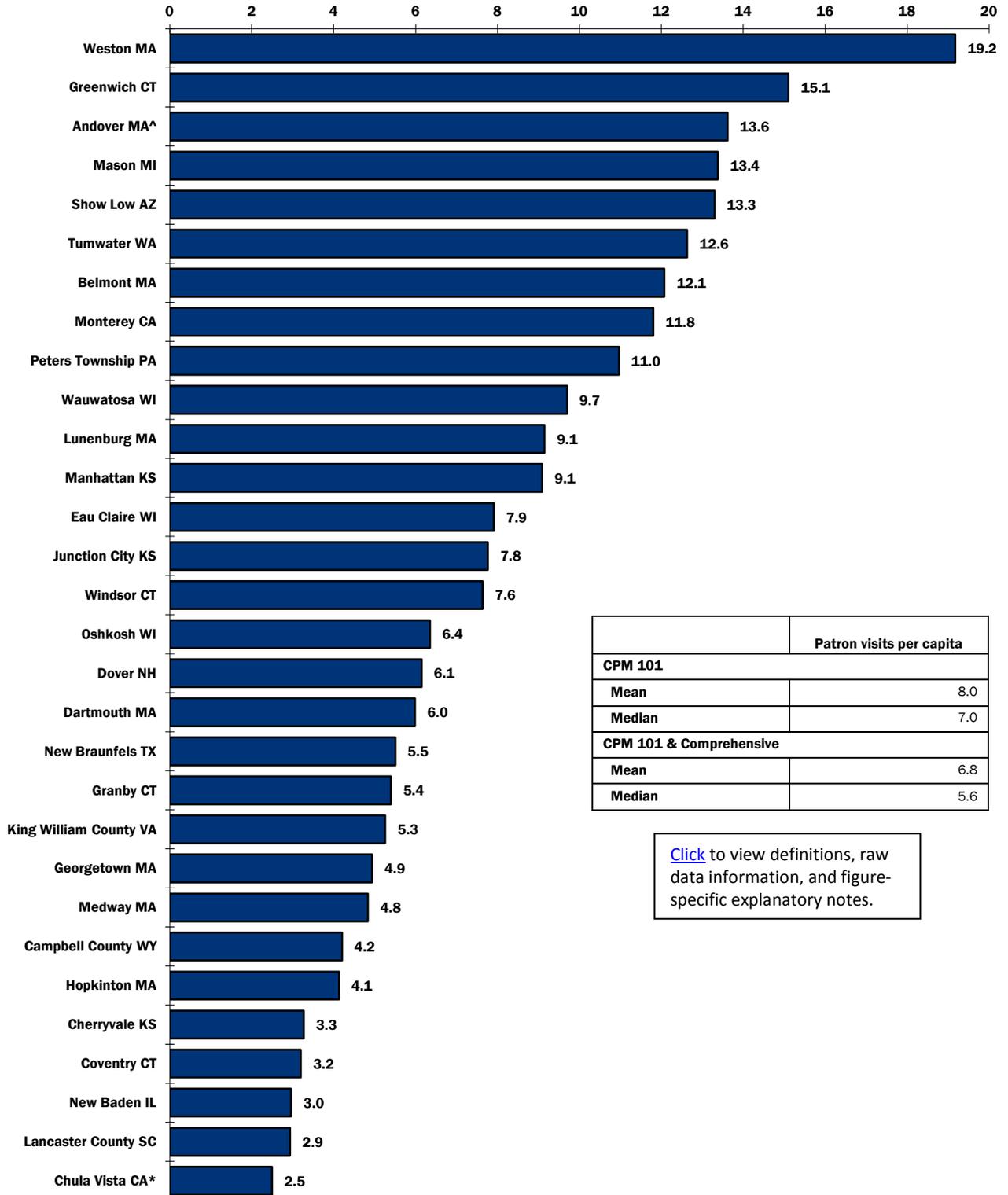
- Figure 8-2. Input Measure: Library Circulation per Capita
- Figure 8-3. Output Measure: Patron Visits per Capita
- Figure 8-4. Efficiency Measure: Patron Internet Usage per Terminal
- Figure 8-5. Efficiency Measure: Circulation and Patron Visits per FTE
- Figure 8-6. Input Measure: Expenditures per Circulated Item and Patron Visit
- Figure 8-7. Outcome Measure: Citizen Ratings on Library Services

Figure 8-2. Input Measure: Library Circulation per Capita



*Chula Vista, CA reduced the library operating hours to the public in FY2011 which affected circulation

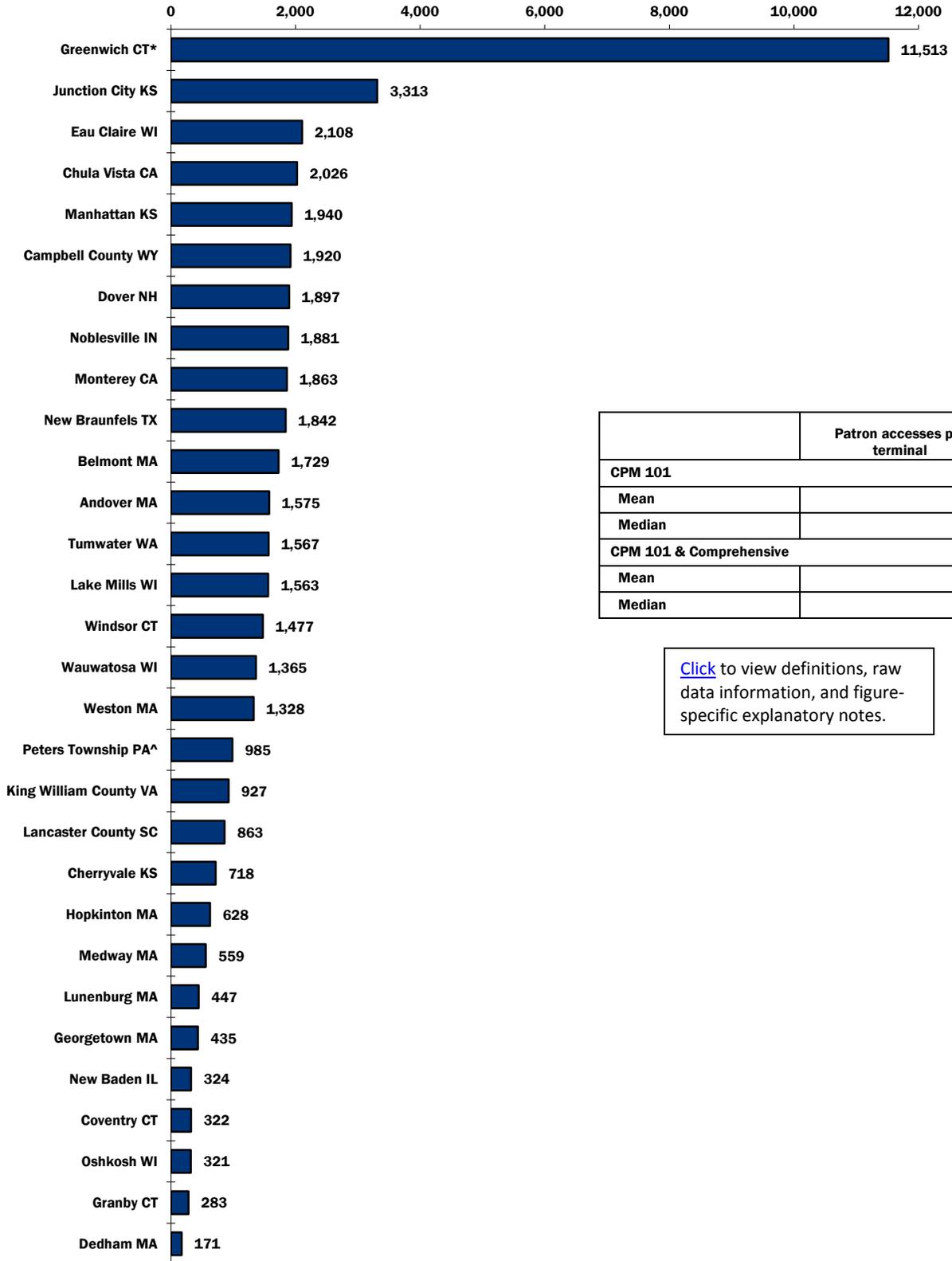
Figure 8-3. Output Measure: Patron Visits per Capita



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Chula Vista, CA reduced the library operating hours to the public in FY2011 which affected circulation.
 ^Andover, MA reported that the jurisdiction library serves as a regional reference center.

Figure 8-4. Efficiency Measure: Patron Internet Usage per Terminal



	Patron accesses per terminal
CPM 101	
Mean	1,596
Median	1,421
CPM 101 & Comprehensive	
Mean	1,669
Median	1,570

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 8-5. Efficiency Measure: Circulation and Patron Visits per FTE

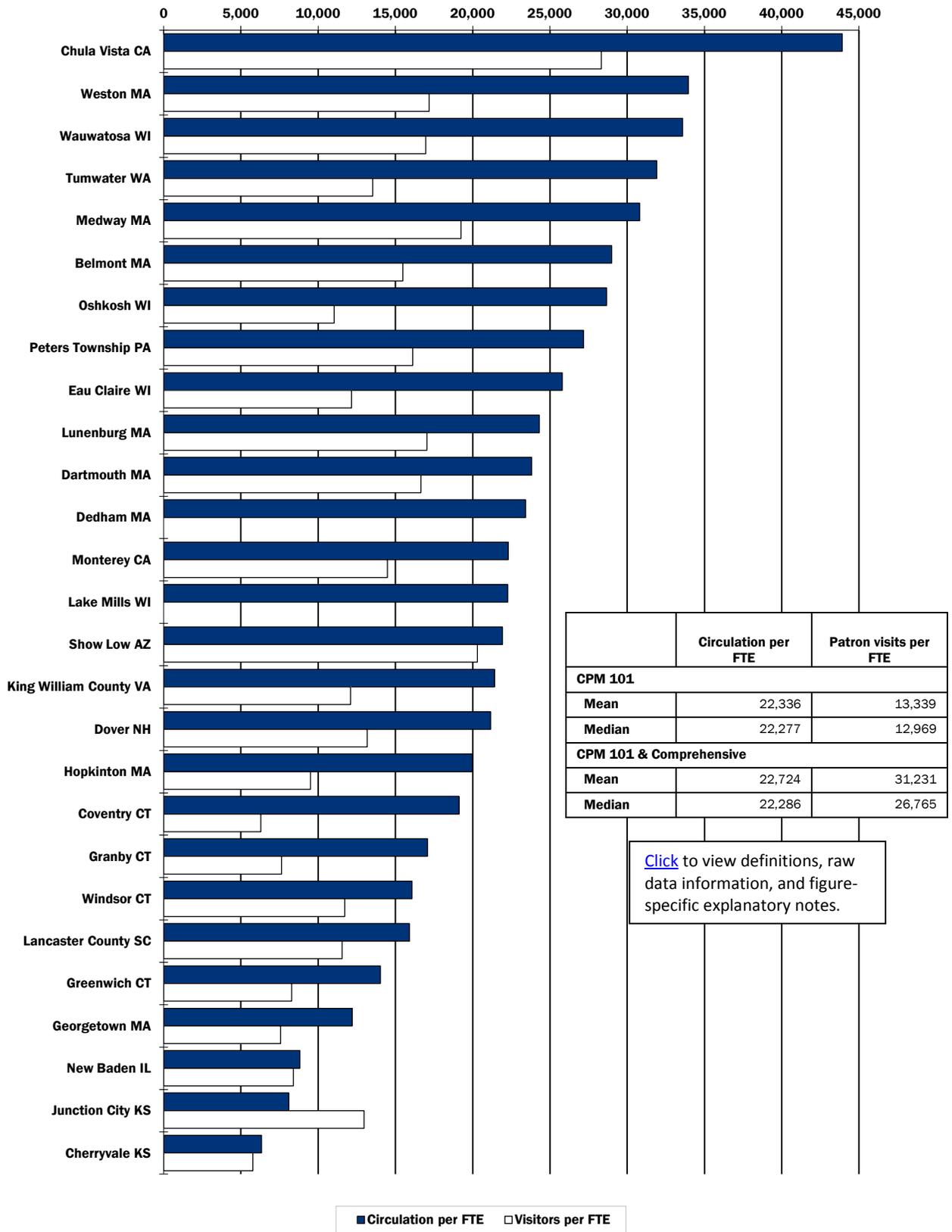


Figure 8-6. Input Measure: Expenditures per Circulated Item and Patron Visit

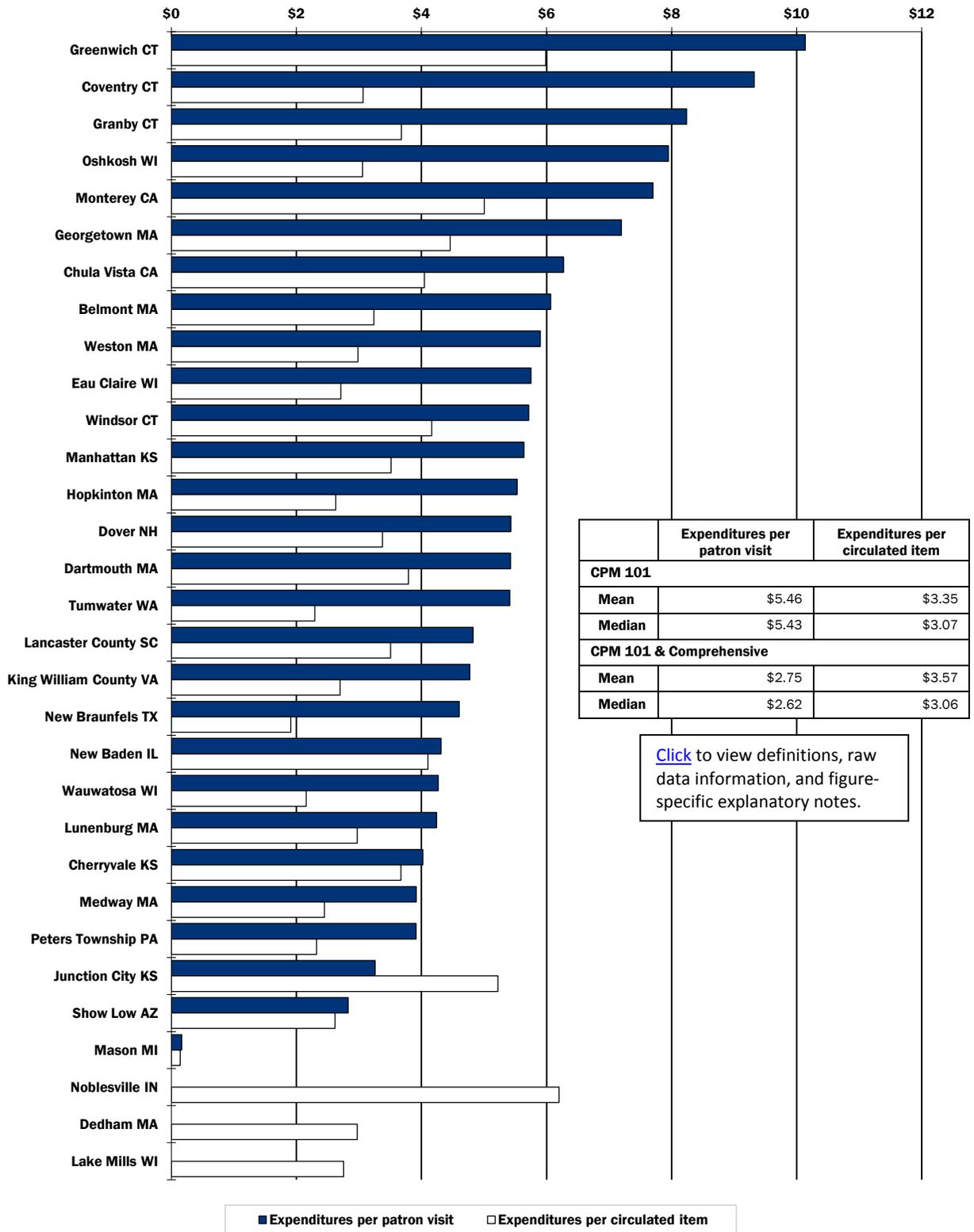
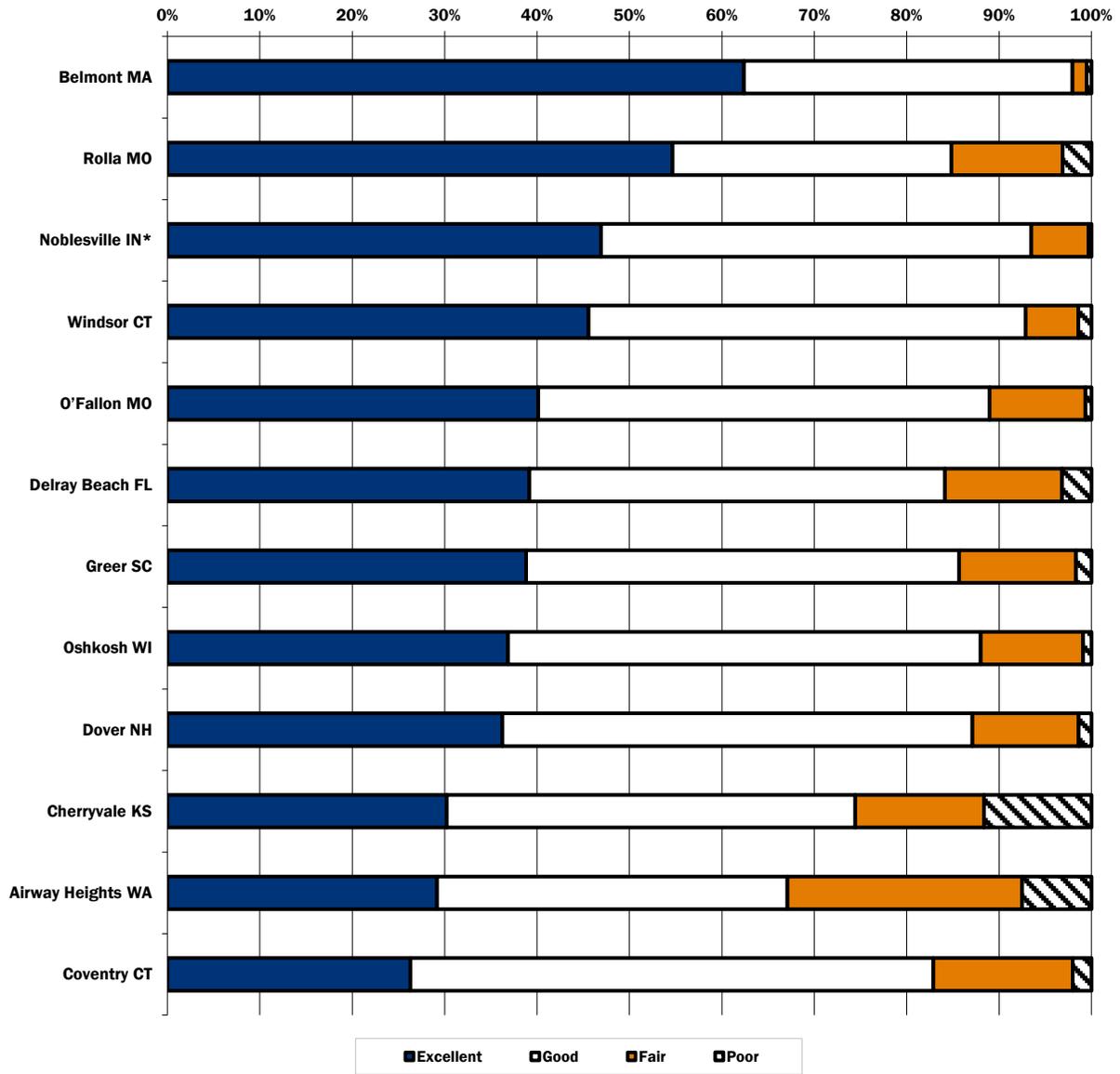


Figure 8-7. Outcome Measure: Citizen Ratings of Public Library Services



*Noblesville, IN reported a response of zero in the “Poor” category.

	Overall public library services rating			
	Excellent	Good	Fair	Poor
CPM 101				
Mean	41%	45%	12%	3%
Median	39%	47%	12%	2%
CPM 101 & Comprehensive^				
Mean	31%	36%	10%	2%
Median	32%	45%	9%	1%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

^ Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Reference Section: Library Services

Definitions

- **Circulation:** Includes all materials of any format (including renewals) that are checked out from any library facility (central, branch, or mobile) for use outside the library.
- **Library visitors:** Includes all individuals who entered any library facility (central, branch, or mobile) for any purpose.
- **Library services expenditures:** This includes actual expenditures for salaries, benefits, supplies, materials acquisition, and contracted services related to the collection of materials from residential accounts. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).
- **Library services hours paid:** This includes hours paid to supervisory and non-supervisory staff; full-time, part-time, and seasonal personnel, regardless of funding source; and all staff members that provide code enforcement services in your jurisdiction, regardless of the department to which they are assigned. All types of hours paid—regular; overtime; sick, vacation, and other paid leave; and any other hours paid. All hours paid for all code enforcement activities, regardless of whether or not staff is centralized in the code enforcement division or department. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file, please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 8-2

- Please note that circulation rates are sometimes affected by population size and a library's collection size. Communities with smaller populations, frequently have smaller library collections and lower circulation rates.
- Circulation rates may also be affected by the presence of multiple library systems within or near a single jurisdiction. Some communities may be served by both a city library system and a county library system; some others may also have primary and secondary school libraries and/or college libraries that extend borrowing privileges to residents. Such circumstances may dilute circulation rates within each system; conversely, they may spark interest and boost circulation in other systems.

Figure 8-3

- Please note that visitation rates are sometimes affected by population size and a library's collection size. Communities with smaller populations, frequently have smaller library collections and lower visit rates.
- Similar to circulation rates, patron visit rates may also be affected by the presence of multiple library systems within or near a single jurisdiction. Some communities may be served by both a city library system and a county library system; some others may also have primary and secondary school libraries and/or college libraries that extend borrowing privileges to residents. Such circumstances may dilute visit rates within each system; conversely, they may spark interest and boost the number of patron visits in other systems.

Figure 8-5

- No jurisdictions reported a value of zero for this figure. All jurisdictions for which a value is not shown did not report the data.

Figure 8-6

- No jurisdictions reported a value of zero for this figure. All jurisdictions for which a value is not shown did not report the data.

Figure 8-7

- Variations in citizen satisfaction may be attributed to differences in local service expectations, funding, staffing, and other factors.

Section 9: Parks and Recreation

Parks and Recreation Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one parks and recreation question, as well as some basic information about each jurisdiction's parks and recreation workload. Additional parks and recreation figures appear later in this section.

Figure 9-1. Descriptors: Parks and Recreation Characteristics (page 1 of 2)

Jurisdiction	Population	Park acreage	Total expenditures	Total revenues
Chula Vista CA	246,496	519	\$8,269,573	\$1,558,342
Fort Lauderdale FL	165,521	694	\$15,139,713	\$3,041,699
Sugar Land TX	84,511	1,257	\$4,804,215	\$409,571
O'Fallon MO	80,860	368	\$4,626,897	\$6,838,224
Lancaster County SC	76,652	289	\$1,527,241	\$765,085
Eau Claire WI	66,060	1,035	\$4,254,560	\$796,732
Oshkosh WI	64,592	337	\$2,164,472	\$91,328
Greenwich CT	61,171	1,373	\$9,073,407	\$4,193,106
Delray Beach FL	60,831	550	\$7,422,168	\$197,355
New Braunfels TX	57,040	385	\$2,330,889	\$497,876
Manhattan KS	52,135	638	\$3,812,246	\$650,413
Noblesville IN	51,969	834	\$1,522,237	\$410,577
Edina MN	47,941	1,550	\$3,125,281	\$347,356
Wauwatosa WI	46,396	60	\$784,525	\$315,584
Campbell County WY	46,133	349	\$4,434,281	\$2,493,889
Rohnert Park CA	41,194	94		
Annapolis MD	38,394	200	\$3,632,277	\$1,669,826
Columbia TN	34,681	360	\$1,469,429	\$55,967
Dartmouth MA	34,412	414	\$288,258	\$188,497
Andover MA	33,201	59	\$560,338	\$964,226
Salisbury MD	30,343	111	\$1,712,040	
Algonquin IL	30,046	155		\$106,443
Dover NH	29,987	211	\$2,405,879	\$1,552,782
Windsor CT	29,060	855	\$2,703,678	\$582,467
Newburgh NY	28,866	81	\$711,133	\$78,469
Monterey CA	27,810	322	\$8,804,344	\$4,836,319
Greer SC	25,515	140	\$1,562,057	\$278,280
Sahuarita AZ	25,259	107	\$1,113,632	\$140,572
Dedham MA	24,729	57	\$530,200	\$103,000
Fredericksburg VA	24,286	1,067		\$494,865
Belmont MA	23,819	86		\$736,586
Ramsey MN	23,668	321	\$736,217	\$8,385
Junction City KS	23,353	202	\$844,350	\$226,665
Peters Township PA	21,378	443	\$746,245	\$216,384
Libertyville IL	20,742	318	\$1,849,226	\$813,202
Rolla MO	19,560	255	\$1,905,364	\$1,040,654

Figure 9-1. Descriptors: Parks and Recreation Characteristics (page 2 of 2)

Jurisdiction	Population	Park acreage	Total expenditures	Total revenues
Snellville GA	18,242	163	\$643,723	\$196,054
Tumwater WA	17,570	148	\$1,333,083	\$151,194
King William County VA	15,935	44	\$244,000	\$149,212
Goodlettsville TN	15,921	202	\$1,183,032	\$190,408
Ukiah CA	15,300	112	\$515,599	\$533,899
Hopkinton MA	15,000	42	\$450,000	\$425,000
Medway MA	13,877	107	\$152,469	\$46,260
Coventry CT	12,435	330	\$180,280	\$308,780
Lakeland TN	12,430	126	\$284,882	\$95,525
Blue Ash OH	12,114	137	\$4,490,200	\$1,047,500
Crestwood MO	11,912	120	\$949,091	\$537,589
Weston MA	11,478	207	\$1,384,381	\$856,085
Granby CT	11,300	38	\$702,806	\$326,398
Show Low AZ	11,058	450	\$565,358	\$84,486
Baker City OR	9,890	17	\$122,659	\$0
Shelton WA	9,834	31	\$350,490	\$36,500
Mason MI	8,252	93	\$103,511	\$8,000
Purcellville VA	7,727	37	\$45,038	\$30,000
Mahomet IL	7,258	117	\$278,487	\$365,066
Fox Point WI	6,665	21	\$18,467	\$2,675
Islamorada Islands FL	6,119	67	\$683,939	\$165,414
Airway Heights WA	6,114	94	\$251,966	\$52,746
Lake Mills WI	5,735	133	\$386,973	\$3,583
New Baden IL	3,349	35	\$74,003	\$34,350
Cherryvale KS	2,374	87	\$57,917	\$2,200

	Population	Park acreage	Total expenditures	Total revenues
CPM 101				
Mean	43,942	312	\$2,110,855	\$717,791
Median	23,819	163	\$949,091	\$308,780
CPM 101 & Comprehensive				
Mean	121,929	2,101	\$2,538,381	\$1,206,625
Median	37,127	450	\$1,469,429	\$487,675

Important Service-Specific Considerations

Some of the factors that influence the comparability of parks and recreation data are:

- Park and recreation funded activities—The amount of expenditures and hours paid may be affected by the department’s responsibility for performing activities such as maintenance to nature areas, cemeteries, and trees.
- Park and recreation high-expenditure activities—Whether a jurisdiction offers certain high-expenditure, high-revenue activities can affect total net operating and maintenance expenditures.
- Contracts with nearby jurisdictions—Some jurisdictions may choose to contract with neighbors in order to give their citizens access to specialized facilities and/or programs that they themselves do not provide, due to resource constraints, policy decisions, or other reasons.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing parks and recreation services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and means and medians.** If you’re performing above the norms, check in with ICMA if you’d be willing to share what you’re doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you’d like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.
Check out CPM’s public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.
- **Check in with peers.** Do you see a fellow participant performing well in an area in which you would like to see improvement? Consider getting in touch. Ask which programs, camps, and facilities they

may be offering that have led to a positive citizen response or how special events and sponsorships could boost revenues. CPM staff can assist you making contact. Just drop a line to cpmmail@icma.org.

