ICMA
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CPM 101 Mid-Year Report

ICMA Center for Performance Measurement

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FY 2011

CPM 101 Mid-Year Report

Contents

CPM 101
FY2011 Mid-Year Report

Introduction

For FY 2011, CPM 101 is offering two data collection periods. The first collection cycle, called our mid-year data cycle, was conducted from October to November 2011. For this cycle, three jurisdictions submitted data, Annapolis, MD; Fredericksburg, VA; and Sahuarita, AZ. In order to provide these jurisdictions with more comparisons, the responses from the FY 2010 CPM 101 Pilot Program were combined with the data submitted for the mid-year cycle. Combining the data with the FY 2010 Pilot Program was done only for the FY 2011 Mid-Year Report, as there will be many more jurisdictions submitting data for the FY 2011 annual data collection period in March. This report will be updated to include all CPM 101 participants submitting for the FY2011 data collection cycle and will be re-distributed in August 2012.

As participants review this 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 will be distributed in the summer of 2012 after the completion of the annual data cycle.

CPM 101 Participants at a Glance

The table below shows all of the jurisdictions whose data is included in this report. The top three jurisdictions shaded in light grey provided data for the mid-year cycle. The other jurisdictions listed in the table participated in the FY2010 CPM 101 Pilot Program.

Jurisdiction	Population	Land area (in square miles)	Population density
Annapolis MD	38,394	7	5,485
Fredericksburg VA	24,286	11	2,208
Sahuarita AZ*	25,259	30	842
Accomack County VA	30,223	438	69
Bloomington IL	74,975	27	2,777
Blue Ash OH	12,114	8	1,514
Evanston IL	74,487	8	9,311
Fox Point WI	6,741	3	2,247
Lancaster County SC	75,913	549	138
Lemont IL	16,000	8	2,000
Mankato MN	39,309	19	2,069
New Baden IL	3,349	2	1,675
O'Fallon MO	79,329	30	2,644
Pasco County FL	471,709	742	636
Snellville GA	17,757	10	1,776
Southlake TX	26,575	22	1,208
Sugar Land TX	84,511	34	2,486
Trophy Club TX	8,024	4	2,006
Ventura County CA	802,983	1,845	435
Windsor CT	29,014	31	936

*Sahuarita AZ provided data for the FY2010 CPM 101 Pilot Program and the FY2011 CPM 101 mid-year cycle. Only their FY2011 mid-year data is included in this report.

CPM 101 in the Broader Context of CPM

One keen interest of CPM 101 participants, as well as others, is comparing results between the CPM 101 and CPM Comprehensive Programs. To that end, each figure in this report features individual responses from all CPM 101 participants, means and medians for the CPM 101 group as well as means and medians for the CPM 101 and CPM Comprehensive groups combined. For this Mid-Year Report, the FY 2010 CPM Comprehensive annual data was used. The data in the report will be updated in the FY 2011 CPM 101 Annual Data Report which will be complete in August 2012.

The goal of sharing norms from the larger combined group with CPM 101 participants is to provide participants with a broader context for understanding different performance levels in the categories presented.

The table below provides an example of how such norms are presented within the report:

Sample mean and median chart

CPM 101		
Mean	0.27	1.02
Median	0.28	0.92
CPM 101 & Comprehensive		
Mean	0.28	1.03
Median	0.25	1.00

Suggestions for Using This Report

- **Consider preparing a report for a supervisor, manager, elected officials, or others.** These figures can help jurisdictions create their own customized reports. Using the Microsoft® Word version of this report, jurisdiction staff can easily copy and paste all of the figures in this report into any other report document.

  In addition to the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to participating local governments in November 2011. With that utility, staff can instantly create a basic graph displaying the performance of selected participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) for assistance in locating the data set or using any of the figures.

- **Take a look at sample reports prepared by CPM Comprehensive participants.** Visit 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.

- **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 considered carefully because they provide context for the data. Please keep them in mind as you review the report.

Please contact the CPM staff with any questions or comments regarding this 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

Jurisdiction	Population	Code enforcement FTEs	FTEs per 1,000 population	Total code violation cases
Ventura County CA	802,983			
Pasco County FL	471,709	18.8	0.04	12,577
Sugar Land TX	84,511	6.2	0.07	2,964
O'Fallon MO	79,329	5.1	0.06	2,624
Lancaster County SC	75,913	2.8	0.04	1,255
Bloomington IL	74,975	6.3	0.08	1,398
Evanston IL	74,487	7.5	0.10	3,837
Mankato MN	39,309	1.1	0.03	623
Annapolis MD	38,394	12.6	0.33	2,043
Windsor CT	29,014	0.7	0.02	204
Southlake TX	26,575	2.0	0.08	1,226
Sahuarita AZ	25,259			44
Fredericksburg VA	24,286	2.1	0.09	476
Snellville GA	17,757	1.4	0.08	338
Lemont IL	16,000	1.0	0.06	1,330
Blue Ash OH	12,114	1.0	0.08	297
Trophy Club TX	8,024	0.9	0.12	574
Fox Point WI	6,741			161
New Baden IL^	3,349	0.1	0.03	45

^ New Baden, IL, reports that it contracts for most of its code enforcement services.

	Population	Code enforcement FTEs	FTEs per 1,000 population	Total code violation cases
CPM 101				
Mean	97,048	4.4	0.06	1,779
Median	29,619	2.1	0.07	925
CPM 101 & Comprehensive				
Mean	151,891	8.4	0.11	7,037
Median	47,410	4.0	0.08	1,436

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-drive 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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a mini case study from the city of Moorhead, MN, which outlines the local government's techniques for achieving voluntary compliance among code violators in an average of just six days.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

  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.