Figure List

In addition to Figure 9-1 above, the following figures are presented in this section:

- Figure 9-2. Parks and Recreation FTEs per 1,000 Population
- Figure 9-3. Parks and Recreation Expenditures and Revenues per Acre
- Figure 9-4. Percentage of Lesson and Camp Programs Filled to Capacity
- Figure 9-5. Citizen Satisfaction with the Quality of Parks
- Figure 9-6. Citizen Satisfaction with the Quality of Recreation Programs and Classes Overall

Figure 9-2. Parks and Recreation FTEs per 1,000 Population

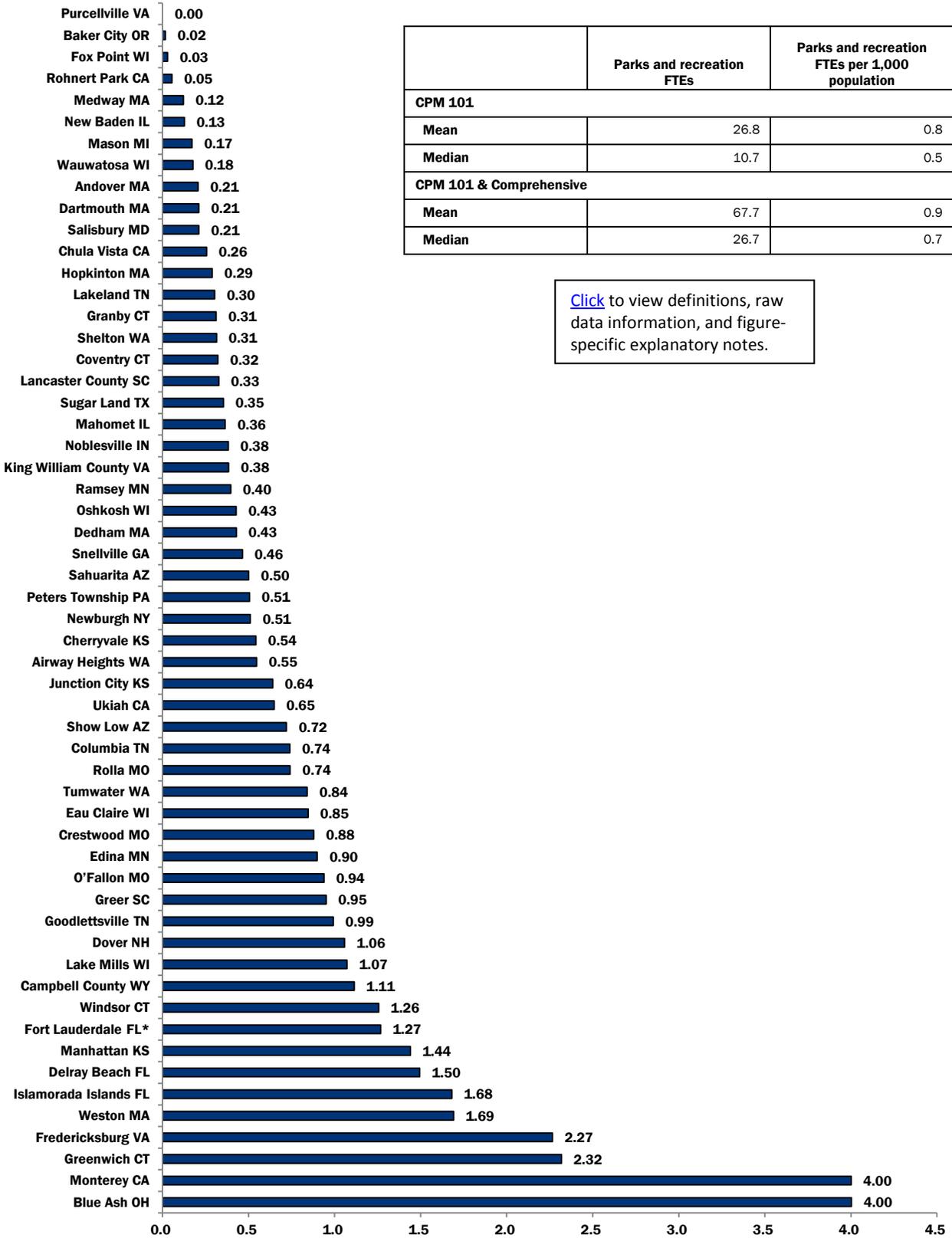


Figure 9-3. Parks and Recreation Expenditures and Revenues per Acre (page 1 of 2)

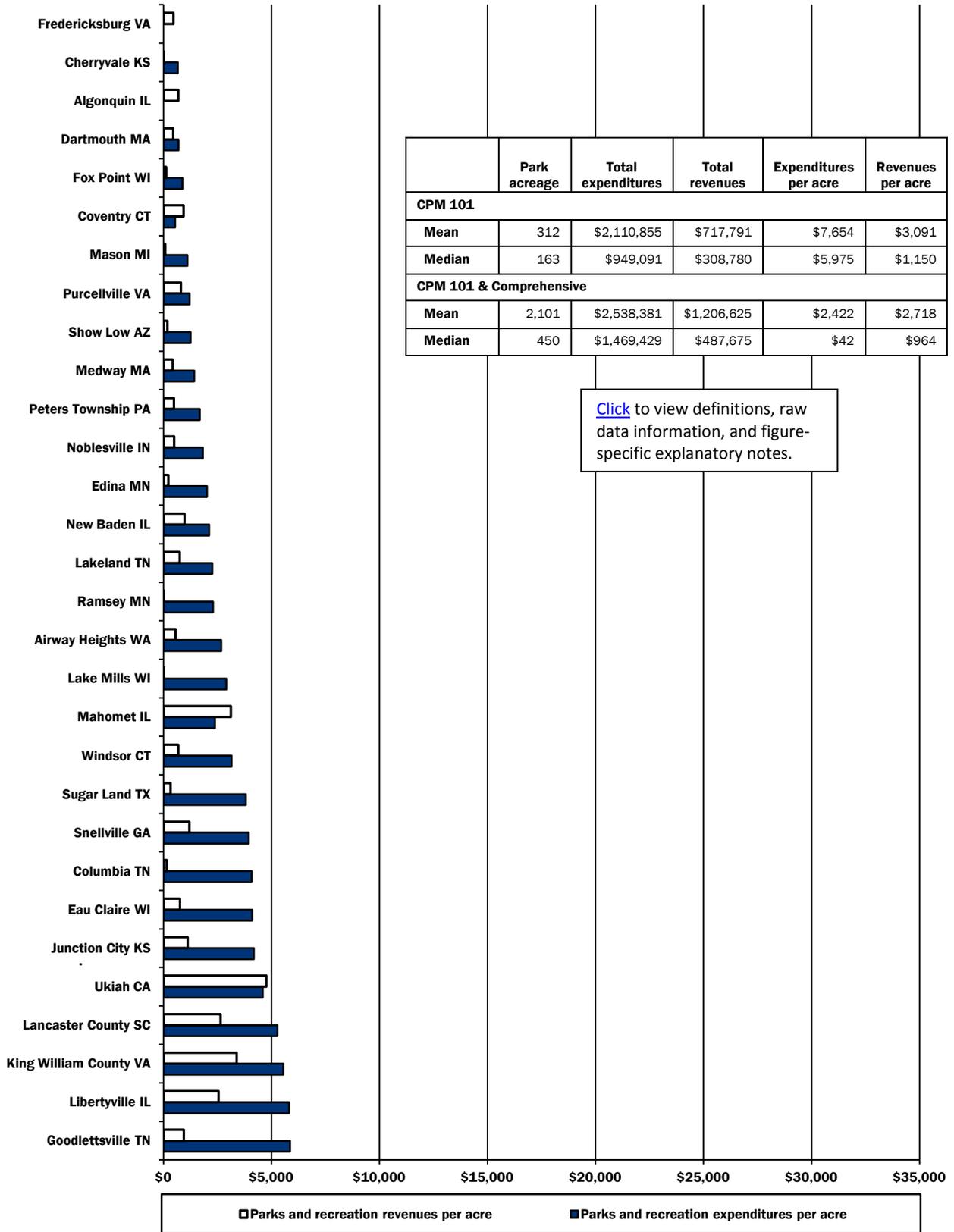


Figure 9-3. Parks and Recreation Expenditures and Revenues per Acre (page 2 of 2)

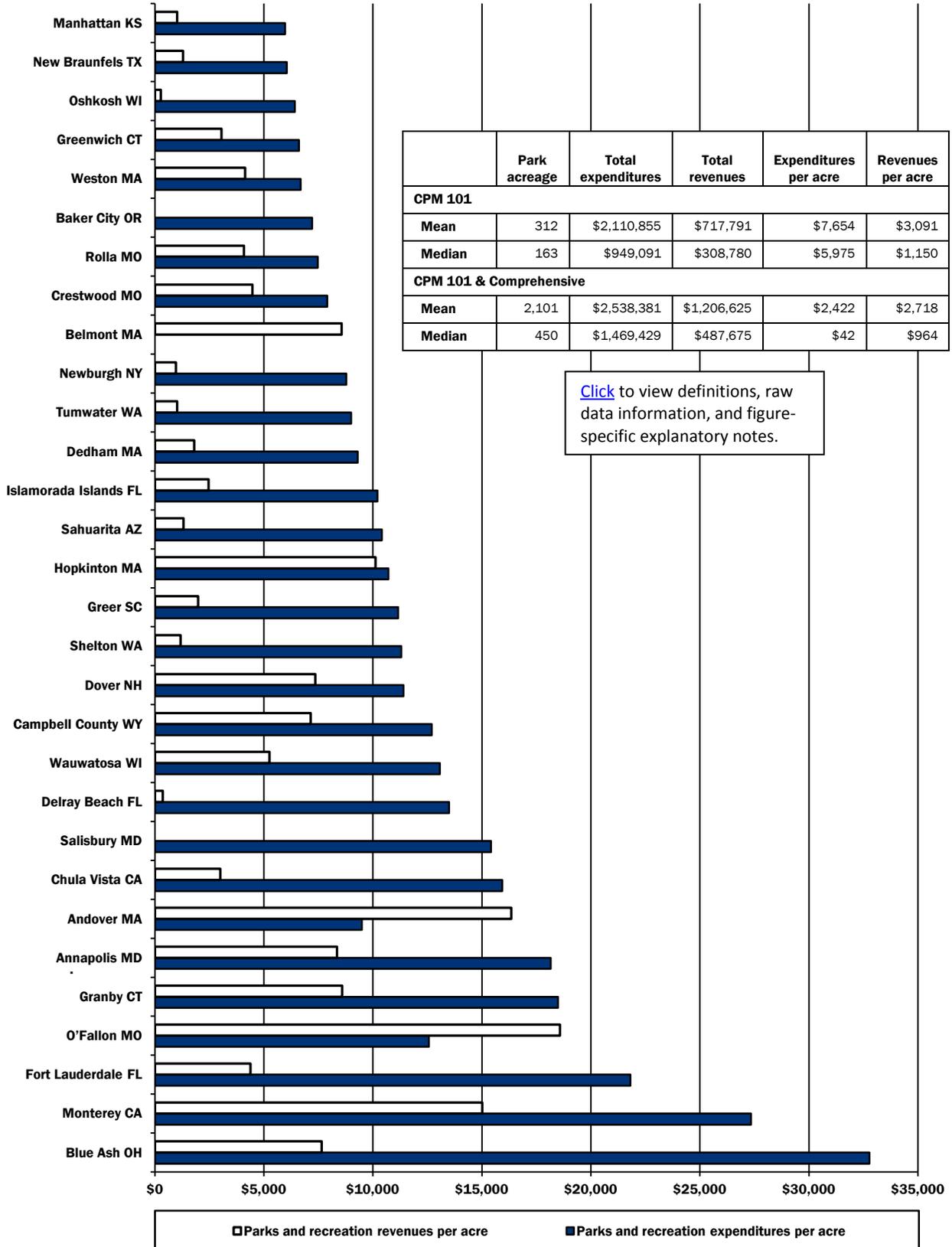
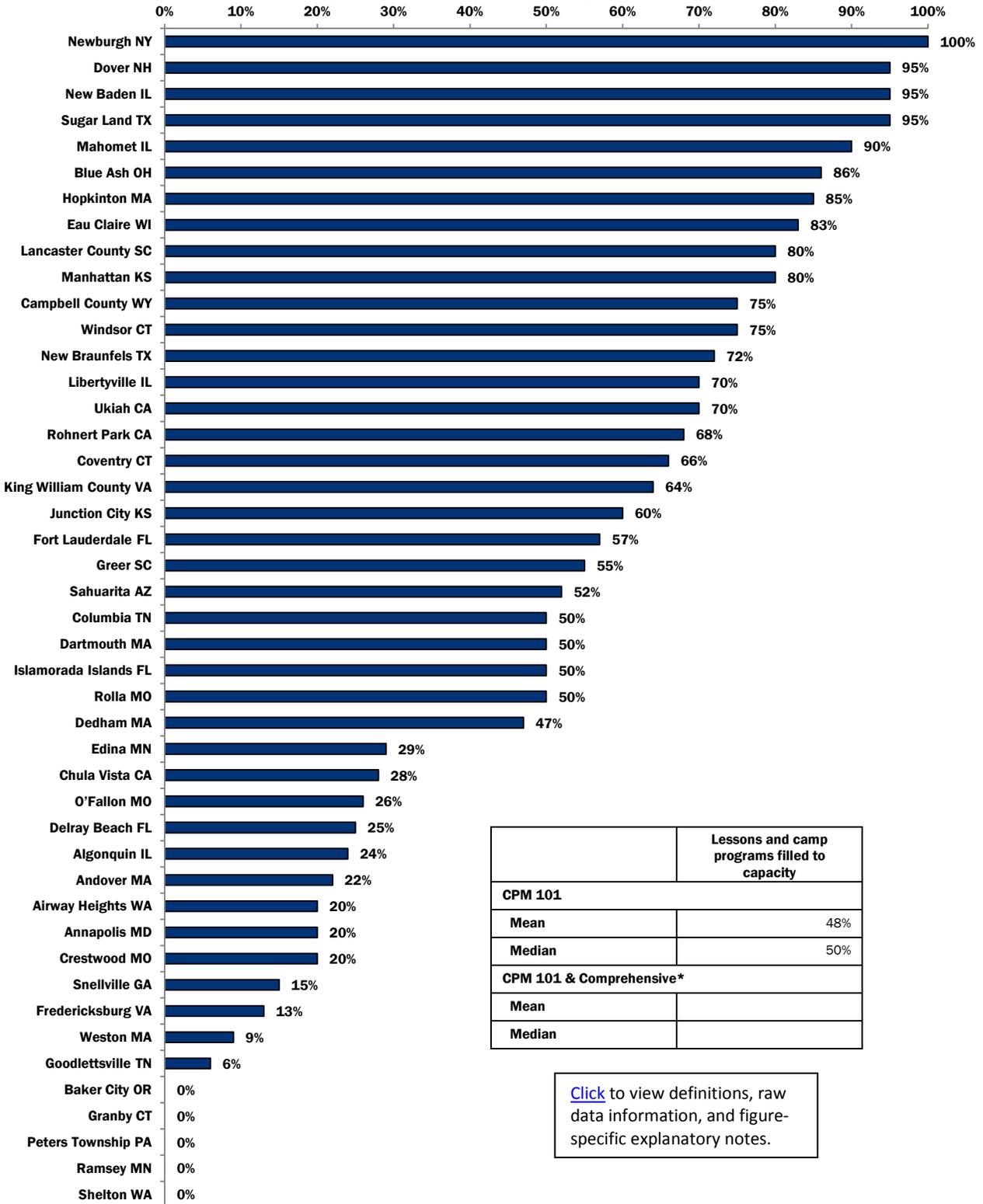
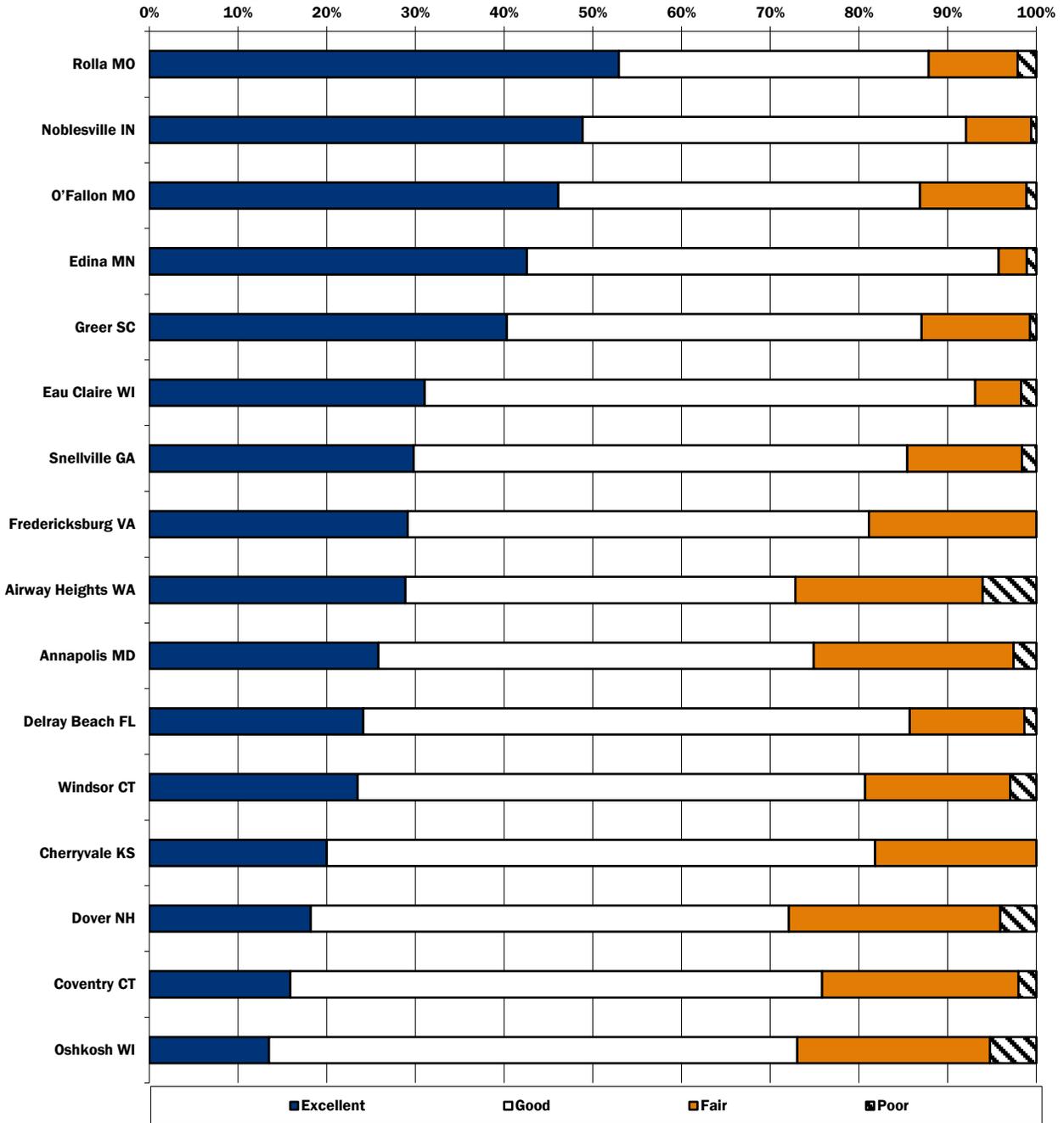


Figure 9-4. Percentage of Lesson and Camp Programs Filled to Capacity



*Means and medians do not appear for the “CPM 101 & Comprehensive” category in the table above, because CPM Comprehensive does not include this indicator. It is a new indicator that is being tested through CPM 101.

Figure 9-5. Citizen Satisfaction with the Quality of Parks

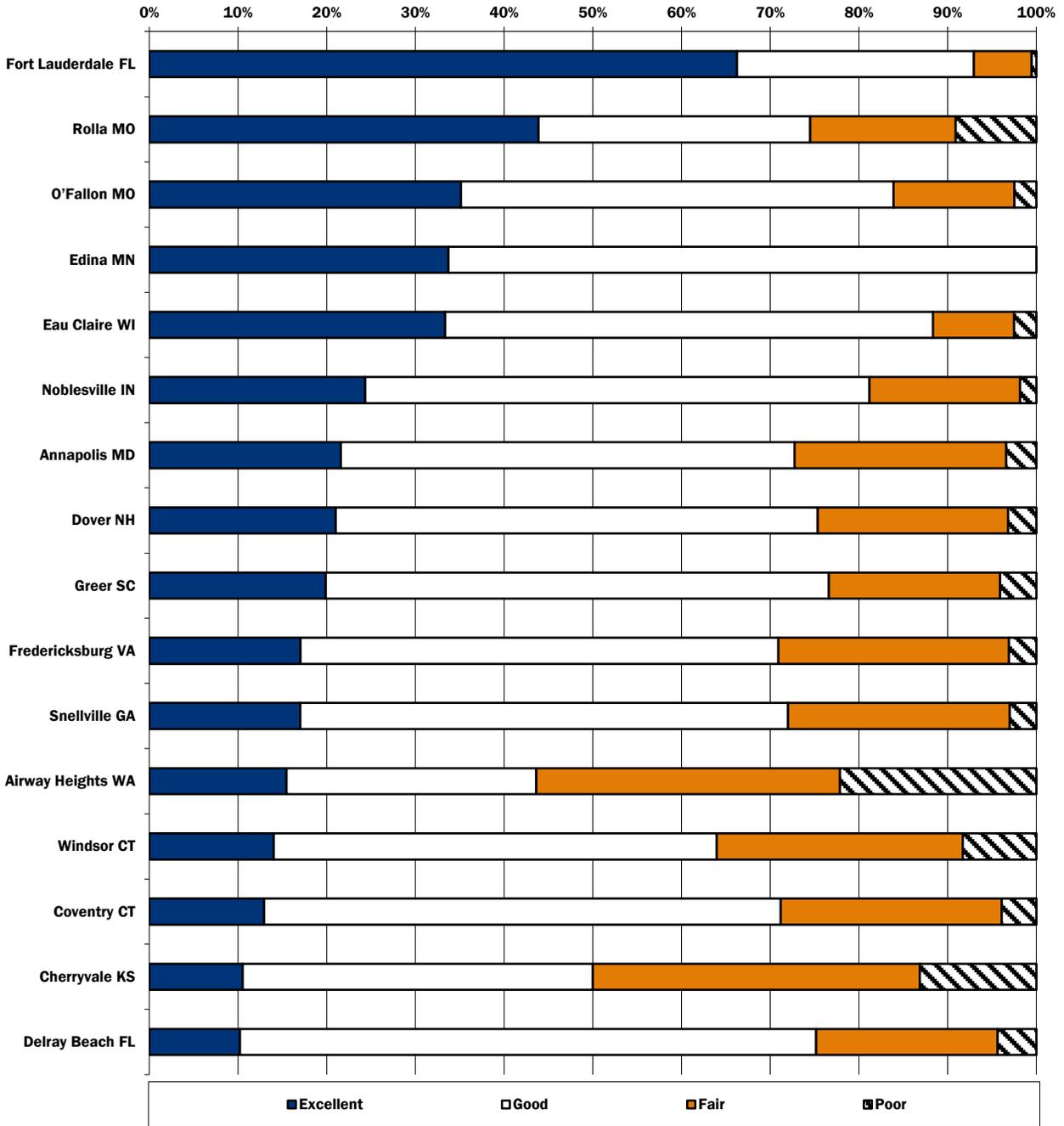


	Excellent	Good	Fair	Poor
CPM 101				
Mean	31%	52%	15%	2%
Median	29%	54%	15%	2%
CPM 101 & Comprehensive*				
Mean	34%	50%	14%	2%
Median	32%	51%	13%	2%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Figure 9-6. Citizen Satisfaction with the Quality of Recreation Programs and Classes Overall



	Excellent	Good	Fair	Poor
CPM 101				
Mean	25%	50%	20%	5%
Median	20%	54%	21%	3%
CPM 101 & Comprehensive*				
Mean	25%	50%	20%	4%
Median	23%	51%	20%	3%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Reference Section: Parks and Recreation

Definitions

- **All other revenue:** This includes revenue collected from leases and contract services that may be provided through your parks and recreation department(s). It excludes revenue from endowments, grants, and foundations, general fund revenue, revenue from golf operations, or revenue from specialized facilities, such as swimming pools, zoos, and skate parks.
- **Park acreage:** This includes acreage only for those parks that your jurisdiction operates and maintains, whether through jurisdiction employees or contractors paid by your jurisdiction, as well as cemetery acreage if it is maintained by your jurisdiction's parks and recreation department. It excludes green space along roadways (medians, shoulders, etc.), wilderness parks and designated open space for which your jurisdiction does not expend any labor or money for maintenance, golf course acreage, and acreage for specialized facilities, such as swimming pools, zoos, and skate parks.
- **Parks and recreation expenditures:** This includes actual expenditures for park maintenance and operation and for recreation services, salaries and fringe benefits for supervisory, non-supervisory, and direct admin/clerical staff (whether full-time, part-time, or seasonal), contractor/consultant expenditures, supplies, materials, and parts. It also includes all expenditures, regardless of the funding source, tree maintenance and cemetery landscape maintenance expenditures, utilities expenditures for parks open spaces (e.g., ball fields, lighting, irrigation, etc.), such as water, gas, electricity, outdoor lighting, etc., and expenditures for lakes, beaches, and watersheds. It excludes expenditures for maintenance of green space along roadways (e.g., medians, shoulders, etc.), expenditures for overhead activities, such as management staff not directly involved in supervision of parks and recreation personnel or activities, expenditures for park rangers, facilities management (custodial/repair, building depreciation), finance/payroll, fleet and equipment maintenance (and all fuel), human resources, information technology (and all telephone calls and system administration), purchasing, risk management (and all workers' compensation), capital improvements, land acquisition, debt service payments, vehicle purchases and replacement, utilities expenditures for recreation structures or facilities, golf course expenditures, and expenditures for specialized facilities, such as swimming pools, zoos, and skate parks.
- **Parks and recreation hours paid:** This includes hours paid to supervisory and non-supervisory staff; full-time, part-time, and seasonal personnel, regardless of funding source; and all staff members that provide parks and recreation services (excluding golf) in your jurisdiction, regardless of the department to which they are assigned. It also includes all types of hours paid—regular; overtime; sick, vacation, and other paid leave; and any other hours paid. It excludes hours paid for overhead activities, such as management staff not directly involved in supervision of parks and recreation personnel or activities, facilities management (custodial/repair, building depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers' compensation), overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA-exempt employees), hours paid to contractual staff, volunteer staff hours, and hours paid to staff working in specialized facilities, such as swimming pools, zoos, and skate parks.
- **Program fees and charges:** This includes revenue collected from fees and charges to users for participation in your jurisdiction's parks and recreation programs.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 9-3

- It is important to note that the degree to which a jurisdiction is able to recover costs may be influenced by outside factors such as state laws, local ordinances, and the willingness of users to pay for services. Moreover, a jurisdiction may choose to reduce or eliminate fees for some parks and recreational activities in order to increase access to those activities.
- Some jurisdictions benefit from the provision of parks and recreation services by outside organizations, thereby reducing both operating and maintenance expenditures and revenues.
- The graph includes one or both expenditures and/or revenue per capita based on a jurisdiction's information reported for FY 2011. No jurisdictions reported a value of zero. All jurisdictions for which a value is not shown did not report the data.

Figure 9-4

- Some jurisdictions offer programs that do not have a capacity limit. In most cases, these programs are not factored into the calculation for this figure, but if they are, jurisdictions may report a lower number percentage of programs filled to capacity.

Figures 9-5 & 9-6

- Citizen ratings of overall satisfaction with parks and recreation may be artificially high or low, because of citizens' perceptions of the parks, recreational programs, and other facilities within or near the jurisdiction that are maintained by agencies other than the local government conducting the survey. In other words, a county may have state park facilities within its boundaries, and the state-operated parks, recreational programs, and other facilities may be more or less satisfactory than the county-operated parks, recreational programs, and other facilities. Because residents are likely unaware of which government provides parks and recreational services, their overall satisfaction with parks and recreation in the county may be based on their experience with the state-operated parks, recreational programs, and other facilities.

Section 10: Permit Services

Permit Services Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one permits, planning, and development question, as well as some basic information about each jurisdiction's permits, planning, and development workload. Additional permits, planning, and development figures appear later in this section.

Figure 10-1. Descriptors: Permit Services Characteristics (page 1 of 2)

Jurisdiction	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting services FTEs	Permitting services FTEs per 1,000 population
Chula Vista CA#	246,496	4,930	\$188,497,406	159		
Fort Lauderdale FL	165,521	5,016	\$192,359,454	54	49.0	0.30
Sugar Land TX	84,511	2,486	\$346,520,344	5	5.0	0.06
O'Fallon MO	80,860	2,695	\$60,626,465	2	8.1	0.10
Lancaster County SC	76,652	140	\$50,975,871	5	1.9	0.02
Eau Claire WI	66,060	2,064	\$176,261,432	4	6.5	0.10
Rancho Cordova CA	65,502	1,724	\$82,835,518	3	8.2	0.13
Oshkosh WI	64,592	2,691	\$51,106,915	1	9.2	0.14
Greenwich CT	61,171	1,274	\$307,277,040		13.5	0.22
Delray Beach FL	60,831	4,055	\$156,350,922	21	8.8	0.14
New Braunfels TX	57,040		\$206,305,040	5		
Manhattan KS	52,135	2,744	\$118,889,610	8		
Noblesville IN	51,969	1,676	\$131,317,564	3	12.0	0.23
Edina MN	47,941	2,996	\$152,367,903	6	10.2	0.21
Wauwatosa WI	46,396	3,569	\$56,801,548			
Campbell County WY	46,133	10		10		
Rohnert Park CA	41,194	6,866	\$11,931,763	1	2.4	0.06
Annapolis MD	38,394	5,485	\$62,820,990	19	6.8	0.18
Columbia TN	34,681	1,156	\$21,189,359			
Dartmouth MA	34,412	538	\$49,042,038	10	2.5	0.07
Andover MA*	33,201	1,071	\$72,583,535	3	4.9	0.15
Salisbury MD	30,343	2,167	\$16,904,327	1	0.9	0.03
Accomack County VA	30,223	69	\$21,465,903	3	2.8	0.09
Algonquin IL	30,046	2,504	\$16,875,624		2.0	0.07
Dover NH	29,987	1,071	\$47,441,026	17	1.9	0.06
Windsor CT	29,060	1,002	\$48,760,775	1	4.4	0.15
Newburgh NY	28,866	7,217	\$4,536,313	14	5.8	0.20
Monterey CA	27,810	3,476	\$29,117,094	30	8.1	0.29
Greer SC	25,515	1,215	\$26,413,169	2	1.1	0.04
Sahuarita AZ	25,259	842	\$48,239,674	1	2.4	0.10
Dedham MA	24,729	2,473	\$47,792,801	3	3.8	0.15
Fredericksburg VA	24,286	2,208	\$80,865,725	9	1.4	0.06
Belmont MA	23,819	4,764	\$41,538,921			
Ramsey MN	23,668	877	\$18,895,889	5	2.0	0.08
Junction City KS	23,353	1,946	\$33,474,774	2		

Figure 10-1. Descriptors: Permit Services Characteristics (page 2 of 2)

Jurisdiction	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting services FTEs	Permitting services FTEs per 1,000 population
Peters Township PA ⁺	21,378	1,125	\$55,966,360	10		
Libertyville IL	20,742	2,305	\$33,556,279	7	5.4	0.26
Rolla MO	19,560	1,630	\$19,111,435	1	2.5	0.13
Snellville GA	18,242	1,824	\$28,120,070	7	1.4	0.07
Tumwater WA	17,570	1,255	\$50,349,361	24		
King William County VA	15,935	58	\$9,377,992	5	0.6	0.04
Goodlettsville TN	15,921	1,137	\$7,064,383	1		
Ukiah CA	15,300	3,825	\$8,979,915	10	2.6	0.17
Hopkinton MA	15,000	536	\$43,921,325	9	6.2	0.42
Medway MA	13,877	1,156	\$23,588,628	5	1.5	0.11
Coventry CT	12,435	336	\$12,735,401	10	2.2	0.18
Lakeland TN	12,430	540			19.8	1.60
Blue Ash OH	12,114	1,514	\$37,504,884	5		
Crestwood MO	11,912	2,978	\$7,930,897	2	0.1	0.01
Weston MA	11,478	675	\$96,168,454	4	4.1	0.35
Granby CT	11,300	276	\$6,893,696	3	0.9	0.08
Show Low AZ	11,058	235	\$24,414,366		3.8	0.34
Lunenburg MA	10,086	374	\$11,055,222		2.0	0.20
Baker City OR	9,890	1,413	\$10,851,690	10	3.0	0.31
Shelton WA	9,834	1,639	\$12,536,090	14	1.2	0.12
Mason MI	8,252	1,650	\$18,040,462	4	0.2	0.02
Georgetown MA	8,100	623	\$746,431	2	1.6	0.20
Mahomet IL [^]	7,258	806	\$10,970,409	3	0.5	0.07
Fox Point WI	6,665	2,222	\$8,288,615	2	1.2	0.18
Islamorada Islands FL	6,119	1,020	\$16,713,198	14	5.4	0.88
Airway Heights WA	6,114	1,223	\$5,444,401	7	1.6	0.26
Lake Mills WI	5,735	1,434	\$4,131,712	1		
New Baden IL	3,349	1,675	\$1,189,000	7		
Cherryvale KS	2,374	1,187	\$481,000	1		

*Andover, MA, reports they have several high end residential and commercial properties.

[^]Mahomet, IL, reports they had an assisted living facility built which attributes to high valuation of residential and commercial permits.

⁺Peters Township, PA, reports they had six multimillion dollar Commercial buildings built and the average home price is \$400,000 which attributes to high valuation of residential and commercial permits.

[#]Chula Vista, CA, reports they led the County of San Diego in the foreclosure market and experienced a greater than \$1B reduction in the total valuation of property values.

	Population	Population density (in square miles)	Valuation of residential & commercial permits	Average processing time for residential building permits calendar days	Permitting Services FTEs	Permitting Services FTEs per 1,000 Population
CPM 101						
Mean	33,948	1,920	\$57,169,587	10	5.2	0.19
Median	24,053	1,572	\$31,295,934	5	2.6	0.14
CPM 101 & Comprehensive						
Mean	108,399	2,148	\$141,765,619	9	6.9	0.13
Median	38,394	1,874	\$50,662,616	6	4.0	0.10

Important Service-Specific Considerations

Some of the factors that influence the comparability of permits data are:

- Permit categories—Whether a jurisdiction engages in permitting for various activities can affect the overall volume of permits tracked as well as the time needed for each permit.
- Permit staff—The availability of dedicated permit staff can influence a jurisdiction’s ability to address permits quickly, which in turn can influence approval time frames.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance.

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing permits services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and means and medians.**—If you’re performing above the norms, check in with ICMA if you’d be willing to share what you’re doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you’d like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction. Check out CPM’s public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.
- **Hold internal meetings to celebrate successes & discuss improvements.** — Hold internal meetings/discussions with your department to review results shown in this report. Identify where your department excels and where improvement may be needed. In areas where you are a high performer, discuss how to maintain high performance, as well as ways to share the good news. In areas where improvement is desired, solicit ideas from department employees about how to set and reach new targets. Consider consulting peer communities for advice, too.

Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and voice concerns, and responding to their questions and concerns, can help ensure effective use of the information and build staff support for your jurisdiction's performance measurement program.

Figure List

In addition to Figure 10-1 displayed above, the following figures are presented in this section:

- Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population
- Figure 10-3. Workload Measure: Permits Issued per FTE
- Figure 10-4. Efficiency Measure: Expenditures per Permit Issued
- Figure 10-5. Outcome Measure: Citizen Ratings of the Quality of Land Use, Planning, and Zoning Services

Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population (page 1 of 2)

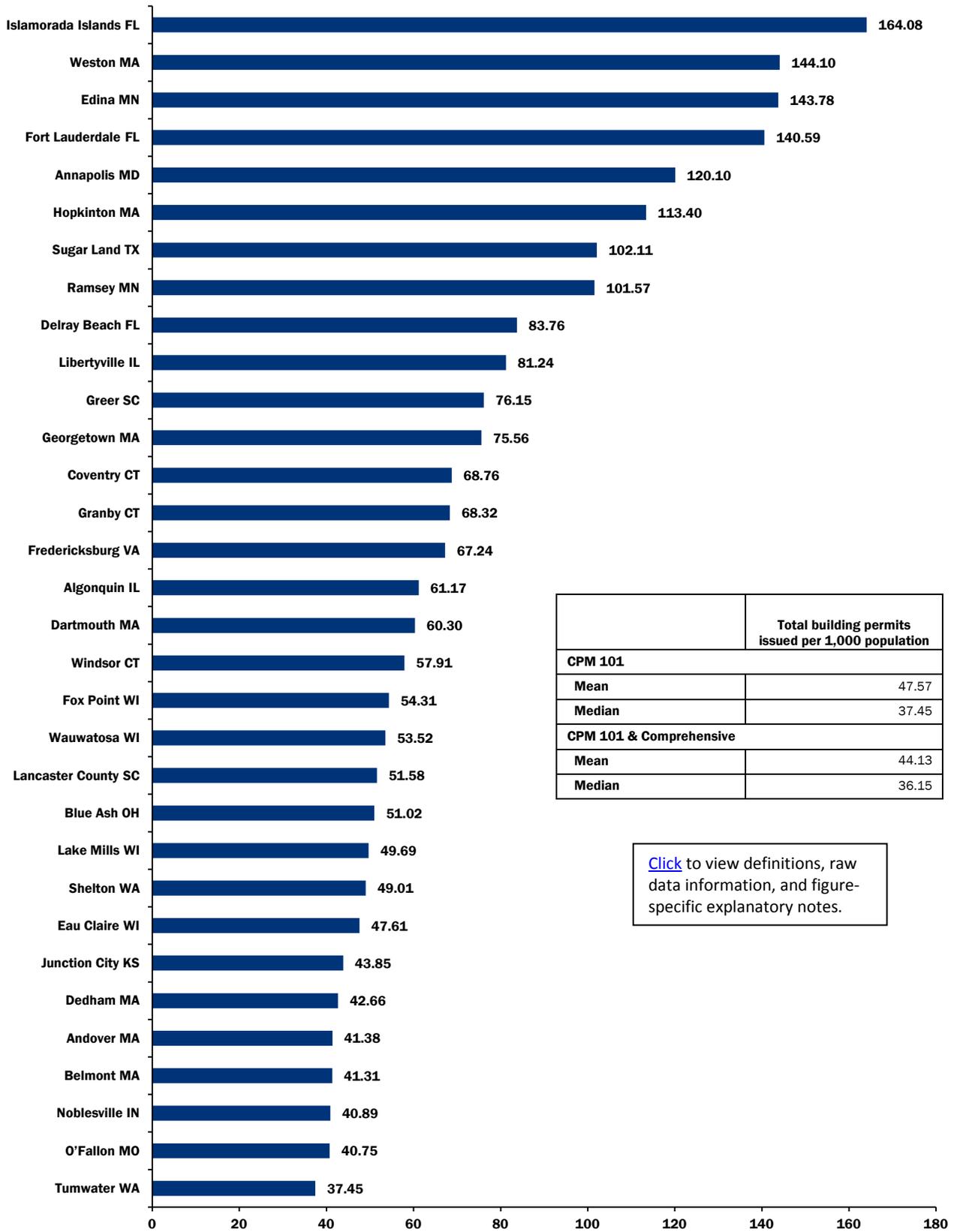
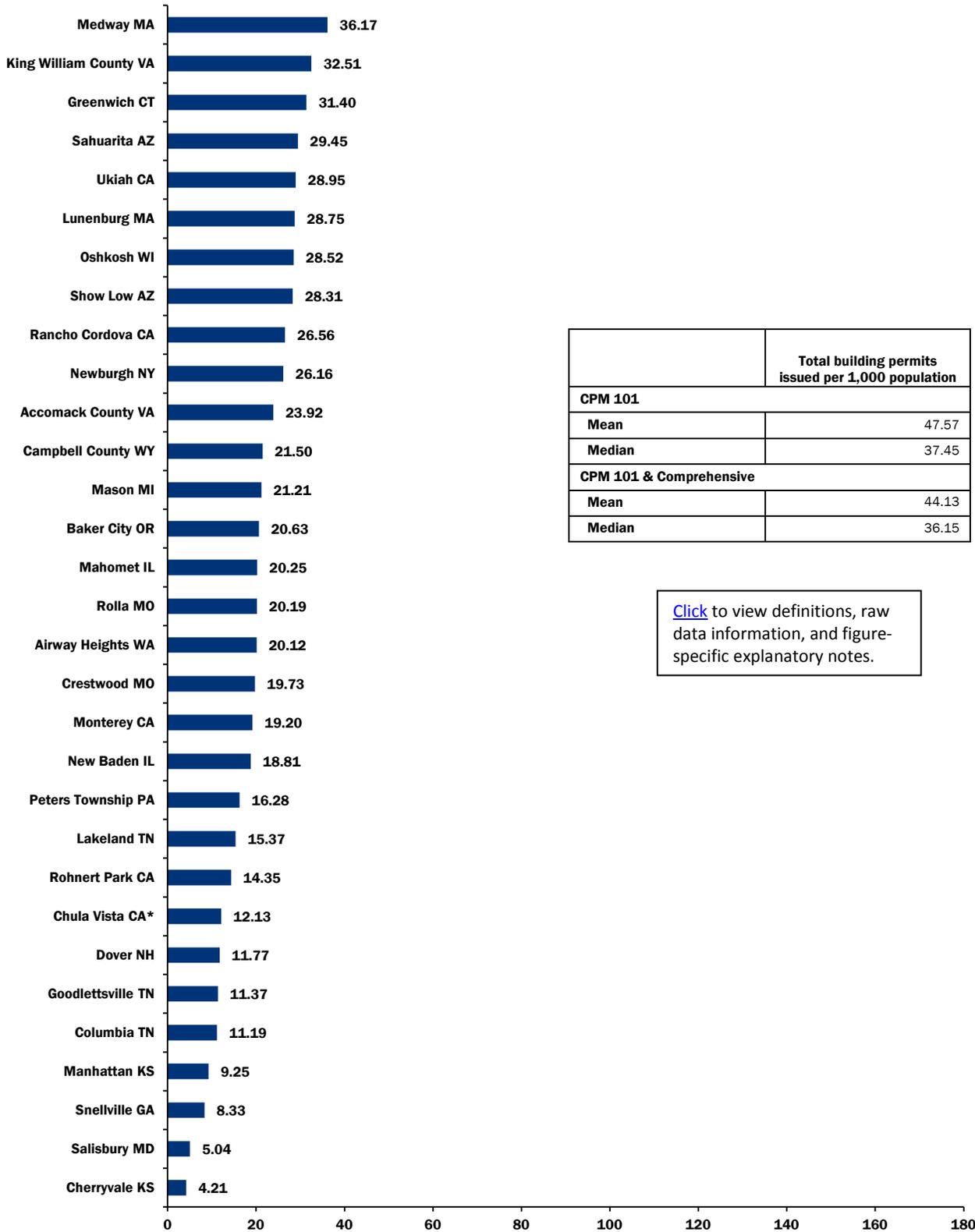


Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population (page 2 of 2)



*Chula Vista, CA, reports they experienced a significant reduction in building permits over the last 5 years as a result of the downturn in the economy.

Figure 10-3. Workload Measure: Permits Issued per FTE

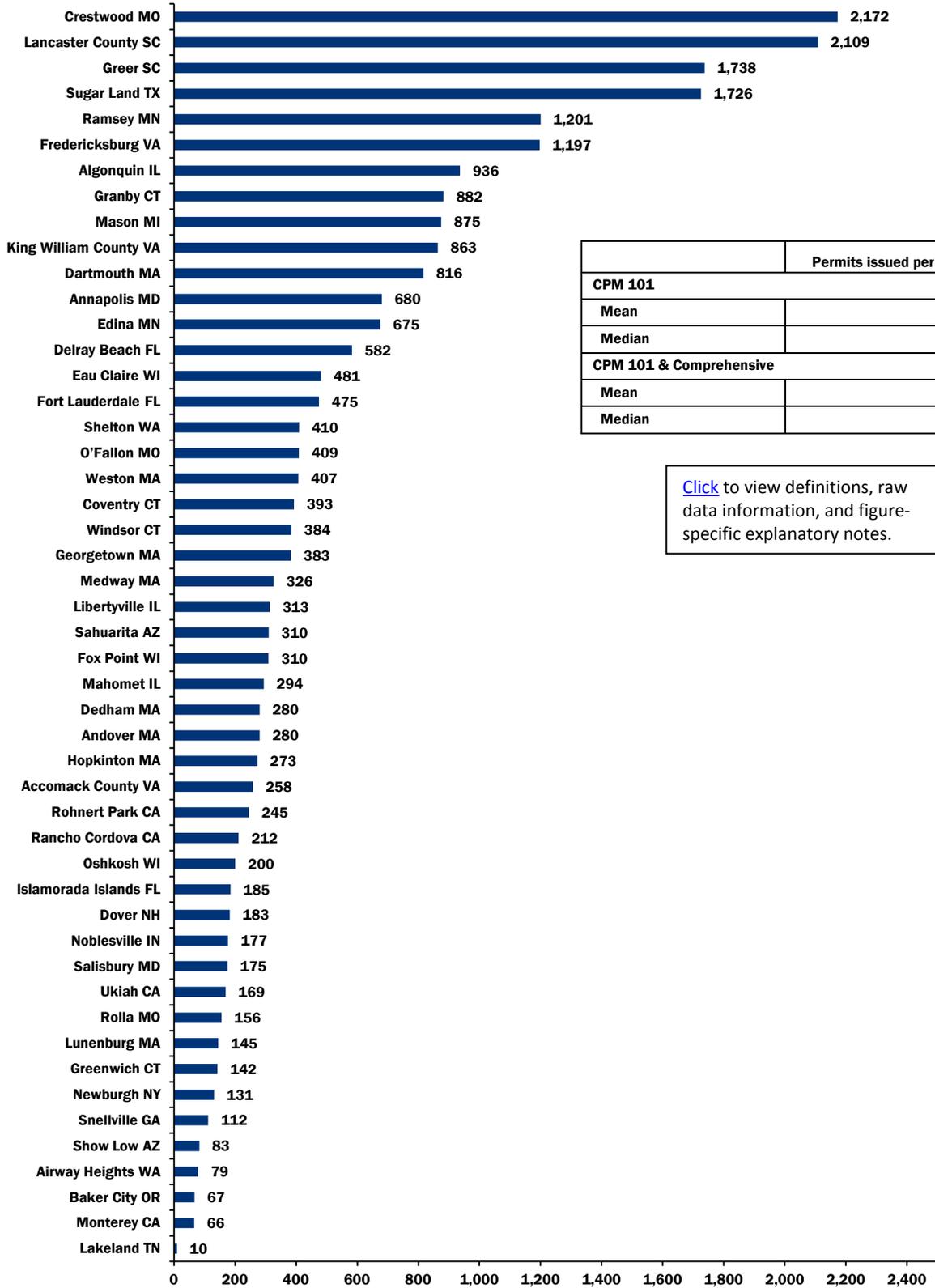
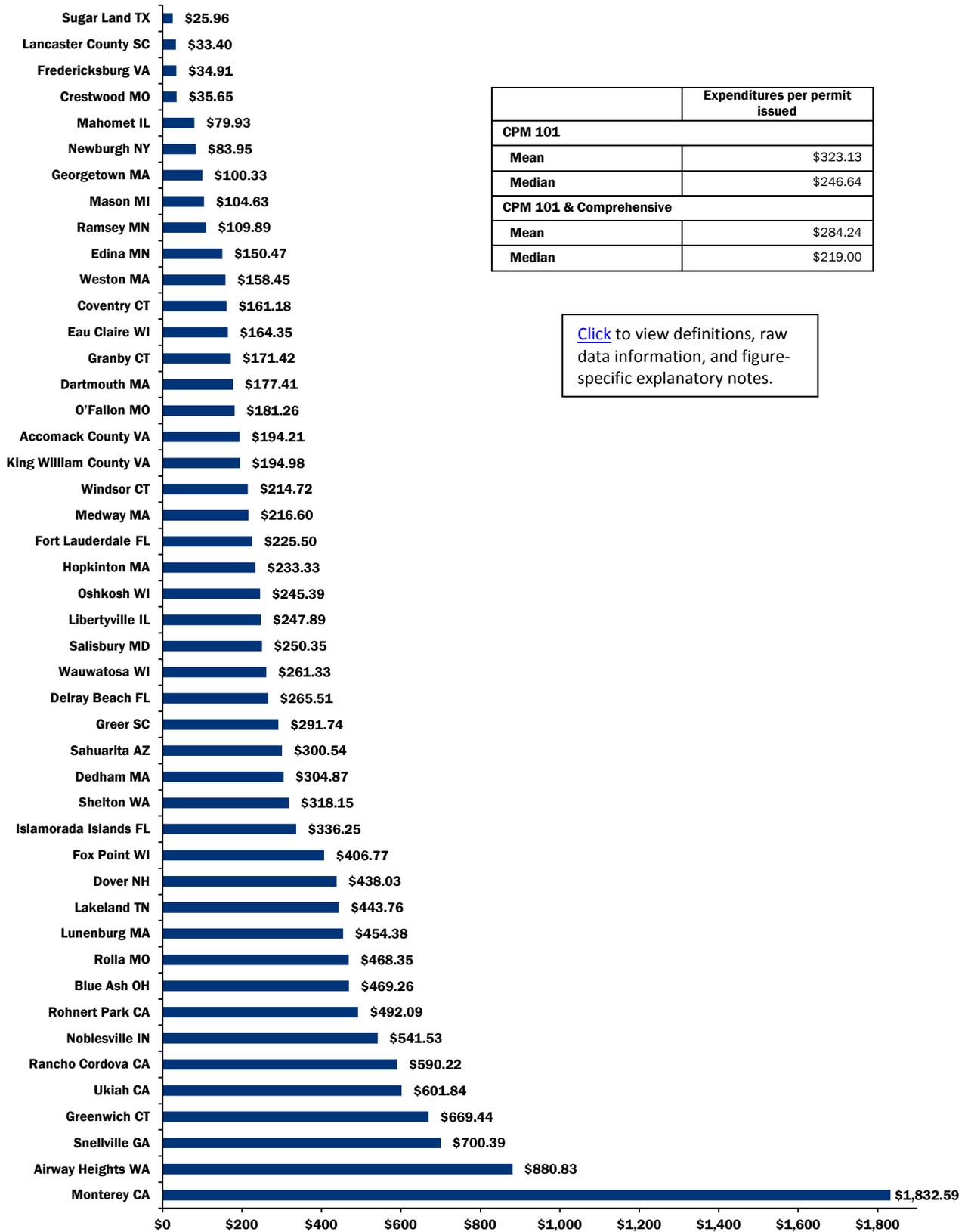
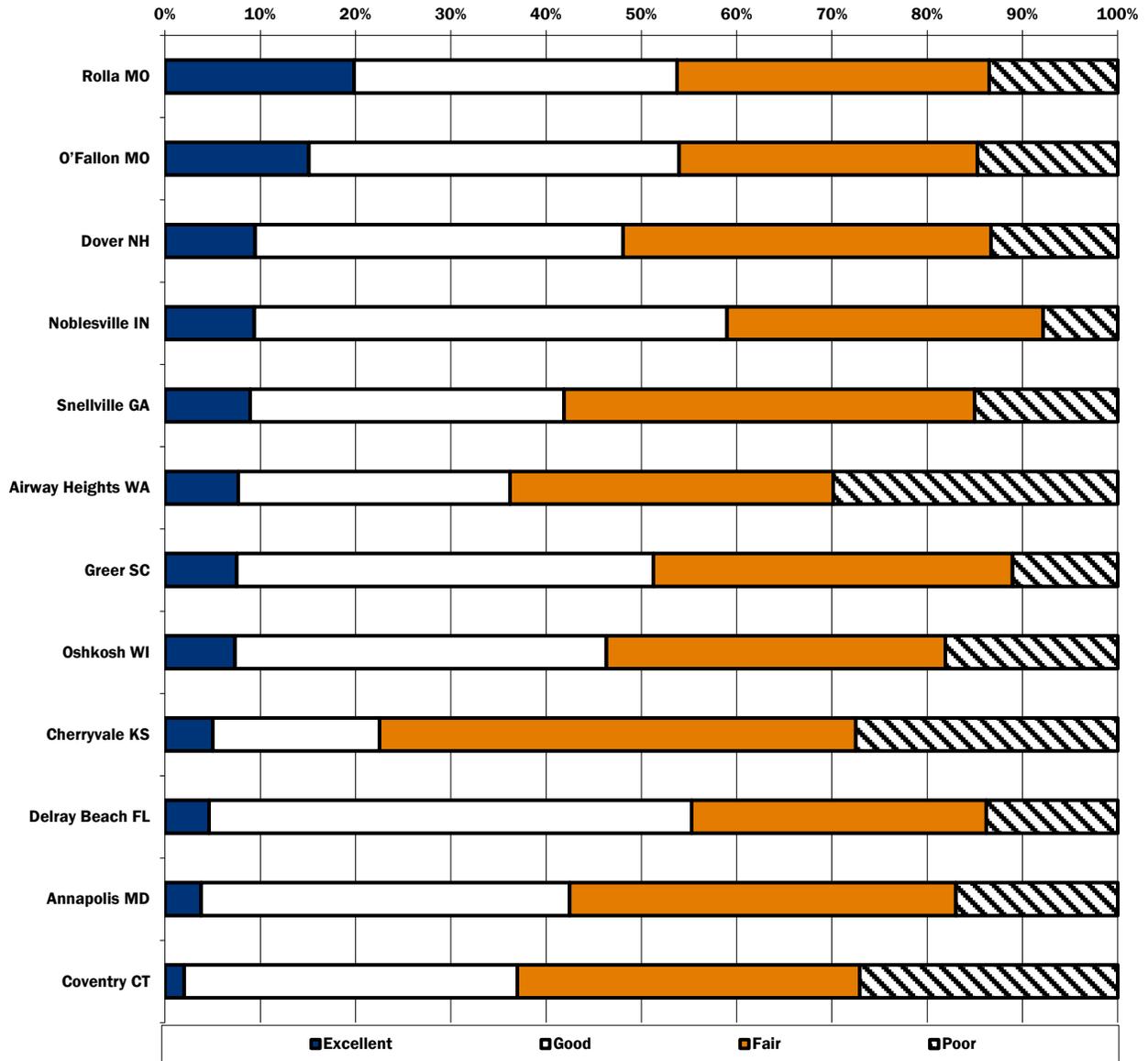


Figure 10-4. Efficiency Measure: Expenditures per Permit Issued



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 10-5. Outcome Measure: Citizen Ratings of the Quality of Land Use, Planning, and Zoning Services



	Quality of land use, planning, and zoning services			
	Excellent	Good	Fair	Poor
CPM 101				
Mean	8%	37%	37%	17%
Median	8%	39%	36%	15%
CPM 101 & Comprehensive*				
Mean				
Median				

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Means and medians do not appear for the “CPM 101 & Comprehensive” category because CPM Comprehensive does not include this indicator. It is a new indicator that is being tested through CPM 101.

Reference Section: Permit Services

Definitions

- Building permits:** Building permits are written governmental permission for the construction or alteration of an improvement and must showing compliance with building codes and zoning ordinances. Include are permits for detached structures and additions such as sheds, pools, radio towers, etc.; permits issued over the counter; permits requiring inspections for various construction stages (e.g., footings, foundation, framing, heating, insulation, final interior, final exterior, etc.); ministerial permitting; issuance of a building permit upon presentation of an application that meets the specific requirements of any given permit category such as accessory buildings, decks, fences, multiple-family dwellings, residential new/additions, residential interior only, signs (ground, pole, and wall) and tenant improvements (major and minor) and; electrical, plumbing, mechanical, and demolition permits (subcategory).
- Permitting services expenditures:** This includes actual expenditures for salaries, benefits, supplies, materials acquisition, and contracted services related to the collection of materials from residential accounts. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).
- Permitting services hours paid:** This includes hours paid to supervisory and non-supervisory staff; full-time, part-time, and seasonal personnel, regardless of funding source; and all staff members that provide code enforcement services in your jurisdiction, regardless of the department to which they are assigned. All types of hours paid—regular; overtime; sick, vacation, and other paid leave; and any other hours paid. All hours paid for all code enforcement activities, regardless of whether or not staff is centralized in the code enforcement division or department. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).
- Processing time:** Includes total time, in calendar days, from the jurisdiction's receipt of the completed permit application to the permit issuance. Your response to this question should be an average processing time for all of the residential building permits reported previously.
- Valuation:** Includes valuation of residential and commercial construction based on building permits. This includes the prevailing fair market value of the materials, labor, and equipment needed to complete the work. Residential includes detached one (1) and two (2) family dwellings and townhouses not more than three stories above-grade in height with a separate means of egress and their accessory structures (*This definition is from the International Residential Code*). Commercial

includes buildings or structures not included in residential definition including multi-family structures (3 or more units).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 10-3

- Organizational structure may play a role in determining the availability of permitting FTEs, and therefore, affect the number of permits issued. Organizations with employees dedicated entirely to permitting are sometimes able to issue more permits or issue permits more quickly than organizations whose permit employees are also responsible for other functions such as code enforcement or inspections.
- The use of contractors may influence the number of permits issued per FTE.

Figure 10-4

- The use of contractors may influence the cost per permit issued.

Figure 10-5

- Some variation in customer ratings may be due to differences in customers' expectations with regard to scheduled hours of the permit office, speed of permit issuance, and other factors.

Section 11: Police Services

Police Services Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one police services question, as well as some basic information about each jurisdiction's police services workload. Additional police services figures appear later in this section.

Figure 11-1. Descriptors: Police Services Characteristics (page 1 of 2)

Jurisdiction	Population	Sworn FTEs	Police expenditures
Chula Vista CA	246,496	246.3	\$48,409,571
Fort Lauderdale FL	165,521	534.3	\$87,959,650
Sugar Land TX	84,511	199.8	\$15,566,224
O'Fallon MO	80,860	107.7	\$11,380,371
Lancaster County SC	76,652	69.4	\$4,397,706
Eau Claire WI	66,060	96.8	\$13,332,079
Rancho Cordova CA	65,502	59.0	\$15,107,249
Oshkosh WI	64,592	119.9	\$11,532,200
Greenwich CT	61,171	155.0	\$17,465,068
Delray Beach FL	60,831	247.2	\$24,582,270
New Braunfels TX	57,040		
Manhattan KS	52,135	106.7	\$9,161,200
Noblesville IN	51,969	76.4	\$7,318,551
Edina MN	47,941	68.3	\$7,155,727
Wauwatosa WI	46,396	103.2	\$12,489,161
Rohnert Park CA	41,194	45.5	
Annapolis MD	38,394	113.0	\$1,146,730
Columbia TN	34,681	96.8	\$4,641,009
Dartmouth MA	34,412	66.2	\$6,679,415
Andover MA	33,201	53.3	\$7,004,457
Salisbury MD	30,343	96.6	\$9,380,896
Algonquin IL	30,046	51.1	\$7,510,438
Dover NH	29,987	49.2	\$5,830,915
Windsor CT	29,060	58.1	\$4,460,863
Newburgh NY	28,866	89.1	\$12,514,464
Monterey CA	27,810	45.7	\$11,430,987
Greer SC	25,515	61.8	\$4,803,535
Sahuarita AZ	25,259	45.9	\$5,357,983
Dedham MA	24,729	59.5	\$5,485,984
Fredericksburg VA	24,286	61.8	\$7,850,913
Belmont MA	23,819	42.7	\$5,696,269
Ramsey MN	23,668	24.2	\$2,649,096

Figure 11-1. Descriptors: Police Services Characteristics (page 2 of 2)

Jurisdiction	Population	Sworn FTEs	Police expenditures
Junction City KS	23,353	48.2	\$4,044,067
Peters Township PA	21,378	26.0	\$2,672,653
Libertyville IL	20,742	40.9	\$6,807,865
Rolla MO	19,560	38.4	\$2,772,488
Snellville GA	18,242	37.7	\$3,589,270
Tumwater WA	17,570	25.5	\$3,406,572
King William County VA	15,935	18.1	\$1,650,720
Goodlettsville TN	15,921	42.2	\$295,000
Ukiah CA	15,300	29.3	\$4,470,351
Hopkinton MA	15,000	22.5	\$1,935,102
Medway MA	13,877	20.5	\$2,324,541
Coventry CT	12,435	15.6	\$1,592,923
Blue Ash OH	12,114	40.0	\$5,441,299
Crestwood MO	11,912	26.5	\$2,668,973
Weston MA	11,478	22.1	
Granby CT	11,300	14.4	\$1,903,548
Show Low AZ	11,058	30.9	\$4,242,300
Lunenburg MA	10,086		\$1,388,361
Baker City OR	9,890	15.9	\$1,618,500
Shelton WA	9,834	18.2	\$2,217,497
Mason MI	8,252	12.0	\$1,373,180
Georgetown MA	8,100	16.1	
Purcellville VA	7,727	27.2	\$1,670,370
Mahomet IL	7,258	7.4	\$688,684
Fox Point WI	6,665	17.7	\$2,374,300
Islamorada Islands FL	6,119		\$1,439,430
Airway Heights WA	6,114	10.3	\$1,015,523
Lake Mills WI	5,735	10.1	\$1,054,908
New Baden IL	3,349	6.0	\$400,254
Cherryvale KS	2,374	5.8	\$301,149

	Population	Sworn FTEs	Police expenditures
CPM 101			
Mean	43,942	66.0	\$7,821,738
Median	23,819	45.5	\$4,465,607
CPM 101 & Comprehensive			
Mean	112,261	152.3	\$27,988,829
Median	34,681	59.0	\$6,086,896

Important Service-Specific Considerations

- Area served- The presence of overlapping law enforcement jurisdictions can affect operating and maintenance expenditures per capita. Some jurisdictions may also benefit from services provided by federal, state, or other law enforcement agencies.
- State and local arrest policies- State and local arrest policies tend to influence the number of arrests per 1,000 population for different types of crimes. For example, these policies can influence the treatment of juvenile, domestic violence, and drug enforcement cases.

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing police services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and mean and medians.** If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for a write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Set goals for the next fiscal year.** As you examine your performance and compare to your peers, you may discover that your jurisdiction is a high, middle, or low performer. In areas where you wish to improve, examine outcome measures such as citizen satisfaction and response time. What inputs and outputs are involved in determining these outcome measures? What might your jurisdiction do differently to affect these outcomes in the upcoming year and subsequent years? Use the data and the answers to these questions to reach out to high-performing peers for information on what practices they are employing.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

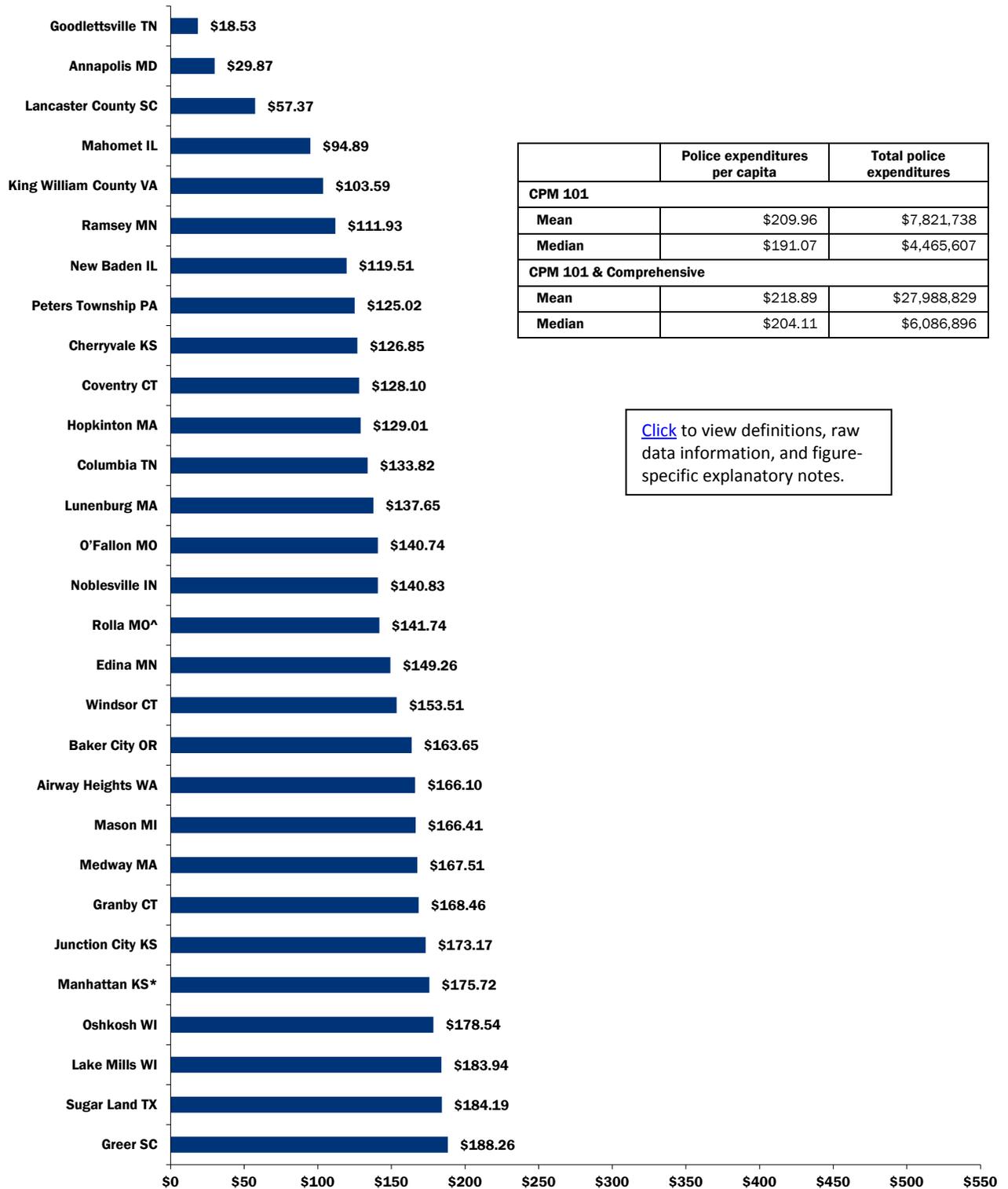
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 11-1 displayed above, the following figures are presented in this section:

- Figure 11-2. Input Measure: Total Operating and Maintenance Expenditures Charged to the Police Department per Capita
- Figure 11-3. Intermediate Outcome Measure: Percentage of UCR Part I Crimes Cleared
- Figure 11-4. Workload Measure: UCR Part I Crimes Cleared per Sworn FTE
- Figure 11-5. Injury-Producing Traffic Accidents and DUI Arrests per 1,000 Population
- Figure 11-6. Outcome Measure: Response Time in Seconds to Top Priority Calls
- Figure 11-7. Sustained Complaints Against Sworn Personnel per 100 Sworn Police FTEs
- Figure 11-8. Outcome Measure: Citizens' Ratings of Safety in Their Neighborhoods after Dark
- Figure 11-9. Intermediate Outcome Measure: Crime Victimization and Reporting

Figure 11-2: Input Measure: Total Operating and Maintenance Expenditures Charged to the Police Department per Capita (page 1 of 2)



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Manhattan, KS data represents expenditures for the Riley County Police Department (RCPD), a consolidated law enforcement agency that provides policing services to both the city of Manhattan and the County.

^ Rolla, MO provides dispatching services for the other 14 jurisdictions in Phelps County.

Figure 11-2: Input Measure: Total Operating and Maintenance Expenditures Charged to the Police Department per Capita (page 2 of 2)

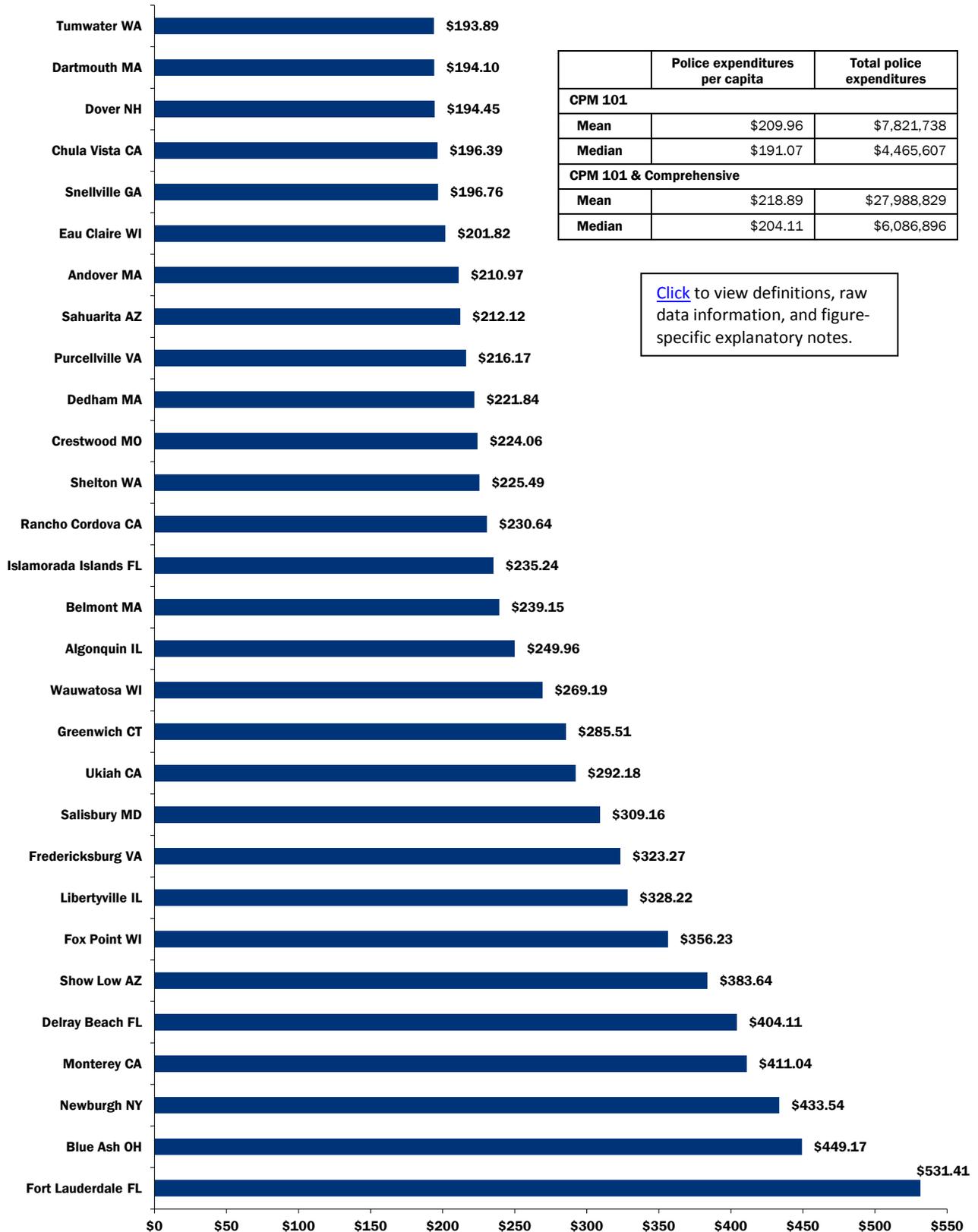


Figure 11-3: Intermediate Outcome Measure: Percentage of UCR Part I Crimes Cleared (page 1 of 2)

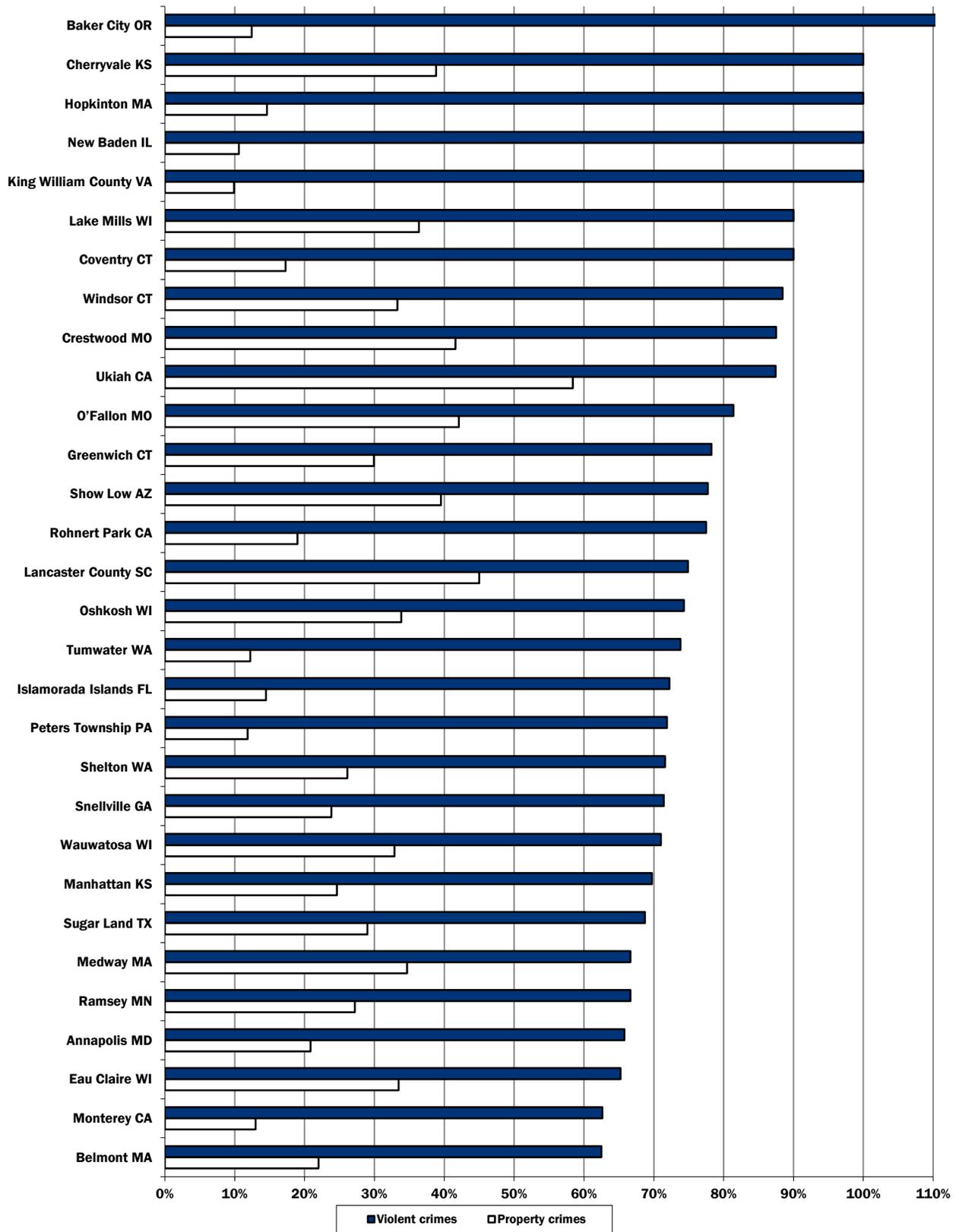


Figure 11-3: Intermediate Outcome Measure: Percentage of UCR Part I Crimes Cleared (page 2 of 2)

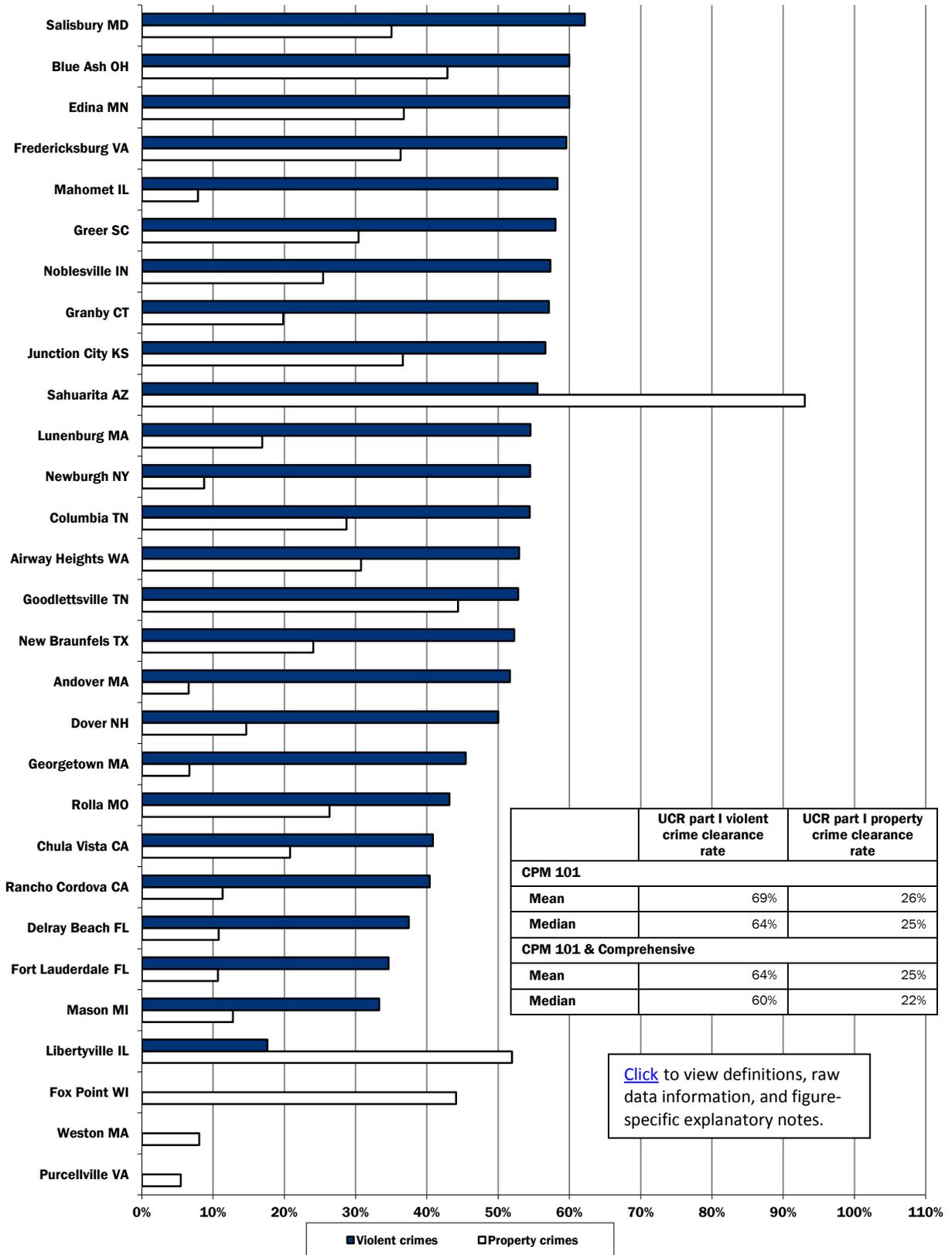


Figure 11-4: Workload Measure: UCR Part I Crimes Cleared per Sworn FTE (page 1 of 2)

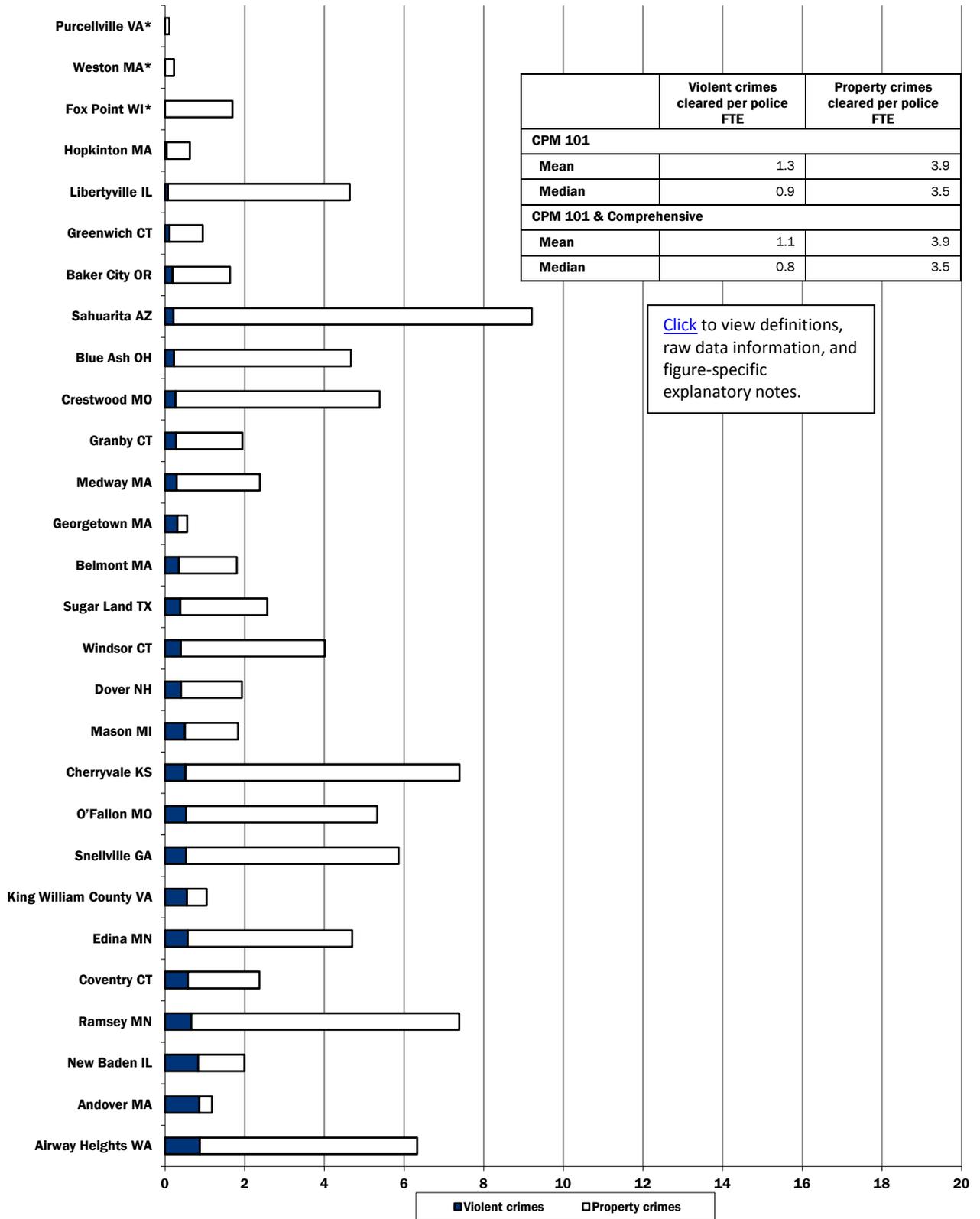


Figure 11-4: Workload Measure: UCR Part I Crimes Cleared per Sworn FTE (page 2 of 2)

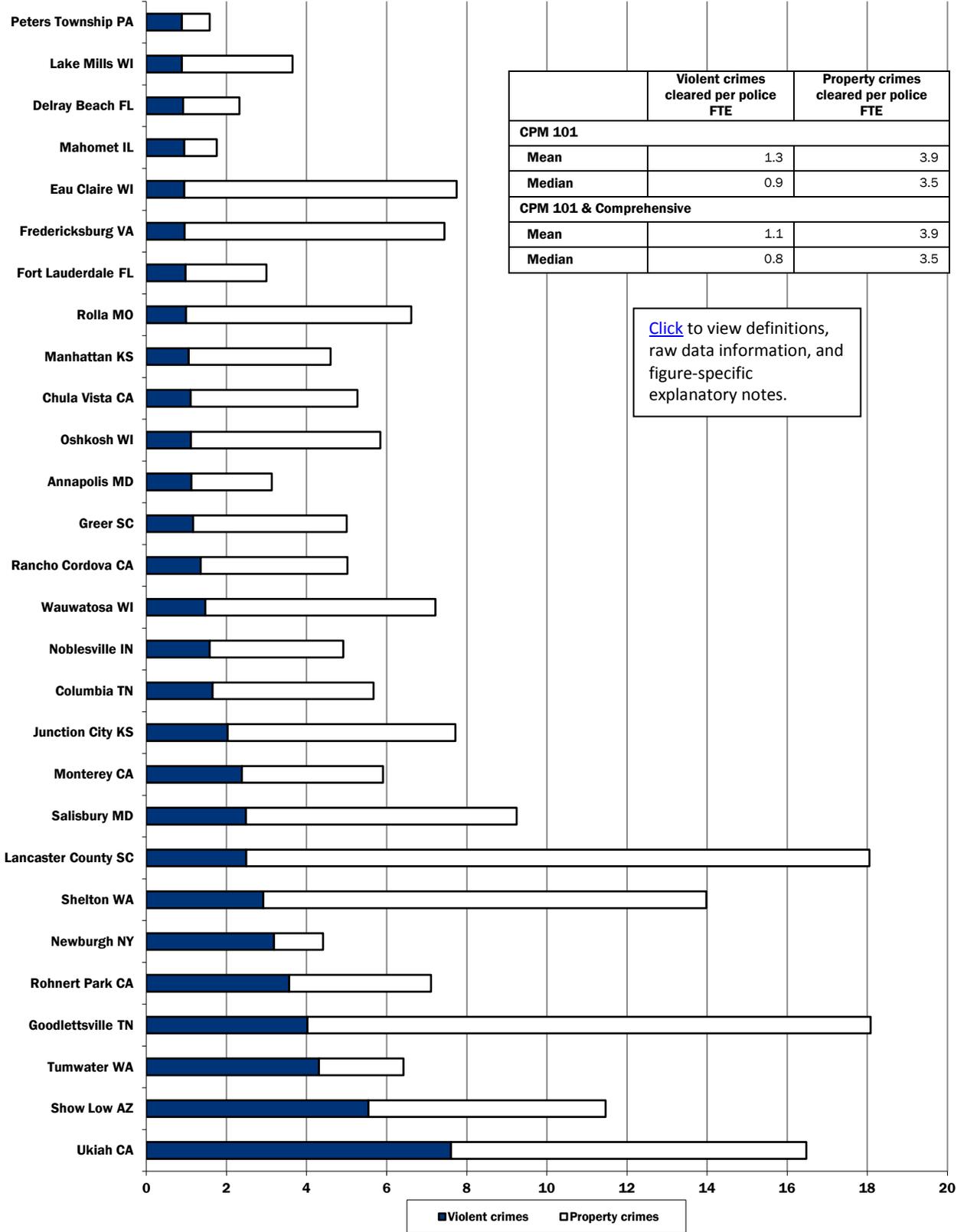
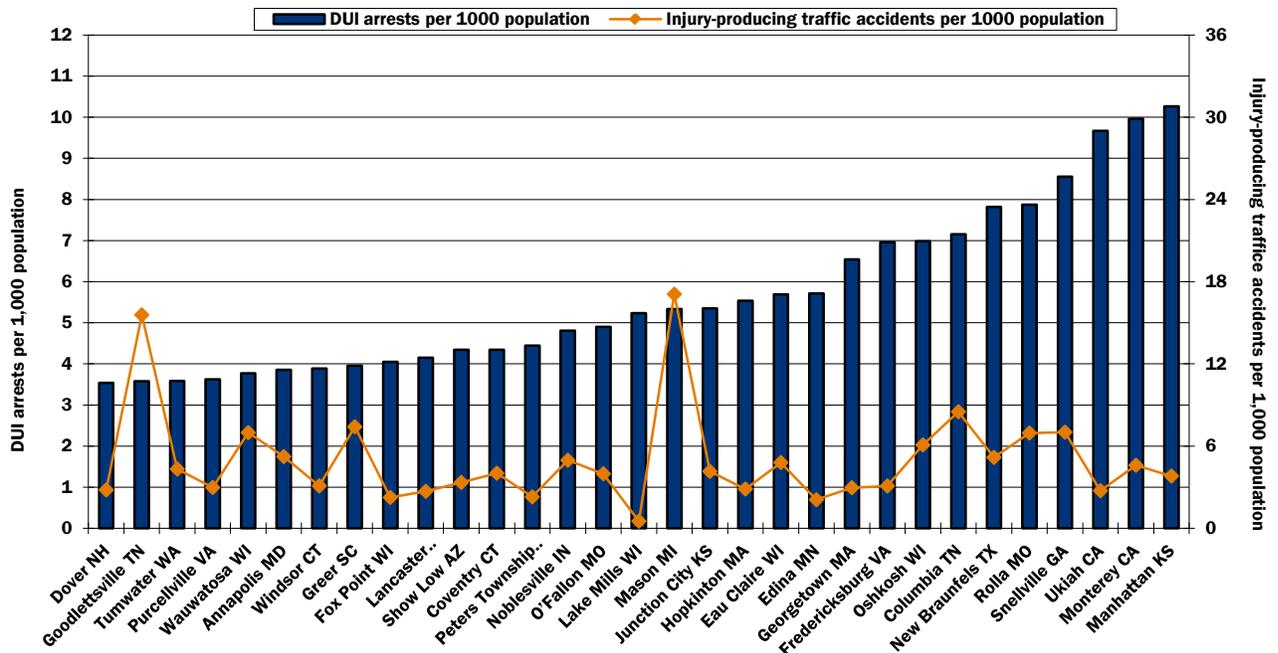
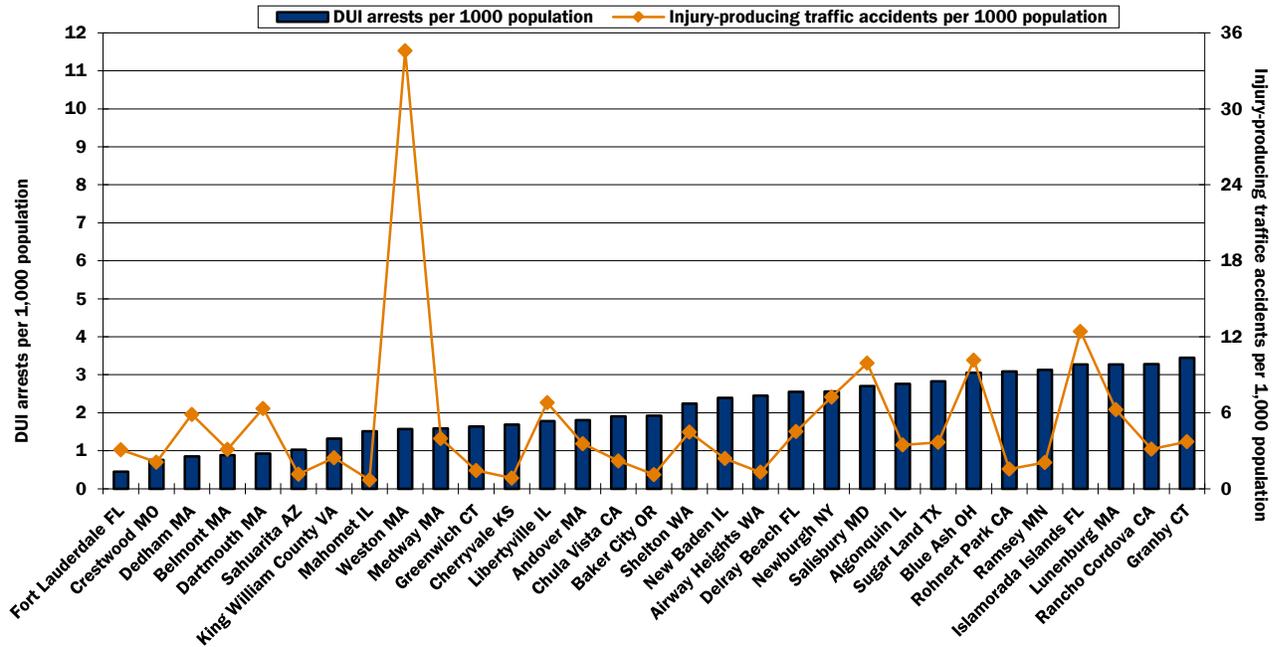


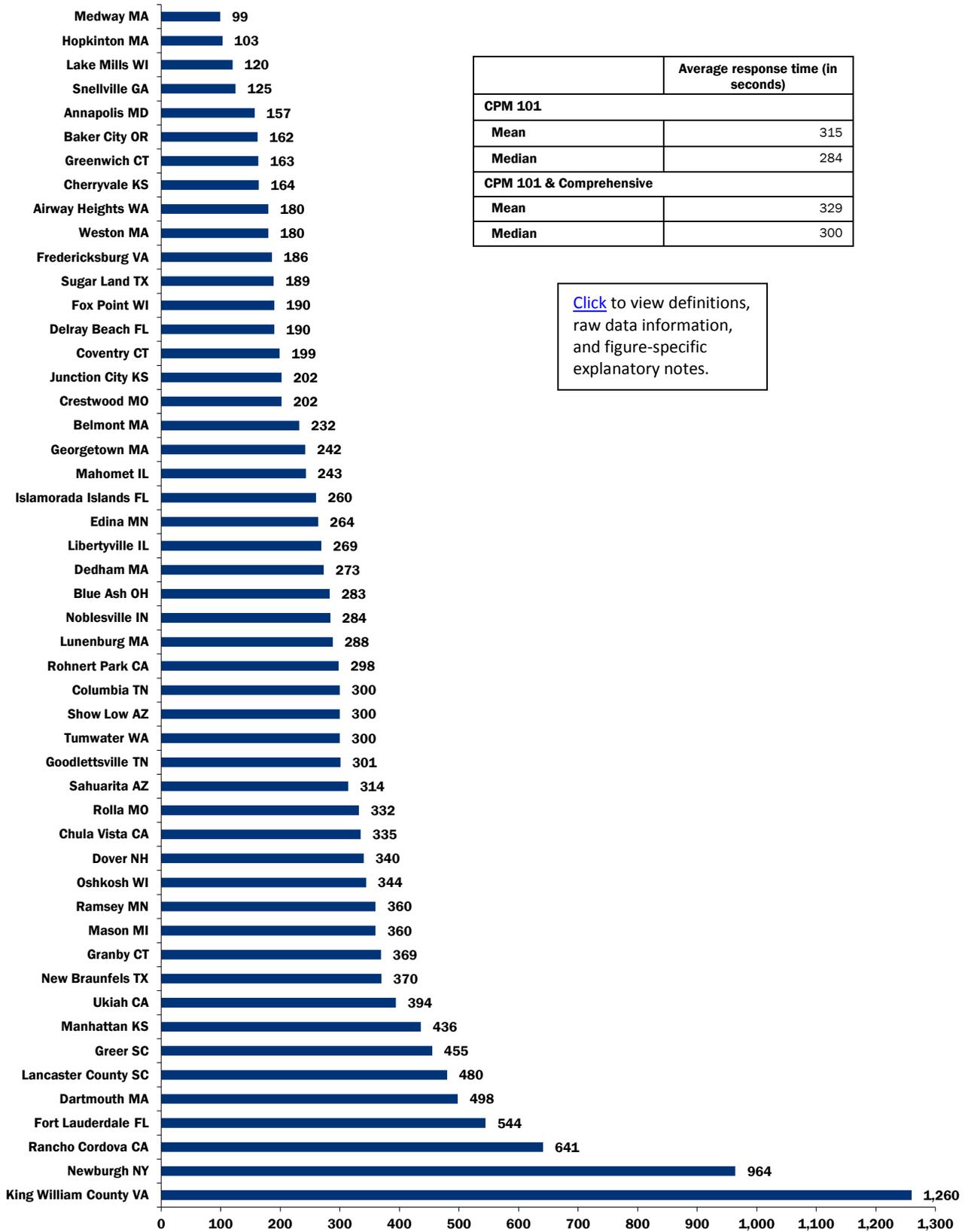
Figure 11-5. Injury-Producing Traffic Accidents and DUI Arrests per 1,000 Population



	DUI arrests per 1000 population	Injury-producing traffic accidents per 1000 population
CPM 101		
Mean	3.9	5.0
Median	3.5	3.7
CPM 101 & Comprehensive		
Mean	4.7	5.1
Median	4.1	4.3

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

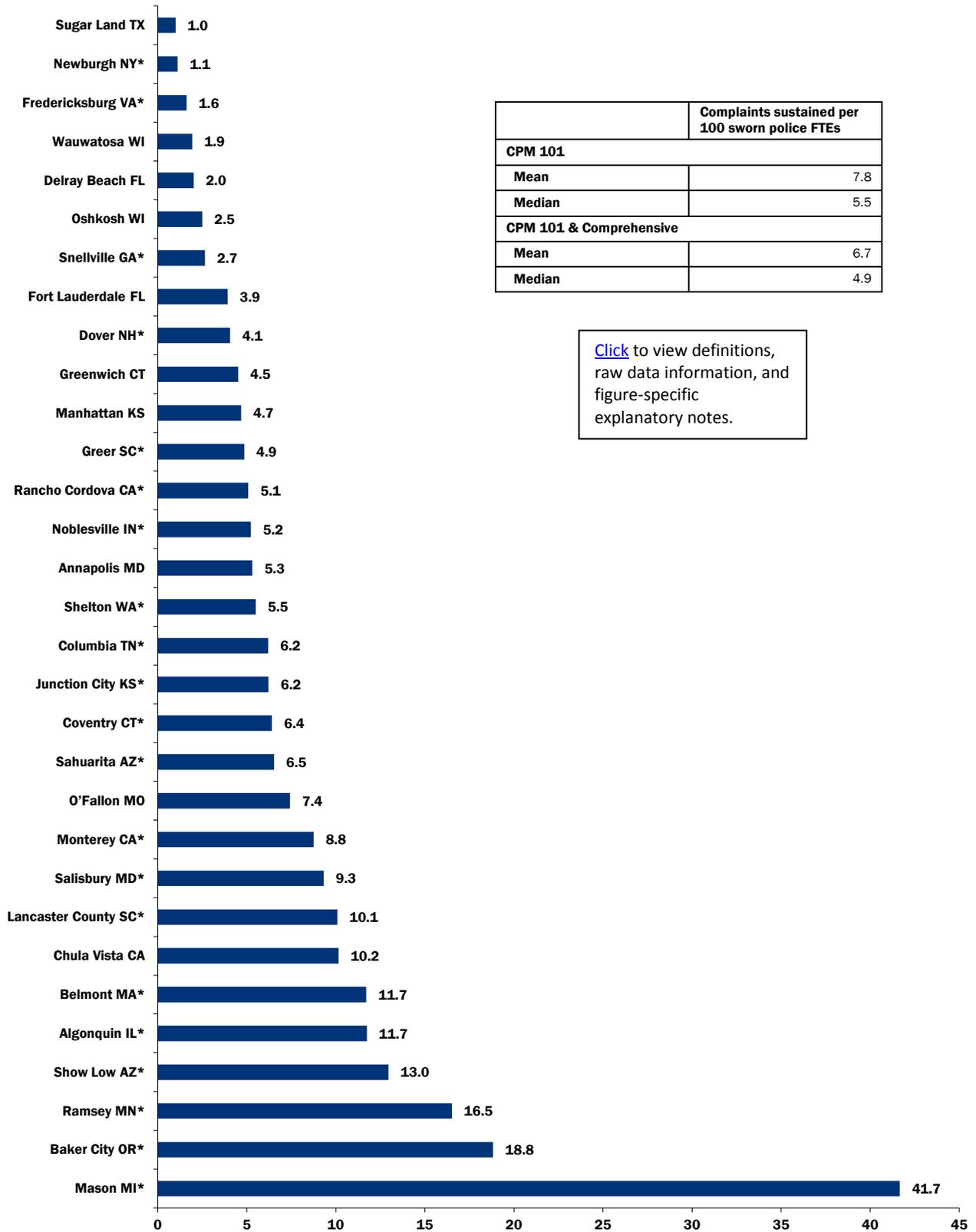
Figure 11-6. Outcome Measure: Response Time in Seconds to Top Priority Calls



Average response time (in seconds)	
CPM 101	
Mean	315
Median	284
CPM 101 & Comprehensive	
Mean	329
Median	300

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

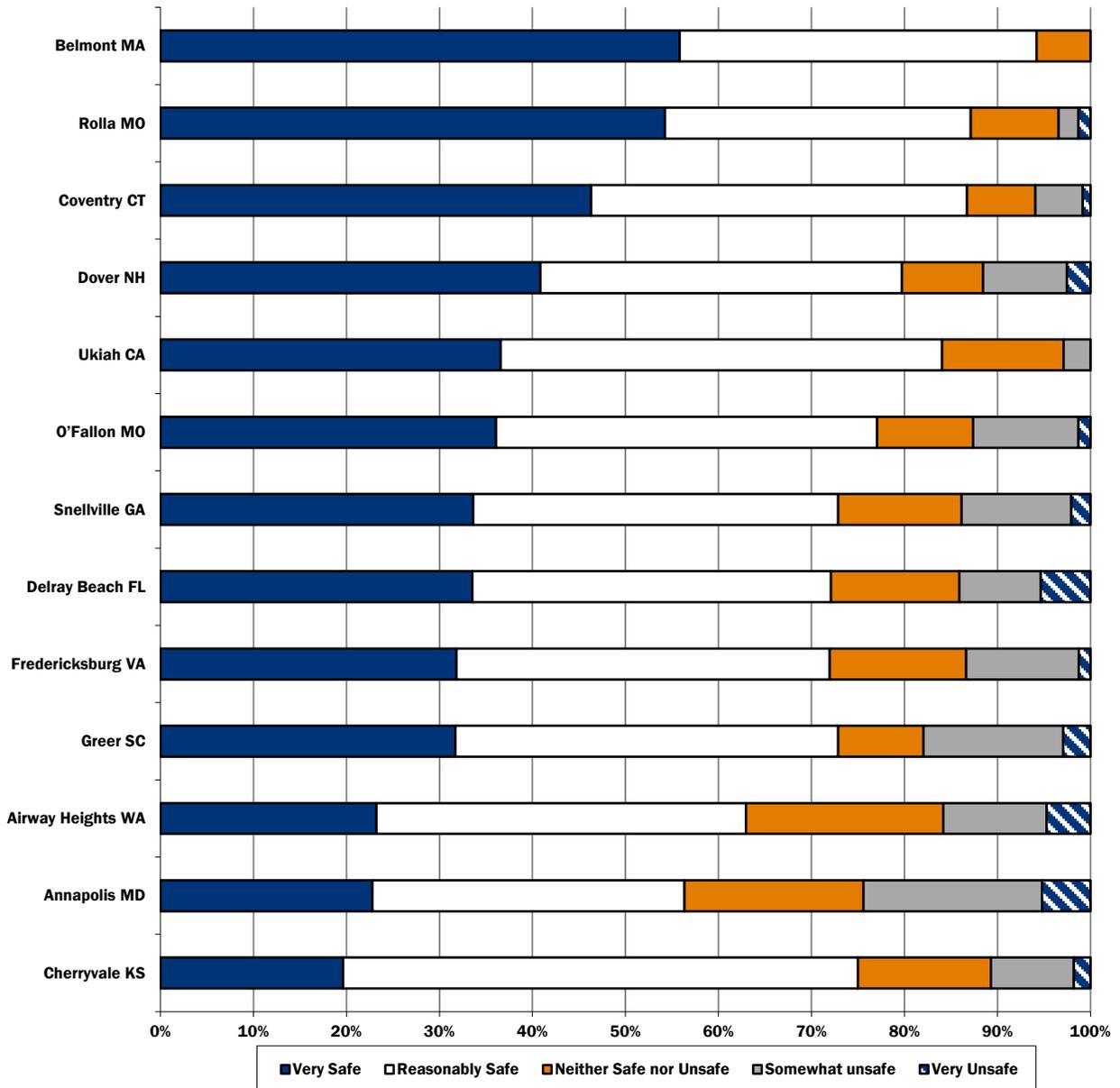
Figure 11-7. Sustained Complaints Against Sworn Personnel per 100 Sworn Police FTEs



[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Jurisdiction fewer than 100 sworn FTEs.

Figure 11-8. Outcome Measure: Citizens' Ratings of Safety in Their Neighborhoods after Dark

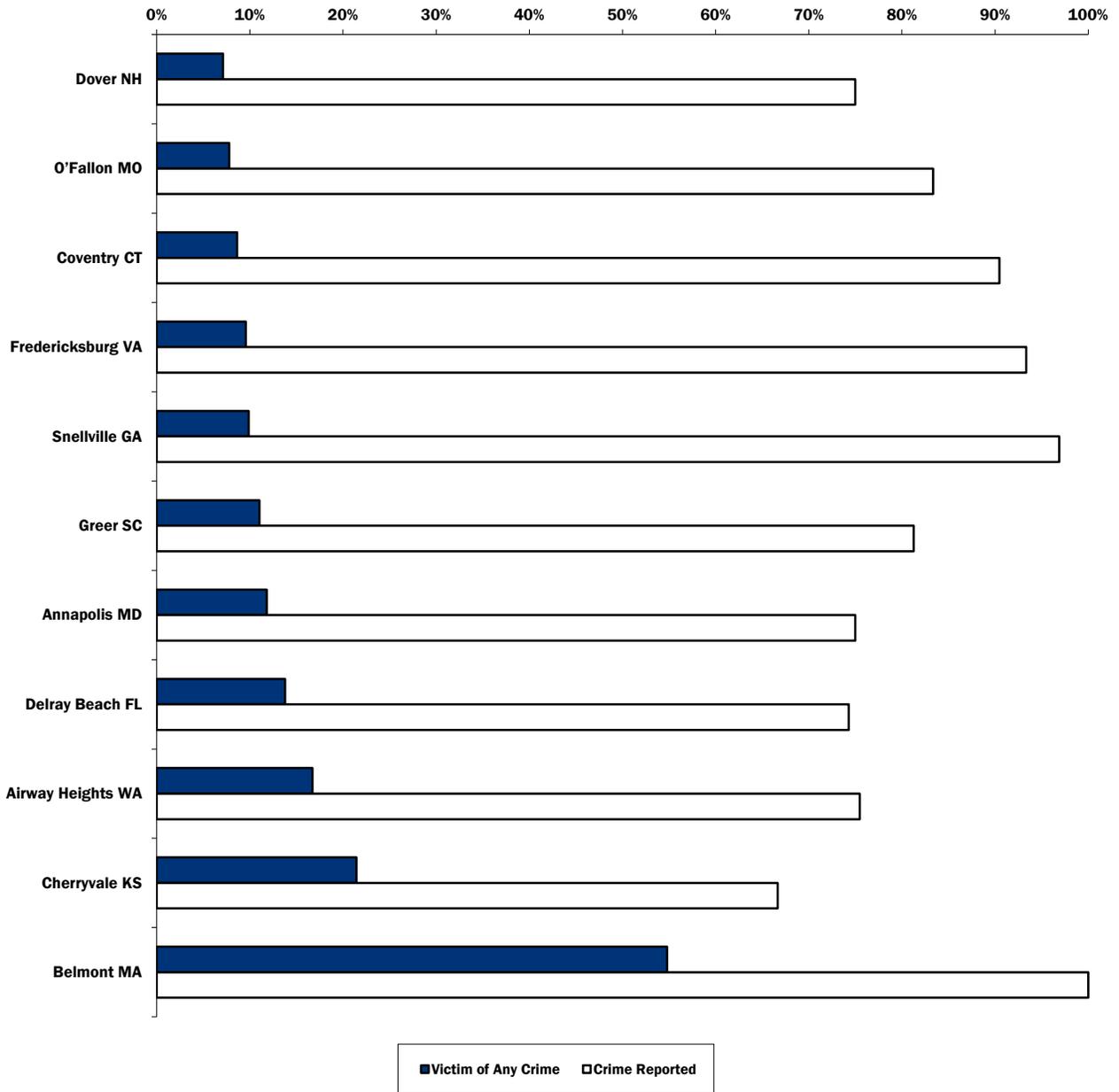


	Very safe	Reasonably safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe
CPM 101					
Mean	35.9%	40.5%	12.3%	9.0%	2.3%
Median	33.6%	39.7%	13.1%	9.0%	1.8%
CPM 101 & Comprehensive*					
Mean	35.9%	41.1%	9.9%	10.0%	3.0%
Median	33.5%	41.4%	9.7%	9.4%	2.5%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Figure 11-9. Intermediate Outcome Measure: Crime Victimization and Reporting



	Respondents indicating crime victimization within last 12 months	Of those reporting crime victimization in the last 12 months, those who reported the crime to the police
CPM 101		
Mean	15.7%	82.9%
Median	11.0%	81.3%
CPM 101 & Comprehensive*		
Mean	12.3%	82.8%
Median	11.3%	82.5%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Reference Section: Police Services

Definitions

- **Injury-producing traffic accident:** Any accident in which any party involved reported an injury, regardless of severity.
- **Operating and maintenance expenditures:** The expenditures for the police services chapter include actual expenditures that are charged to the Police Department for crime control activities, training academies, communication centers, and crime labs, as well as salaries and fringe benefits for supervisory, non-supervisory, and direct admin/clerical staff, contractor/consultant expenditures, supplies, materials, and parts. The expenditures do not include overhead activities, contractual staff, capital expenditures, vehicle purchases or replacement, jails and holding facilities, crossing guards, and animal control activities.
- **Response time:** The total time from the receipt of a police telephone call until arrival on scene.
- **Sworn staff hours paid:** This includes sworn staff with general arrest powers, recruits, supervisory and non-supervisory staff, full-time and part-time staff, regardless of funding source, temporary staff paid directly by the local government, and all types of hours paid (regular, overtime, sick, vacation, paid leave, and special events). These hours do not include jail and holding facility staff, crossing guards, animal control officers, sworn staff with limited arrest powers, contractual staff, and hours paid for overhead activities.
- **Top priority call:** These calls traditionally mean calls that require an immediate police response. Many jurisdictions refer to top priority calls as “Priority 1” or “Code 3” for an emergency police response.
- **UCR:** This is the abbreviation for Uniform Crime Report, a standardized system for the collecting and reporting of crime statistics established and administered by the U.S. Federal Bureau of Investigation.
- **UCR Part I property crimes:** This category includes all reported incidents of burglary, larceny-theft, motor vehicle theft, and arson.
- **UCR Part I violent crimes:** This category includes all reported incidents of murder, rape, robbery, and aggravated assault.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file, please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 11-2

- Some variation in expenditure levels may be due to difference in daytime population levels. Jurisdictions that experience a large influx of commuters, tourists, or other visitors who use police services but who are not counted in the resident population may appear to have disproportionately high expenditure levels on a per capita basis.

Figure 11-3

- Note that this indicator is calculated on the basis of UCR Part I crimes only. It does not include UCR Part II drug violations or other offenses.
- The percentage of UCR Part I crimes cleared is calculated by dividing the number of UCR Part I crimes cleared by the number of UCR Part I crimes reported. Among jurisdictions, there is variation in how reported violent crimes are counted. Some jurisdictions do not count unfounded cases as crimes reported; others count unfounded cases because they constitute reports of crimes. The incidence of unfounded reports is unknown. If reports of unfounded crimes are included in the count of crimes reported, the percentage cleared will appear artificially low because it is based on a number higher than the number of actual crimes.
- No jurisdictions reported a value of zero. All jurisdictions for which a value is not shown did not report the data or indicated that the data were not available.

Figure 11-5

- Some variation in the values reported for this indicator may be attributed to differences in state and local blood alcohol thresholds and other standards that may need to be met in order to arrest suspects for driving under the influence (DUI) offenses.

Figure 11-6

- The way in which calls are received and dispatched can affect response times. For example, in some jurisdictions, top priority police calls are initially received through a local 911 center and then transferred to the police department for dispatch, if necessary. In other jurisdictions, the calls may be both received and dispatched through the 911 center or some other single point of service. In jurisdictions where a transfer is necessary, response times will likely be longer.

Section 12: Procurement

Procurement Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one procurement question, as well as some basic information about each jurisdiction’s procurement structure. Additional procurement figures appear later in this section.

Figure 12-1. Descriptors: Procurement Characteristics (page 1 of 2)

Jurisdiction	Population	Organizational structure	Dollar value of all purchases (including construction)*	Dollar value of construction purchases only*	Number of Procurement FTEs*
Louisville Metro Govt KY	741,096	Centralized			
Chula Vista CA	246,496	Centralized with delegated authority	\$39,029,332		3.0
Fort Lauderdale FL	165,521	Centralized with delegated authority	\$69,181,441	\$875,000	11.0
Sugar Land TX	84,511	Decentralized with central review			
O’Fallon MO	80,860	Decentralized with central review			
Lancaster County SC	76,652	Centralized with delegated authority	\$2,668,310	\$1,600,986	1.0
Eau Claire WI	66,060	Centralized with delegated authority	\$33,327,408	\$27,495,609	2.0
Rancho Cordova CA	65,502	Decentralized			
Oshkosh WI	64,592	Centralized with delegated authority	\$52,594,840	\$4,486,812	2.8
Greenwich CT	61,171	Centralized contracting/decentralized buying			5.4
Delray Beach FL	60,831	Decentralized with central review			
New Braunfels TX	57,040	Centralized with delegated authority	\$16,837,448	\$8,700,000	2.0
Manhattan KS	52,135	Decentralized			
Noblesville IN	51,969	Decentralized			
Wauwatosa WI	46,396	Centralized with delegated authority	\$10,610,347	\$176,538	
Campbell County WY	46,133	Decentralized			
Rohnert Park CA	41,194	Decentralized with central review	\$369,476	\$0	1.0
Annapolis MD	38,394	Centralized contracting/decentralized buying	\$12,754,575	\$2,663,978	2.6
Columbia TN	34,681	Centralized with delegated authority	\$5,437,256	\$0	0.8
Dartmouth MA	34,412	Decentralized			
Andover MA	33,201	Centralized contracting/decentralized buying	\$11,915,086	\$4,512,505	1.8
Salisbury MD	30,343	Decentralized with central review	\$10,661,372	\$2,240,875	3.7
Accomack County VA	30,223	Centralized with delegated authority			
Algonquin IL	30,046	Decentralized with central review			
Dover NH	29,987	Centralized with delegated authority	\$25,240,999	\$6,467,104	1.5
Windsor CT	29,060	Decentralized with central review			
Newburgh NY	28,866	Decentralized with central review			
Monterey CA	27,810	Decentralized with central review			
Greer SC	25,515	Decentralized with central review			
Sahuarita AZ	25,259	Decentralized with central review			
Dedham MA	24,729	Decentralized with central review	\$65,258	\$0	
Fredericksburg VA	24,286	Decentralized			
Ramsey MN	23,668	Decentralized			
Junction City KS	23,353	Decentralized			
Peters Township PA	21,378	Centralized with delegated authority			
Libertyville IL	20,742	Decentralized with central review			

Figure 12-1. Descriptors: Procurement Characteristics (page 2 of 2)

Jurisdiction	Population	Organizational structure	Dollar value of all purchases (including construction)*	Dollar value of construction purchases only*	Number of Procurement FTEs*
Rolla MO	19,560	Decentralized with central review			
Snellville GA	18,242	Decentralized			
Tumwater WA	17,570	Decentralized			
King William County VA	15,935	Centralized with delegated authority			
Goodlettsville TN	15,921	Decentralized with central review	\$1,025,260	\$0	1.0
Ukiah CA	15,300	Centralized with delegated authority			2.0
Hopkinton MA	15,000	Decentralized			
Medway MA	13,877	Decentralized			
Coventry CT	12,435	Decentralized with central review			
Lakeland TN	12,430	Decentralized			
Crestwood MO	11,912	Decentralized with central review	\$3,236,074		
Weston MA	11,478	Centralized contracting/decentralized buying			
Granby CT	11,300	Decentralized	\$6,835,582	\$140,274	2.6
Show Low AZ	11,058	Decentralized with central review			
Lunenburg MA	10,086	Decentralized with central review	\$7,600,884	\$0	0.4
Baker City OR	9,890	Decentralized			
Mason MI	8,252	Centralized with delegated authority	\$4,736,244	\$917,056	1.0
Georgetown MA	8,100	Decentralized with central review			
Purcellville VA	7,727	Decentralized			
Mahomet IL	7,258	Decentralized with central review			
Fox Point WI	6,665	Decentralized			
Islamorada Islands FL	6,119	Decentralized with central review	\$7,912,515	\$1,644,700	0.9
Airway Heights WA	6,114	Decentralized			
Lake Mills WI	5,735	Decentralized with central review			
New Baden IL	3,349	Decentralized			
Cherryvale KS	2,374	Decentralized with central review			

	Population	Organizational structure	Dollar value of all purchases (including construction)	Dollar value of construction purchases only	Number of Procurement FTEs
CPM 101					
Mean	43,942		\$16,101,985	\$3,440,080	2.5
Median	23,819		\$9,261,431	\$1,259,021	2.0
CPM 101 & Comprehensive					
Mean	129,112		\$60,011,419	\$15,987,819	5.8
Median	38,619		\$16,837,448	\$2,821,792	2.8

*Dollar value of all purchases, Dollar value of construction purchases only and Number of procurement FTEs only apply to the jurisdictions with a central procurement office.

Important Service- Specific Considerations

- Purchasing policies- Policies regarding use of credit cards, Internet purchasing, cooperative purchasing, or blanket purchase orders may affect the number and type of transactions processed by a central procurement staff.
- Construction projects- The role of the purchasing office in construction projects can significantly impact the dollar volume purchased.
- Central Procurement Offices- Not all jurisdictions have a Central Procurement Office. The questions in this report refer to the purchases and FTEs in the Central Procurement Office only. (The CPM Comprehensive program also collects data on purchases and employees outside of a Central Procurement Office.)

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing procurement services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Evaluate the results.** An important first step in being able to use the data is to take the time to evaluate and study the results. Make sure that you have reviewed the definitions and explanatory notes located at the end of the section to ensure you understand what each figure is portraying. In addition to the graphs already created, you can create new graphs to help in your analysis.

In looking at the data, use each figure to examine your performance compared to your peers. Look at where your jurisdiction falls in regards to the means and medians for each figure. It is helpful to make a list of the areas where your jurisdiction is performing well and the areas where there is room for improvement.

- **Review your current policies.** In looking to apply the data, consider why your jurisdiction might be performing well in certain areas. Perhaps you could use it as an opportunity to reward or celebrate the achievement and hard work of those involved. Also, consider ways to continue this high performance and expand it to other areas in the department or across the jurisdiction. If you are performing above the norms, check in with ICMA if you would be willing to share what you are doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others.

In evaluating the areas where improvement is needed, take the time to review your current procurement policies and consider changes that might be made. For instance, perhaps the use of purchasing cards could streamline the purchasing process. Maybe having more purchases go through a central procurement office will result in more efficiency. What policy and procedure changes might move your organization's procurement performance in the desired direction?

You can review the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Track your progress.** CPM 101 is a new program, so this might be the first time you have looked at data in this way and have had other jurisdictions to compare to. Looking forward, it is important to take steps that will allow you to meet your performance goals.

In the areas you have identified within your jurisdiction where improvement is needed, consider the level you would like to be performing at this time next year or within a set number of years. In setting your goals, look at the level at which other similar jurisdictions are performing. Record your performance goals and discuss them with the manager, elected officials, and supervisors.

Throughout the year make sure that action steps are taken to help you reach your goals. Next year you will be able to re-evaluate your performance goals and see what your jurisdiction has accomplished.

- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write up a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

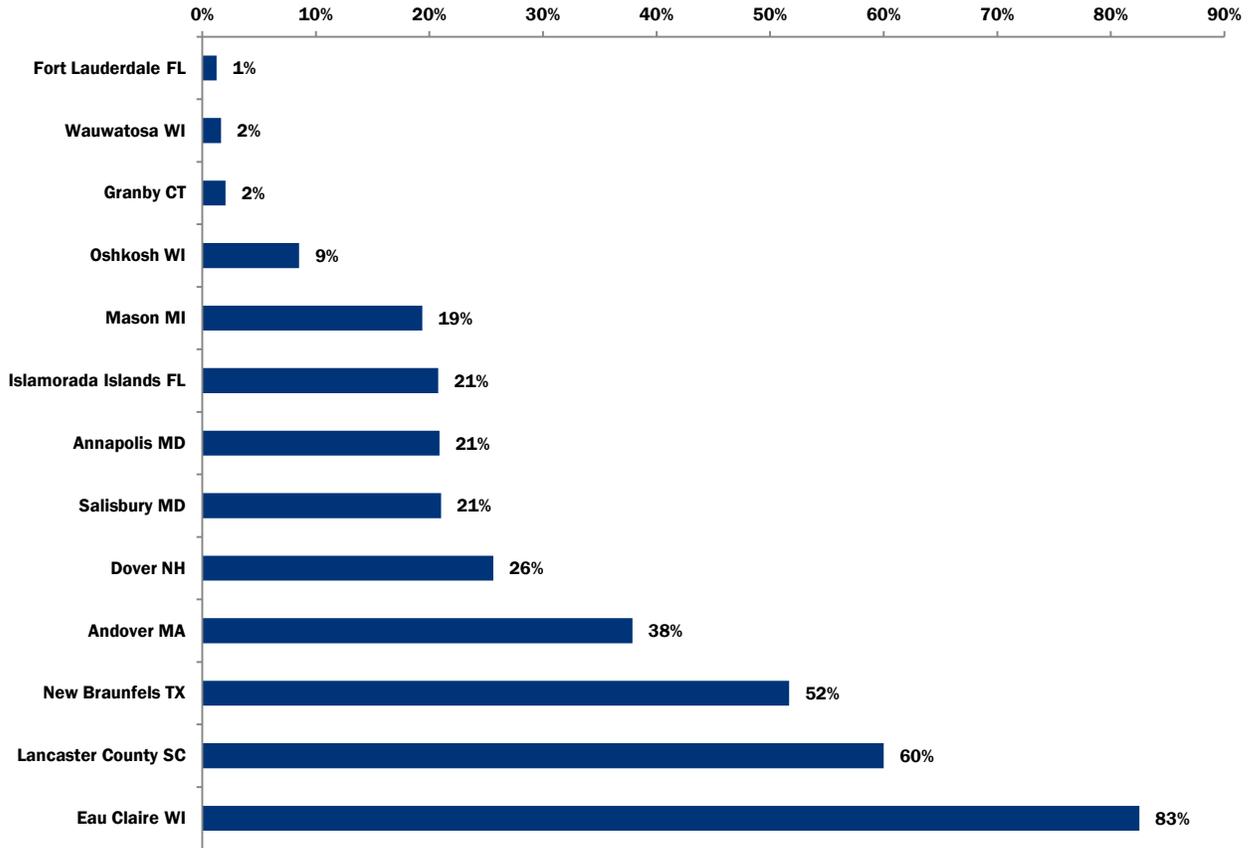
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 12-1 above, the following figures are presented in this section:

- Figure 12-2. Descriptors: Construction Purchases as a Percentage of Total Purchases by Central Procurement Office
- Figure 12-3. Efficiency Measure: Dollar Amount of Purchases by the Central Procurement Office per Procurement FTE (in millions)
- Figure 12-4. Outcome Measure: Internal Customer Satisfaction Survey: Quality of Service

Figure 12-2: Descriptors: Construction Purchases as a Percentage of Total Purchases by Central Procurement Office



	Construction purchases as percentage of total
CPM 101	
Mean	27%
Median	21%
CPM 101 & Comprehensive	
Mean	27%
Median	23%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

Figure 12-3: Efficiency Measure: Dollar Amount of Purchases per Central Procurement FTE (in millions)

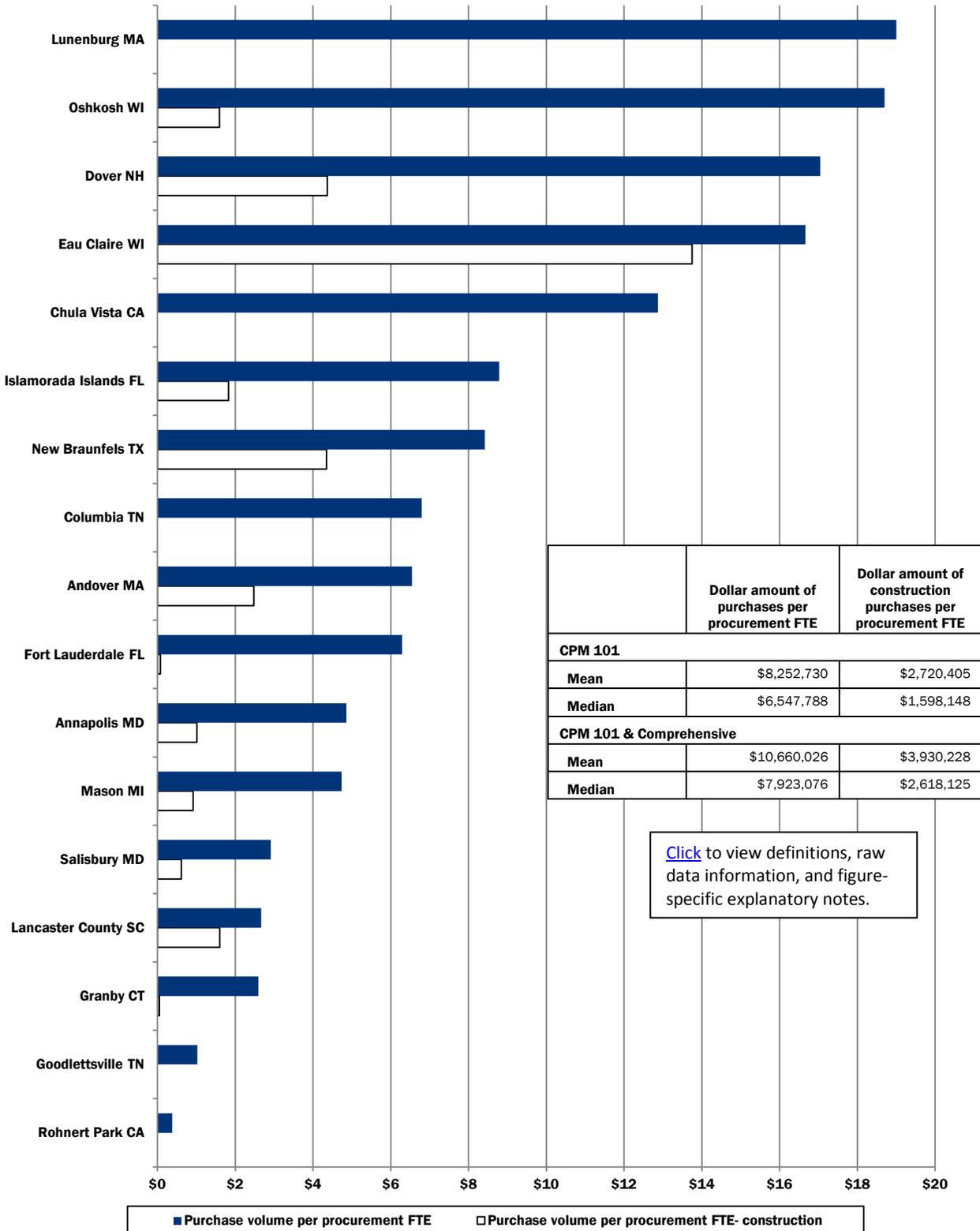


Figure 12-4. Outcome Measure: Internal Customer Satisfaction Survey: Quality of Service

Because Customer Satisfaction data was only provided by Greenwich CT, a graph was not created for this measure. Currently, the ICMA Center for Performance Measurement is partnered with the National Research Center, which conducts the National Employee Survey (NES), helping jurisdictions measure the performance of their internal services. For more information on the NES, visit our website at icma.org/performance or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Greenwich CT	78%	22%	0%	0%
CPM 101 & Comprehensive*				
Mean	43%	41%	11%	5%
Median	39%	44%	10%	4%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

*Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Procurement

Definitions

- Procurement hours paid:** This includes hours paid to all employees in your central procurement office, regardless of their job function (e.g., buyers, procurement agents, storekeepers, inventory clerks, etc.), hours paid to all full-time, part-time, and seasonal personnel and hours paid to supervisory and non-supervisory personnel. It excludes overtime hours worked by employees who do not qualify for overtime pay (e.g. FLSA-exempt employees) or expenditures for overhead activities such as management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), information technology (and all telephone calls and system administration) and human resources.
- Purchase:** This includes any purchase or payment for tangible property, whether for construction or other purposes, and whether it is accomplished via a purchase order or other means. It includes services contracted, insurance premiums (regardless of whether a purchase order is issued), actual expenditures made pursuant to an existing purchase order or contract, sales taxes, gas taxes, and other payments required at purchase. It excludes travel/mileage reimbursements and dues and subscriptions, revenues received from the state or federal government as a rebate or distribution of sales tax, GST, or other funds, and tax payments not related to a purchase (e.g., annual vehicle registrations, property tax payments).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 12-3

- Central procurement offices that include receiving, warehouse, and/or distribution functions generally have smaller dollar volume-to-FTE ratios because a portion of staffing is dedicated to those functions and does not generate any purchasing volume.
- Also, some central procurement offices perform a large amount of transaction-based work. This includes selecting vendors and issuing purchase orders. This may require more staffing for the same purchasing volume than central procurement operations that attempt to minimize the number of transactions processed by establishing blanket contracts from which staff in operating departments can purchase items without further assistance from procurement staff.
- No jurisdictions reported a value of zero. Jurisdictions for which a value does not appear did not report the data.

Section 13: Risk Management

Risk Management Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one risk management question, as well as some basic information about each jurisdiction's risk management workload. Additional risk management figures appear later in this section.

Figure 13-1. Descriptors: Risk Management Characteristics (page 1 of 2)

Jurisdiction	Population	Total valuation of all property at risk	Number of accidents involving police and law enforcement vehicles	Number of worker's compensation claims filed	Total expenditures for property losses, premiums, and other risk management activities
Chula Vista CA	246,496	\$201,472,360	24	160	\$1,219,298
Fort Lauderdale FL	165,521	\$568,537,082	297	361	\$2,657,670
Sugar Land TX	84,511	\$171,608,032	30	67	\$915,781
O'Fallon MO	80,860	\$166,593,755	12	63	\$123,551
Lancaster County SC	76,652	\$103,172,815	28	76	\$653,728
Eau Claire WI	66,060	\$229,046,938	10	59	\$250,970
Rancho Cordova CA	65,502	\$35,643,000	3	2	\$185,100
Oshkosh WI	64,592	\$309,997,286	20	58	\$738,789
Greenwich CT	61,171	\$742,873,522	38	2,627	\$3,063,962
Delray Beach FL	60,831	\$182,886,632	20	82	\$2,929,418
New Braunfels TX	57,040		12		
Manhattan KS	52,135	\$128,848,203	7	44	\$409,769
Noblesville IN	51,969		26	2	\$182,037
Edina MN	47,941	\$123,000,000	12	30	
Wauwatosa WI	46,396			25	
Campbell County WY	46,133	\$199,883,512	9	21	\$1,898,300
Rohnert Park CA	41,194	\$128,621,818	3	39	\$529,070
Annapolis MD	38,394	\$267,710,983	9	54	\$782,200
Columbia TN	34,681	\$39,556,216	19	53	\$404,819
Dartmouth MA	34,412	\$192,343,560	6	70	\$754,178
Salisbury MD	30,343	\$26,447,835	19	107	\$486,028
Accomack County VA	30,223	\$31,222,239	11	12	\$355,563
Algonquin IL	30,046	\$45,512,435	1	13	\$794,858
Dover NH	29,987	\$129,452,294	9	40	\$357,675
Windsor CT	29,060	\$197,638,311	7	77	\$1,364,873
Newburgh NY	28,866	\$56,852,984	20	43	\$67,391
Monterey CA	27,810	\$230,353,665	7	74	\$403,592
Greer SC	25,515	\$12,862,368	6	8	\$214,438
Sahuarita AZ	25,259	\$74,944,604	1	18	\$171,512
Dedham MA	24,729	\$123,811,820	2		\$91,320
Fredericksburg VA	24,286	\$30,827,682	8	65	\$603,626
Belmont MA	23,819	\$169,742,499		27	\$290,000
Ramsey MN	23,668	\$43,814,084	6	4	\$347,189
Junction City KS	23,353		1	59	\$334,697

Figure 13-1. Descriptors: Risk Management Characteristics (page 2 of 2)

Jurisdiction	Population	Total valuation of all property at risk	Number of accidents involving police and law enforcement vehicles	Number of worker's compensation claims filed	Total expenditures for property losses, premiums, and other risk management activities
Peters Township PA	21,378	\$32,292,599	4	24	\$113,249
Libertyville IL	20,742		1	25	
Rolla MO	19,560	\$63,958,000	6		
Snellville GA	18,242	\$6,224,989	3	9	\$180,000
Tumwater WA	17,570		3	15	
King William County VA	15,935	\$17,842,021	4	7	\$60,397
Goodlettsville TN	15,921	\$3,825,000	9	20	\$124,028
Ukiah CA	15,300	\$125,073,859	4	33	\$889,775
Hopkinton MA	15,000	\$33,130,401	0	9	\$325,000
Medway MA	13,877	\$124,136,008	0	28	\$124,146
Coventry CT	12,435	\$89,478,518	2	21	\$298,993
Lakeland TN	12,430	\$19,438,060	0	3	\$42,132
Blue Ash OH	12,114	\$89,042,698	5	10	\$242,864
Crestwood MO	11,912	\$19,226,583	3	11	\$111,366
Weston MA	11,478	\$114,870,842	1	11	\$234,031
Granby CT	11,300	\$73,383,592	0	4	\$38,619
Show Low AZ	11,058	\$37,595,648	6	17	\$274,163
Lunenburg MA	10,086	\$12,495,865	2	10	\$200,090
Baker City OR	9,890		0	10	\$166,747
Shelton WA	9,834	\$42,750,925	4	5	\$417,241
Mason MI	8,252	\$24,502,144	5	5	\$106,955
Georgetown MA	8,100	\$69,500,000	2	20	\$180,004
Purcellville VA	7,727	\$79,236,120	3	9	\$112,850
Mahomet IL	7,258	\$1,529,277	0	4	\$72,664
Fox Point WI	6,665	\$7,259,795	1	12	\$121,652
Islamorada Islands FL	6,119	\$25,488,140	2	14	\$427,560
Lake Mills WI	5,735	\$50,654,701	0	3	\$136,493
New Baden IL	3,349	\$1,810,923	1	1	\$71,666
Cherryvale KS	2,374	\$4,805,958	2	4	\$31,252

	Population	Total valuation of all property at risk	Number of accidents involving police and law enforcement vehicles	Number of worker's compensation claims filed	Total expenditures for property losses, premiums, and other risk management activities
CPM 101					
Mean	43,942	\$109,550,557	12	80	\$503,252
Median	23,819	\$71,441,796	5	21	\$274,163
CPM 101 & Comprehensive					
Mean	107,622	\$360,458,478	17	166	
Median	30,343	\$77,115,362	4	39	

Note: No CPM 101 & Comprehensive mean and median were calculated for the Total Expenditures column because this question is not currently aligned with the questions asked in the Comprehensive program's Risk Management survey. For the FY12 survey this question will be modified.

Important Service-Specific Considerations

Some of the factors that influence the comparability of risk management data are:

- Types of risk exposures- These may vary with some communities providing limited services and others bearing the costs and risks of such activities as electric utilities, hospitals, and skateboard parks.
- Settlement of large liability claims- This can lead to significant variation in expenditures among jurisdictions and within a single jurisdiction from year to year.
- Alternate forms of insurance- Some jurisdictions pay premiums to a state-wide risk pool or are self-insured for certain types of liability.

The physical, political, and demographic characteristics of each reporting jurisdiction influence performance.

- Examples include variations in weather, state or federal mandates, and changes in state or federal aid. Citizen preferences, council/board priorities, local tax resources, and state-imposed spending limits also cause variation in the resources and staff available for providing risk management services.

A list of additional considerations applying to all service areas is included in the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Evaluate the results.** An important first step in being able to use the data is to take the time to evaluate and study the results. Make sure that you have reviewed the definitions and explanatory notes located at the end of the section to ensure you understand what each figure is portraying. In addition to the graphs already created, you can create new graphs to help in your analysis.

In looking at the data, use each figure to examine your performance compared to your peers. Look at where your jurisdiction falls in regards to the means and medians for each figure. It is helpful to make a list of the areas where your jurisdiction is performing well and the areas where there is room for improvement.

If you're performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.

- **Track your progress.** CPM 101 is a new program, so this might be the first time you have looked at data in this way and have had other jurisdictions to compare to. Looking forward, it is important to take steps that will allow you to meet your performance goals.

In the areas you have identified within your jurisdiction where improvement is needed, consider the level you would like to be performing at this time next year or within a set number of years. In setting your goals, look at the level at which other similar jurisdictions are performing. Record your performance goals and discuss them with the manager, elected officials, and supervisors.

Throughout the year make sure that action steps are taken to help you reach your goals. Next year you will be able to re-evaluate your performance goals and see what your jurisdiction has accomplished.

- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write up a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

Figure List

In addition to Figure 13-1 displayed above, the following figures are presented in this section:

- Figure 13-2. Input Measure: Total Valuation of All Property at Risk
- Figure 13-3. Intermediate Outcome Measure: Number of Accidents Involving Police and Law Enforcement Vehicles
- Figure 13-4. Intermediate Outcome Measure: Number of Worker's Compensation Claims Filed per 100 Jurisdiction FTEs
- Figure 13-5. Input Measure: Total Expenditures for Property Losses, Premiums, and Other Risk Management Activities
- Figure 13-6. Outcome Measure: Customer Satisfaction with the Quality of Risk Management Services

Figure 13-2. Input Measure: Total Valuation of All Property at Risk (in millions)

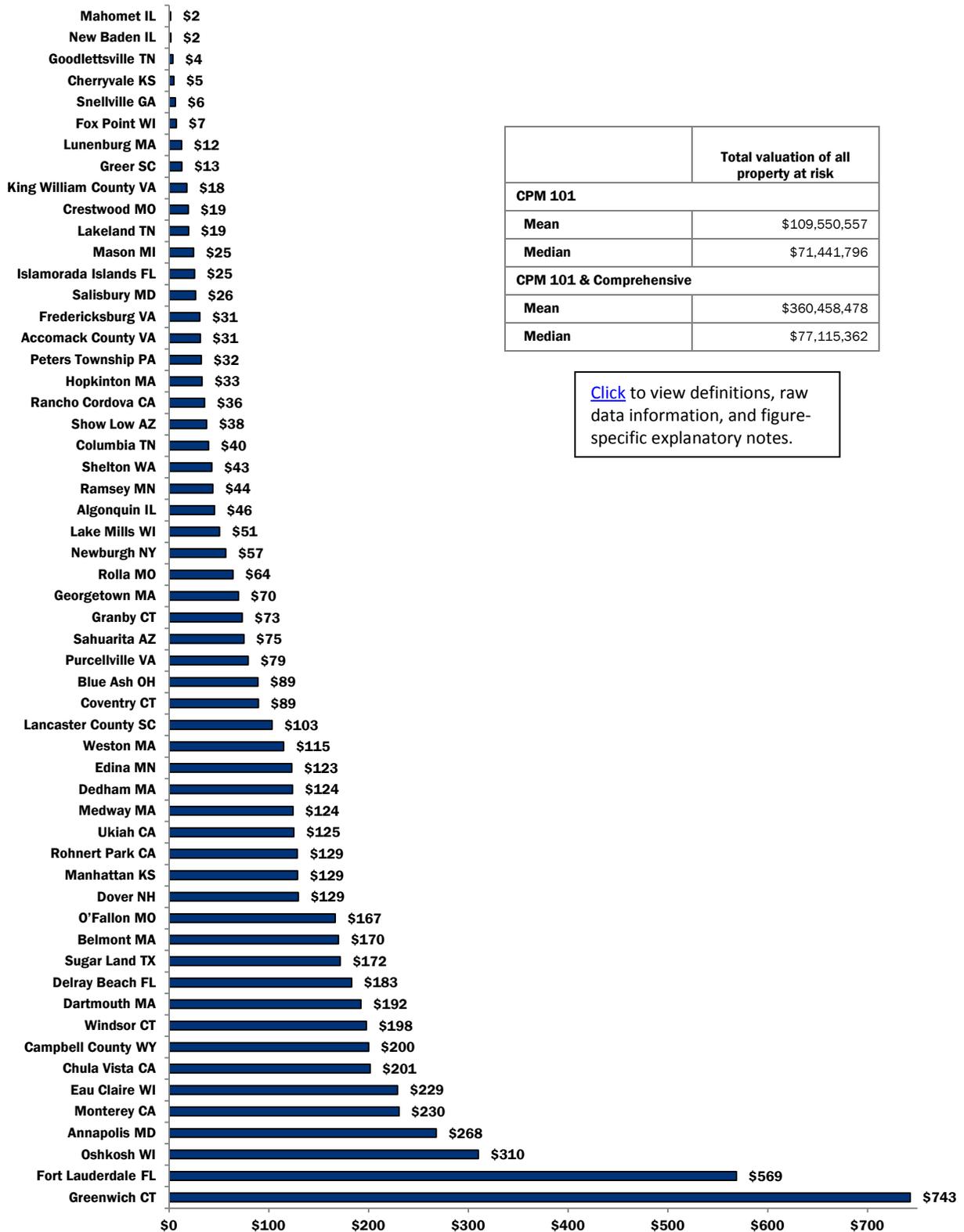


Figure 13-3. Intermediate Outcome Measure: Number of Accidents Involving Police and Law Enforcement Vehicles

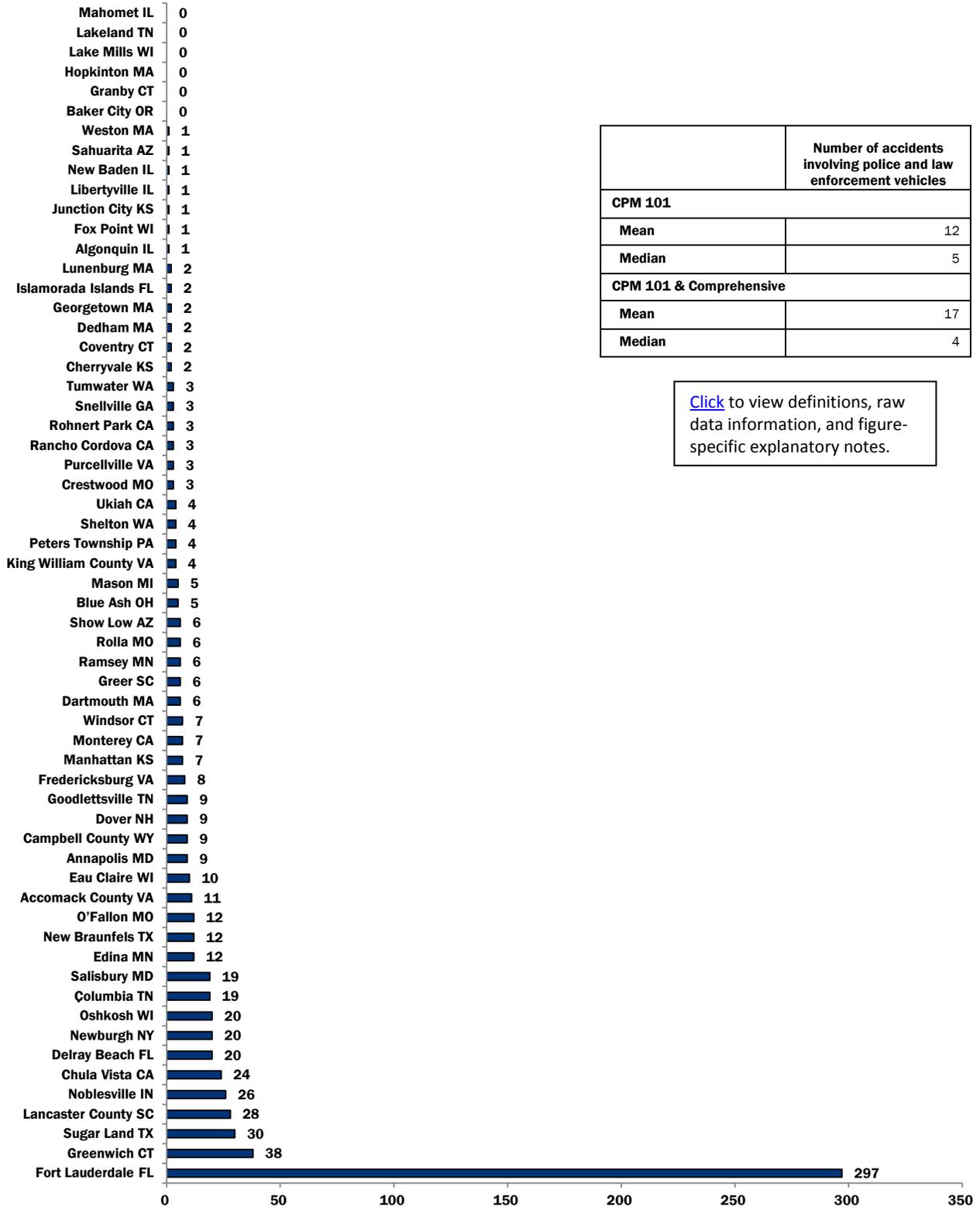
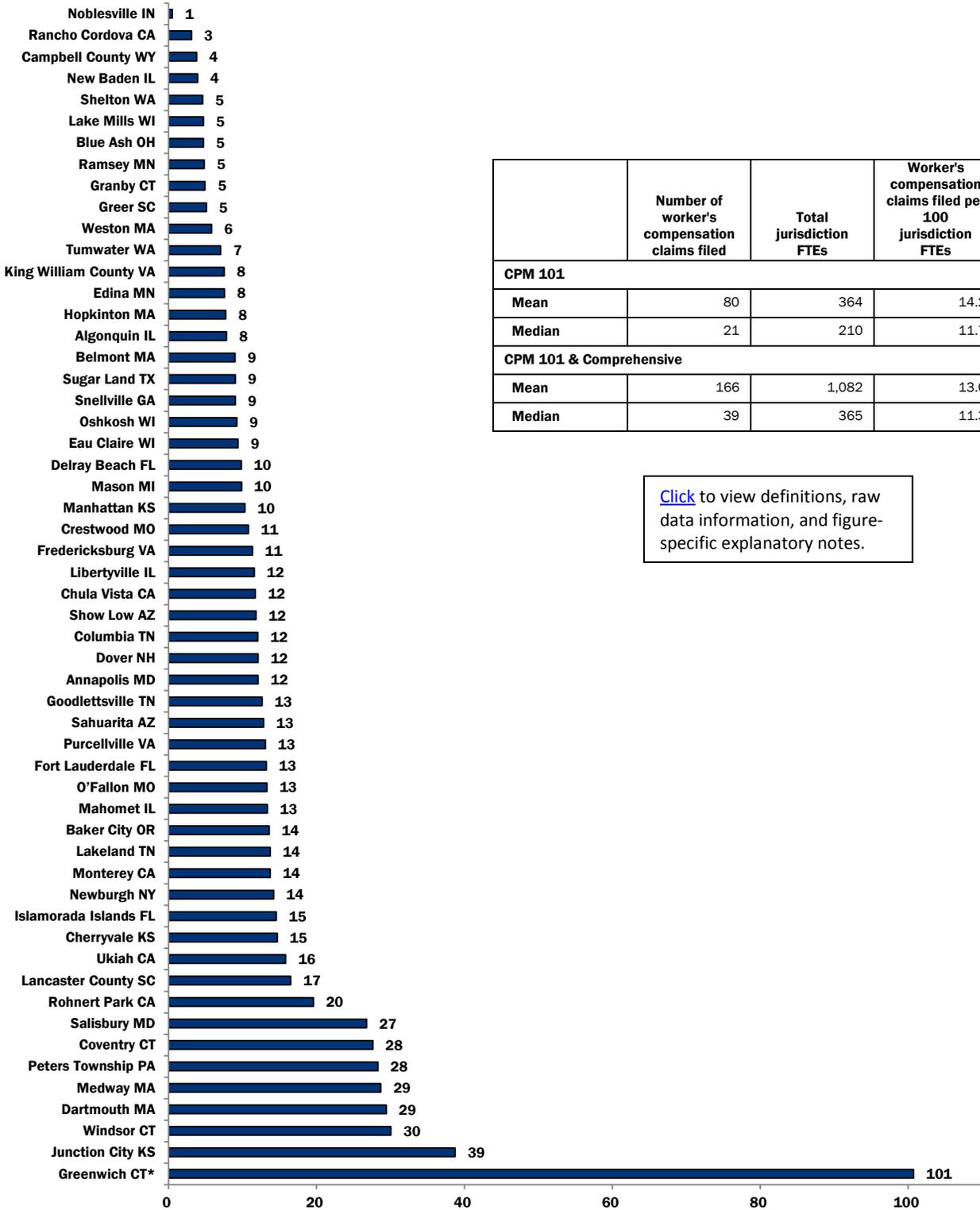


Figure 13-4. Intermediate Outcome Measure: Number of Worker's Compensation Claims Filed per 100 Jurisdiction FTEs

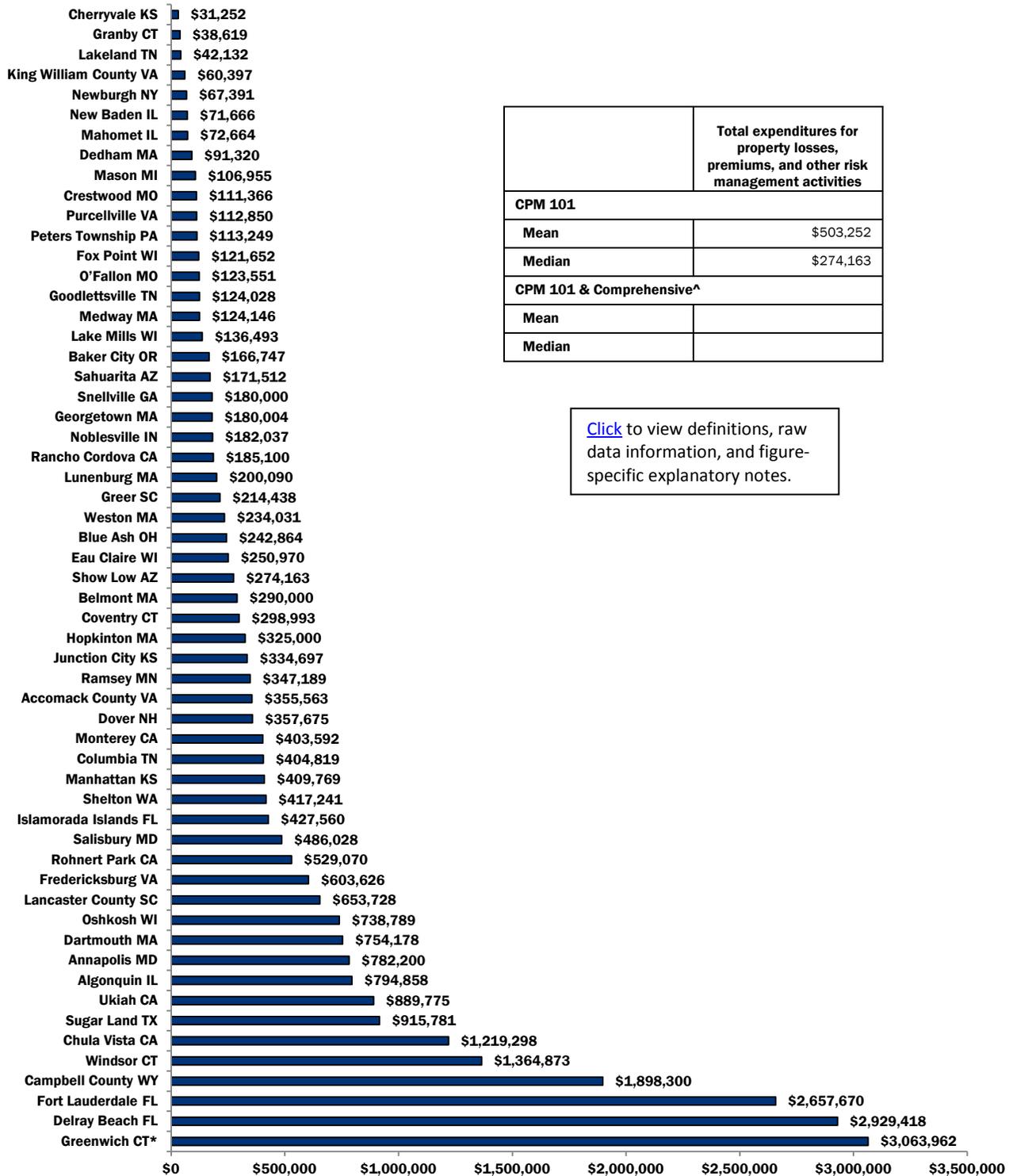


	Number of worker's compensation claims filed	Total jurisdiction FTEs	Worker's compensation claims filed per 100 jurisdiction FTEs
CPM 101			
Mean	80	364	14.2
Median	21	210	11.7
CPM 101 & Comprehensive			
Mean	166	1,082	13.0
Median	39	365	11.3

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Jurisdiction provides services to the Board of Education.

Figure 13-5. Input Measure: Total Expenditures for Property Losses, Premiums, and Other Risk Management Activities



*Jurisdiction provides services to the Board of Education

^Means and medians do not appear for the "CPM 101 & Comprehensive" category because CPM Comprehensive does not include a comparable indicator.

Figure 13-6. Outcome Measure: Customer Satisfaction with the Quality of Risk Management Services

Because Customer Satisfaction data was only provided by Dover, NH a graph was not created for this measure. Currently, the ICMA Center for Performance Measurement is partnered with the National Research Center, which conducts the National Employee Survey (NES), helping jurisdictions measure the performance of their internal services. For more information on the NES, visit our website at icma.org/performance or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Dover NH	42%	56%	2%	1%
CPM 101 & Comprehensive*				
Mean	33%	48%	14%	5%
Median	26%	51%	16%	3%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Risk Management

Definitions

- **Accidents involving police and law enforcement vehicles:** This includes accidents involving jurisdiction-owned or leased vehicles involved in a collision with another vehicle or pedestrian or fixed object that result in third party property damage or third party bodily injury. It also includes accidents regardless of whether or not either party is ticketed or provides insurance reimbursement as well as accidents involving employees using personal vehicles while on jurisdiction business, to the extent that they are covered for liability by your jurisdiction, and accidents involving damage less than the cost of the deductible/self insurance retention or the occurrence on private property. It excludes damage caused strictly by acts of nature (such as hail storms) or unknown causes, accidents involving services provided under a contract unless the vehicles are owned or leased by the jurisdiction, and accidents involving off-road heavy equipment.
- **Number of worker's compensation claims filed:** This includes all new reportable claims, as defined under the OSHA 300, 300A and/or 301 forms, which occurred during the fiscal year. Even though OSHA requests this data on a calendar year basis, claims are reported here on a fiscal year basis to correspond to other Risk Management and Human Resources data.
- **Personal property:** This includes any property other than real property. It also includes tangible personal property, automobiles, office equipment, and all items that are movable and are not permanently attached to the land. It excludes consumable items and real property such as land or buildings, improvements to land or buildings, or infrastructure.
- **Police and law enforcement vehicles:** This includes only "marked" vehicles that are used solely by uniformed patrol personnel. It excludes detective and other police support vehicles, helicopters, boats, and airplanes.
- **Property loss expenditures:** This includes any actual expenditures for damage repair, deductibles, self-insured retention, or other expenditures during the fiscal year. This is regardless of when loss occurred, deductibles paid and dollar amount paid below the deductible amount for lesser losses, gross amounts of actual expenditures, data relating to jurisdiction-owned vehicles, real property, and personal property, and all premium expenditures. It excludes expenditures relating to third-party property damage or third party injury (See Liability) and any amount that might be paid to a claimant by an insurance company or risk pool.
- **Real property:** This includes land, easements, improvements, buildings, and fixtures permanently attached to buildings.
- **Staff, contractual, and all other expenditures:** This includes salaries and fringe benefits for supervisory, non-supervisory, and direct admin/clerical staff, contractor/consultant expenditures, supplies, materials, and parts regardless of funding source or department. It excludes claims expenditures and premiums and expenditures for overhead activities, including management staff not directly involved in supervision of risk management activities, facilities management (custodial/repair, building depreciation, all utilities), finance/payroll, fleet management (and all

fuel), purchasing, information technology (and all telephone calls and system administration), and human resources.

- **Wage continuation:** This includes any employer-sponsored accident plan for selected employees beyond standard workers' compensation that will continue all of, or a portion of, their monthly salary in the event of a disability.
- **Worker's compensation expenditures:** This includes several components, which are each requested separately: Claim Expenditures (deductibles and self-insured payouts), premiums, staff and contractual expenditures, third party administrator expenditures, and all other expenditures. For Workers Compensation, there is also a separate line item for Wage Continuation benefits that may be paid to public safety employees or as a condition of certain labor agreements. This also includes actual expenditures paid during the fiscal year being reported, regardless of whether the incident or claim occurred during the current fiscal year. It excludes anticipated expenditures, estimates of final claim expenditures, accruals and reserves.

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 13-3

- Some variation may be due to differences in vehicle policies, such as those involving assignment of a vehicle to a particular officer or team of officers, defensive driving, and low- or high-speed chases.
- Fort Lauderdale, FL reported a response of 297 accidents involving police and law enforcement vehicles. To avoid skewing the figure, this data point is not displayed but is included in all mean and median calculations.

Figure 13-4

- Some variation may be attributed to differences in the types of operations undertaken by in-house staff compared with those undertaken by contractors or other agencies. For instance, if road construction, trenching, or other high-risk tasks are handled by contractors, the jurisdiction may not bear the costs of these risks directly.
- Additional variation may relate to differences in policy or statute, such as presumption that heart/lung health problems or certain cancers are work related for public safety workers. The number of claims may also be affected by other factors such as the extent of specialized training and the awarding of bonuses or other incentives for employee or work group safety.

Figure 13-5

- This figure does not include any claims expenditures or expenditures for third party vehicle damage or injury.

Section 14: Solid Waste

Solid Waste Respondents at a Glance

Included in the table below are all jurisdictions that submitted data for at least one solid waste question, as well as some basic information about each jurisdiction's solid waste workload. Additional solid waste figures appear later in this section.

Figure 14-1. Descriptors: Solid Waste Collection Characteristics (page 1 of 2)

Jurisdiction	Population	Residential recycling collection accounts	Tons of residential recyclables collected	Residential refuse collection accounts	Tons of residential refuse collected
Fort Lauderdale FL	165,521	37,925	7,891	37,925	42,088
Sugar Land TX	84,511	24,931	5,811	24,931	43,352
O'Fallon MO	80,860	23,767	6,593	23,767	21,436
Lancaster County SC	76,652		2,067		7,274
Eau Claire WI	66,060		0		0
Rancho Cordova CA	65,502	17,165	4,456	17,251	12,968
Oshkosh WI	64,592	20,891	4,434	20,891	13,096
Greenwich CT	61,171		4,064		
Delray Beach FL	60,831	33,808	4,186	33,808	18,555
New Braunfels TX	57,040	19,412	3,815	23,017	15,290
Noblesville IN	51,969	16,000	3,561	16,000	18,446
Edina MN	47,941	14,292	4,629		
Wauwatosa WI	46,396	17,235	5,451	17,235	11,236
Rohnert Park CA	41,194	7,350	2,971	7,350	5,948
Annapolis MD	38,394	8,871	2,848	8,871	9,268
Columbia TN	34,681	272	50	14,975	19,093
Dartmouth MA	34,412	9,805	2,828	9,805	3,569
Andover MA	33,201	8,782	3,633	8,782	6,713
Salisbury MD	30,343		386	6,951	9,225
Accomack County VA	30,223	13,798	621	9,676	8,930
Algonquin IL	30,046		4,435		6,213
Dover NH	29,987	7,412	2,740	7,401	3,882
Windsor CT	29,060	9,650	2,146		
Newburgh NY	28,866	5,412	1,019	5,412	9,628
Greer SC	25,515	2,780	336	8,895	9,393
Dedham MA	24,729	8,450	2,722	8,450	6,904
Fredericksburg VA*	24,286				
Belmont MA	23,819	9,958	2,305	9,958	8,056
Ramsey MN	23,668	8,006	2,359		
Junction City KS	23,353	6,687		6,700	7,552
Peters Township PA	21,378	7,420	1,505	7,420	8,015
Libertyville IL	20,742		2,608		5,742
Rolla MO	19,560	5,841	787	5,841	4,687
Snellville GA	18,242	7,083	2,318	7,083	4,809
Tumwater WA	17,570	3,898		3,898	

Figure 14-1. Descriptors: Solid Waste Collection Characteristics (page 2 of 2)

Jurisdiction	Population	Residential recycling collection accounts	Tons of residential recyclables collected	Residential refuse collection accounts	Tons of residential refuse collected
King William County VA	15,935	6,522	246	6,522	8,143
Goodlettsville TN	15,921		388	4,715	5,389
Ukiah CA	15,300	4,288		4,288	
Hopkinton MA	15,000	4,444		4,444	
Medway MA	13,877	3,862	1,999	3,862	3,347
Coventry CT	12,435	4,700	1,431	4,700	3,417
Lakeland TN	12,430	3,836	394	3,836	2,009
Blue Ash OH	12,114	3,305	1,615	3,913	4,140
Crestwood MO	11,912	5,105	1,179	5,105	3,493
Weston MA	11,478	1,772	972	1,772	2,100
Granby CT	11,300	4,178	1,553	4,212	3,301
Show Low AZ	11,058			4,852	3,701
Lunenburg MA	10,086				1,336
Shelton WA	9,834	2,718	658	3,052	4,765
Mason MI	8,252			3,000	
Purcellville VA	7,727	2,263	602	2,263	2,648
Fox Point WI	6,665	2,376	885	2,376	1,724
Islamorada Islands FL	6,119	4,182	874	4,182	4,286
Airway Heights WA*	6,114				
Lake Mills WI	5,735	2,331	569	2,331	1,574
Cherryvale KS	2,374			945	1,035

*Jurisdiction only submitted National Citizen Survey Data for the solid waste portion of the survey. No other solid waste data was collected.

	Population	Residential recycling collection accounts	Tons of residential recyclables collected	Residential refuse collection accounts	Tons of residential refuse collected
CPM 101					
Mean	43,942	9,600	2,368	9,393	8,647
Median	23,819	7,083	2,107	6,700	6,081
CPM 101 & Comprehensive					
Mean	117,454	33,141	5,869	32,875	29,857
Median	35,401	9,728	2,318	9,676	9,247

Important Service-Specific Considerations

- Local ordinances and state laws - Often these mandate citizen participation in recycling, which can affect expenditures for recycling and the tonnage of refuse and recycling material collected.
- Collection of materials - How a jurisdiction collects materials may influence its expenditures (e.g., whether through in-house or contract employees, at the curb or elsewhere, and source separated or commingled). (Descriptive questions regarding these items are included in the CPM Comprehensive survey.)

Broadly speaking, the physical, political, and demographic characteristics of each reporting jurisdiction also influence performance:

- Examples include unusually good or bad weather, new state or federal mandates, significant changes in state or federal aid, major budget cuts, and median household income. Citizen preferences, council or board priorities, local tax resources, and state-imposed spending limits cause additional variation in the funds, equipment, and staff available for providing code enforcement services.

A list of additional considerations applying to all service areas is included on pages 1-3 of the introduction to this report. Please review it before reporting, analyzing, or otherwise using the information in this report.

Suggested Applications

- **Examine your performance compared to peers and mean and medians.** If your jurisdiction is performing above the norms, check in with ICMA if you'd be willing to share what you're doing to achieve high performance. Your practices may be suitable for a write-up that can be shared with others. If you find that you'd like to improve performance in any areas, check the analysis and effective practice case studies posted on the [CPM 101 group](#) on the ICMA Knowledge Network. The studies are full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. You can also check out the [What Works Case Studies](#) posted on the performance measurement topic page.
- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

- **Consult with peers.** Do you see a fellow participant that is performing well in an area in which you would like to see improvement? Consider getting in touch. Ask what steps they've taken to reach those targets and see where you may be able to take similar strides. CPM staff can assist you making contact. Just drop a line to cpmmail@icma.org.

Figure List

In addition to Figure 14-1 displayed above, the following figures are presented in this section:

- Figure 14-2. Output Measure: Residential Solid Waste Collected per Account, by Material Type, in Tons
- Figure 14-3. Efficiency Measure: Operating & Maintenance Expenditures for Residential Refuse & Recycling Collection per Ton of Material Collected
- Figure 14-4. Intermediate Outcome Measure: Recycling Material Collected as Percentage of Total Solid Waste Collected
- Figure 14-5. Outcome Measure: Citizen Satisfaction with Residential Refuse Collection Services
- Figure 14-6. Outcome Measure: Citizen Satisfaction with Residential Recycling Collection Services

Figure 14-2. Output Measure: Residential Solid Waste Collected per Account, by Material Type, in Tons (page 1 of 2)

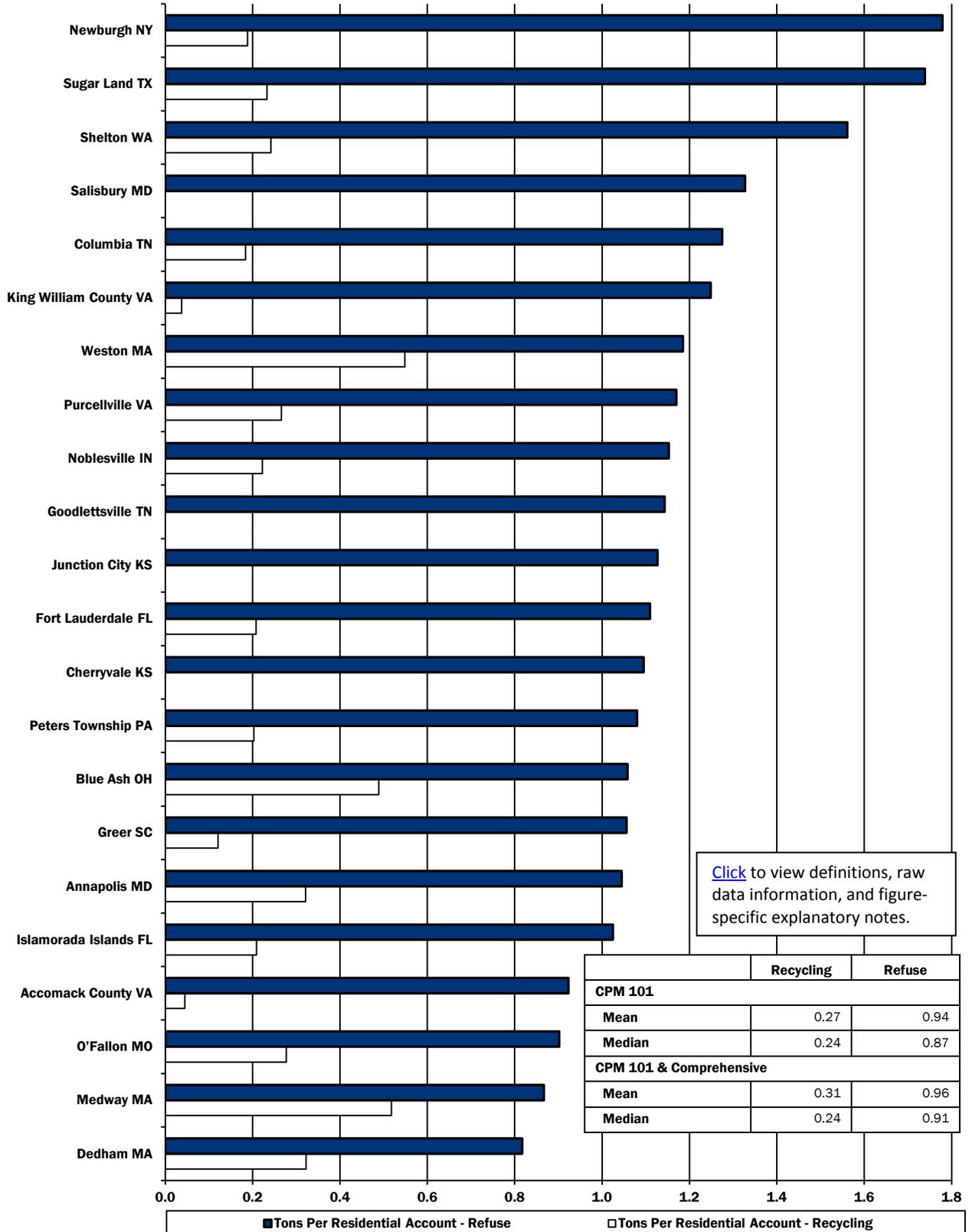


Figure 14-2. Output Measure: Residential Solid Waste Collected per Account, by Material Type, in Tons (page 2 of 2)

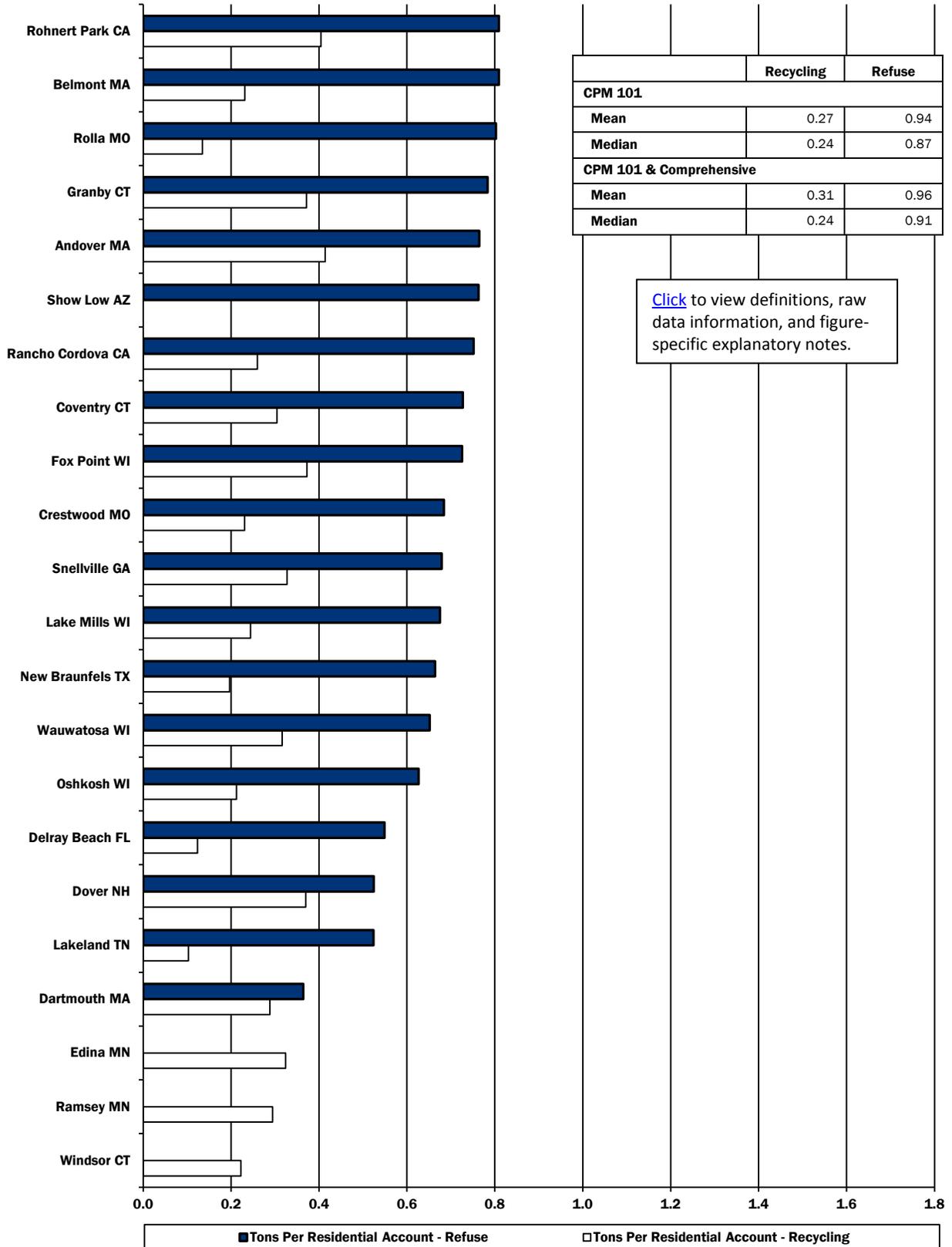
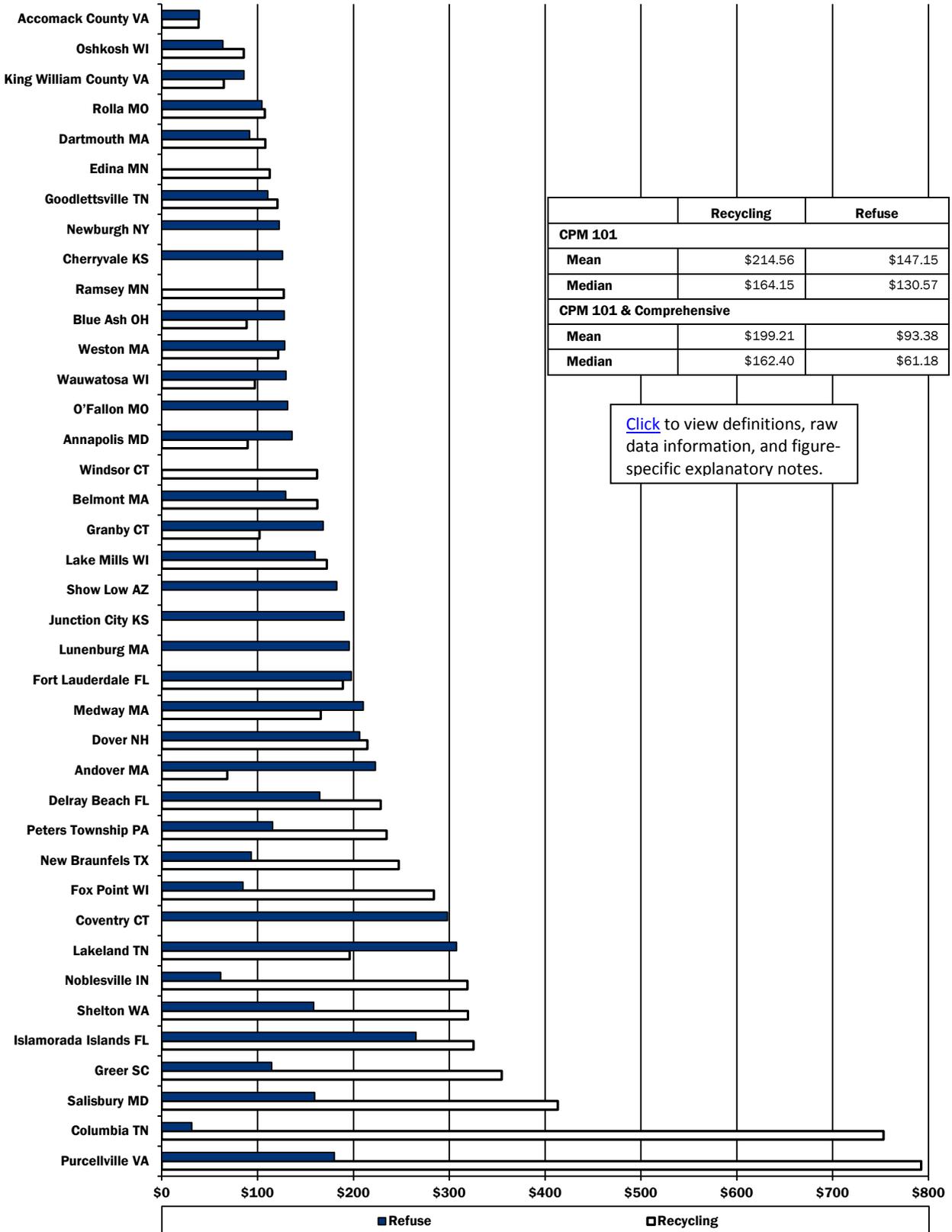


Figure 14-3. Efficiency Measure: Operating and Maintenance Expenditures for Refuse and Recycling Collection, per Ton of Material Collected



**Figure 14-4. Intermediate Outcome Measure:
Recycling Material Collected as a Percentage of Total Solid Waste Collected**

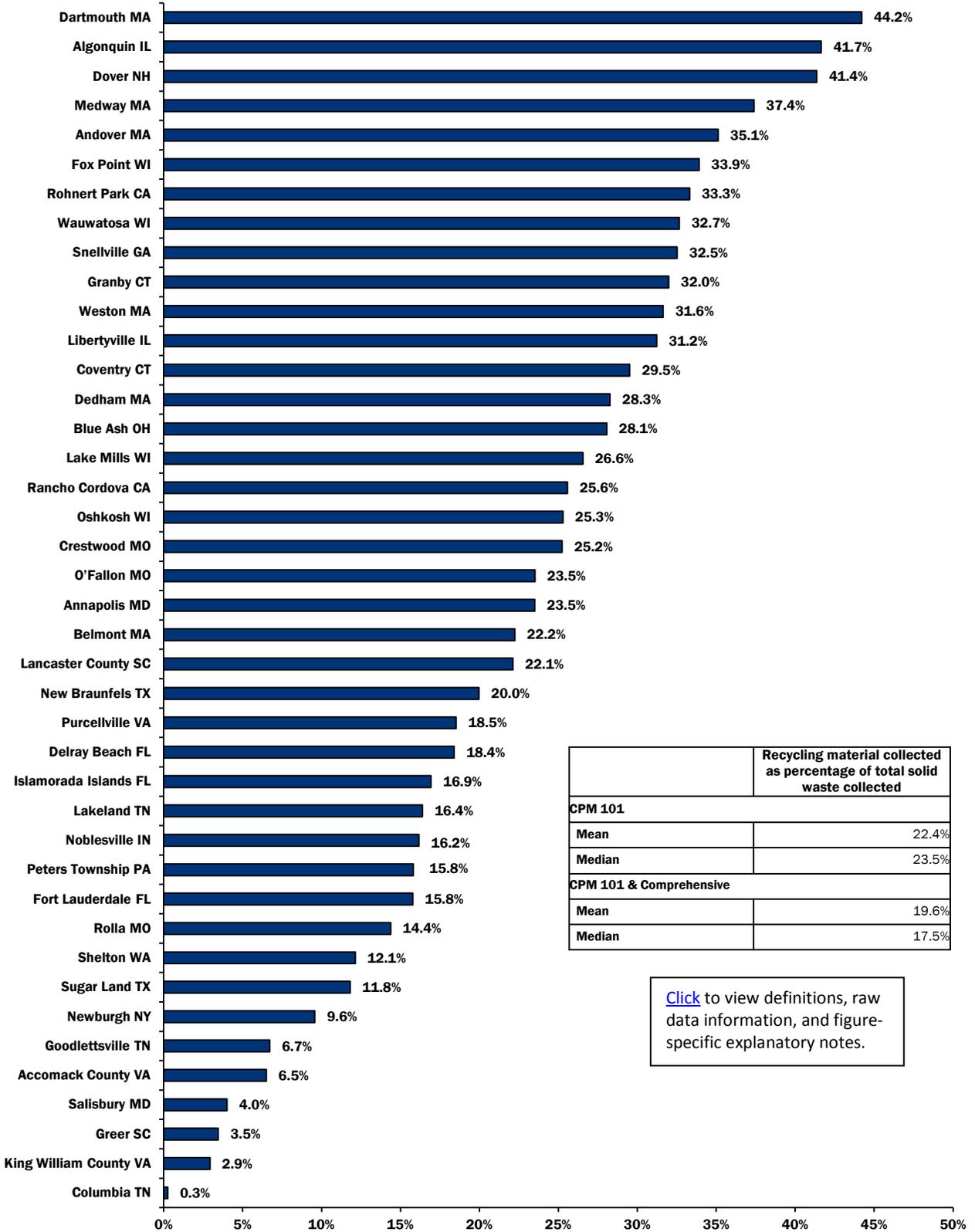
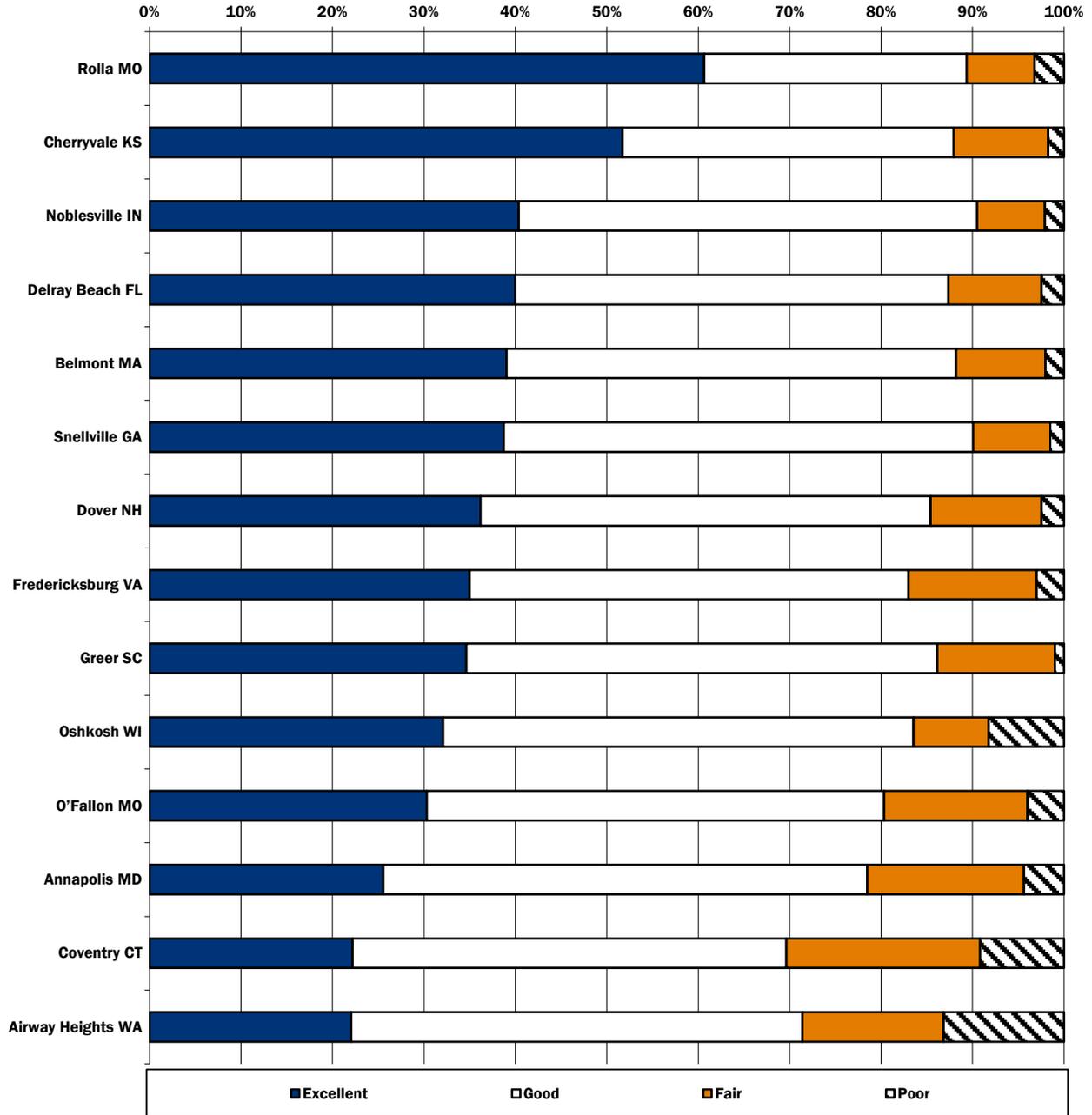


Figure 14-5. Outcome Measure: Citizen Satisfaction with Residential Refuse Collection Services

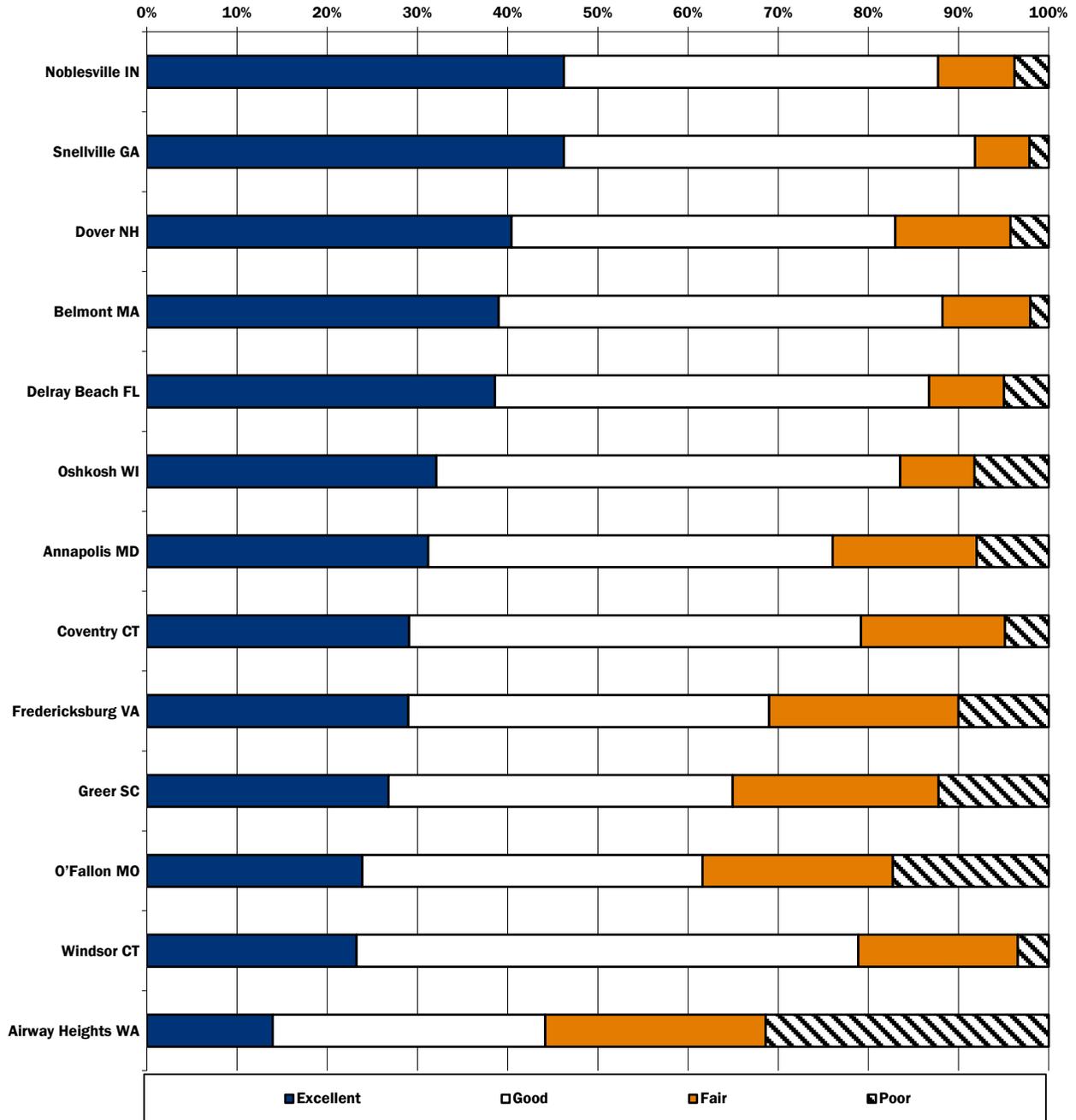


	Excellent	Good	Fair	Poor
CPM 101				
Mean	36%	47%	12%	4%
Median	36%	49%	11%	3%
CPM 101 & Comprehensive*				
Mean	37%	48%	12%	3%
Median	35%	50%	12%	3%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Citizen Survey.

Figure 14-6. Outcome Measure: Citizen Satisfaction with Recycling Collection Services



	Excellent	Good	Fair	Poor
CPM 101				
Mean	32%	44%	15%	9%
Median	31%	45%	16%	5%
CPM 101 & Comprehensive*				
Mean	36%	43%	14%	7%
Median	35%	45%	13%	5%

[Click](#) to view definitions, raw data information, and figure-specific explanatory notes.

* Combined mean and median values include non-CPM participants that have participated in The National Employee Survey.

Reference Section: Solid Waste

Definitions

- Residential refuse collection & recycling accounts:** This includes accounts served by the local government, either by local government employees or by a contract that the local government enters into with a private firm or another local government. It includes individual household accounts (whether the residents live in single-family homes, townhouses, apartments, etc.). It includes multiple household accounts (e.g., duplexes, triplexes, apartment complexes, etc.) if the jurisdiction considers these accounts residential. Multiple household accounts are included as residential accounts when the service that is being provided (e.g., number of pickups, method of collection, and crew staffing) for multiple household accounts is consistent with residential refuse collection. It does not include commercial, industrial, or other non-residential accounts, nor does it include homeowner association members or other residents that arrange their own contract with a private refuse hauler.
- Residential refuse tonnage:** This includes the total tonnage of refuse collected from the residential refuse accounts that were reported previously. It does not include recycling tonnages, yard waste tonnages (if yard waste is collected separately from residential waste), tonnages for materials collected during special collections (e-waste collections, hazardous household waste collections, construction debris collections, "spring clean-up" collections, and by-appointment collections).
- Residential recycling tonnage:** This includes the total tonnage of recyclable materials collected from the residential recycling collection accounts that were reported previously and from any jurisdiction-operated central drop-off locations for recyclables. It excludes refuse tonnages, yard waste tonnages (if yard waste is collected separately from residential recyclables), tonnages for materials collected during special collections (e-waste collections, hazardous household waste collections, construction debris collections, "spring clean-up" collections, and by-appointment collections).
- Solid waste expenditures:** This includes actual expenditures for salaries, benefits, supplies, materials acquisition, and contracted services related to the collection of solid waste materials from residential accounts. It does not include overtime hours worked by employees who do not qualify for overtime pay (e.g., FLSA exempt employees) or expenditures for overhead activities (management staff not directly involved in supervision of refuse and recycling personnel or activities, facilities management (custodial/repair, bldg. depreciation, all utilities), finance/payroll, fleet management (and all fuel), purchasing, information technology (and all telephone calls and system administration), human resources, risk management (and all workers compensation), and capital improvements and facility/land acquisition).

Raw Data

If your local government participates in CPM 101, you may access the raw data for this report on the CPM 101 Knowledge Network group located [here](#). For assistance on accessing the group or locating the file please send an e-mail to CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 14-2

- Some variation in tonnage may be due to differences in the composition of material collected and from whom it was collected. For example, jurisdictions that collect bulk white goods, yard waste, and other refuse in addition to regular trash are likely to record higher refuse tonnage values.
- The ability of a jurisdiction to minimize the number of tons of regular refuse collected is generally considered to be a positive outcome. However, the ability of a jurisdiction to minimize the amount of waste collected through its regular refuse program may be affected by a number of external factors such as:
 - Whether the jurisdiction operates a recycling program or a composting program
 - Whether customer participation in recycling and/or composting is mandatory
 - How convenient it is for customers to participate in recycling and/or composting (e.g., location of collection sites and whether customers are required to prepare materials by washing them or removing labels).
- All jurisdictions for which a value is not shown did not report the data.

Figure 14-3

- Differences in the level of service provided (e.g., number of pickups per week, whether hazardous materials are collected) may contribute to differences in expenditure levels.
- Regional differences in the costs of labor, equipment, and fuel may account for some differences in expenditure levels across jurisdictions.
- Some differences in expenditures may be attributed to economies of scale that can be achieved by larger operations.

Figure 14-4

- The ability of a jurisdiction to minimize the number of tons of regular refuse collected is generally considered to be a positive outcome. However, the ability of a jurisdiction to minimize the amount of waste collected through its regular refuse program may be affected by a number of external factors such as:
 - Whether the jurisdiction operates a recycling program or a composting program
 - Whether customer participation in recycling and/or composting is mandatory
 - How convenient it is for customers to participate in recycling and/or composting (e.g., location of collection sites and whether customers are required to prepare materials by washing them or removing labels).

Figures 14-5 & 14-6

- Some variation in customer ratings may be due to differences in customers' expectations with regard to the types of material accepted for collection, pickup schedules, pickup locations, and other factors.
- One factor that may influence expectations is whether customers pay for service directly or whether it is funded through their taxes. Some have suggested that those who pay for service directly may have higher expectations than those whose service is funded through tax revenues.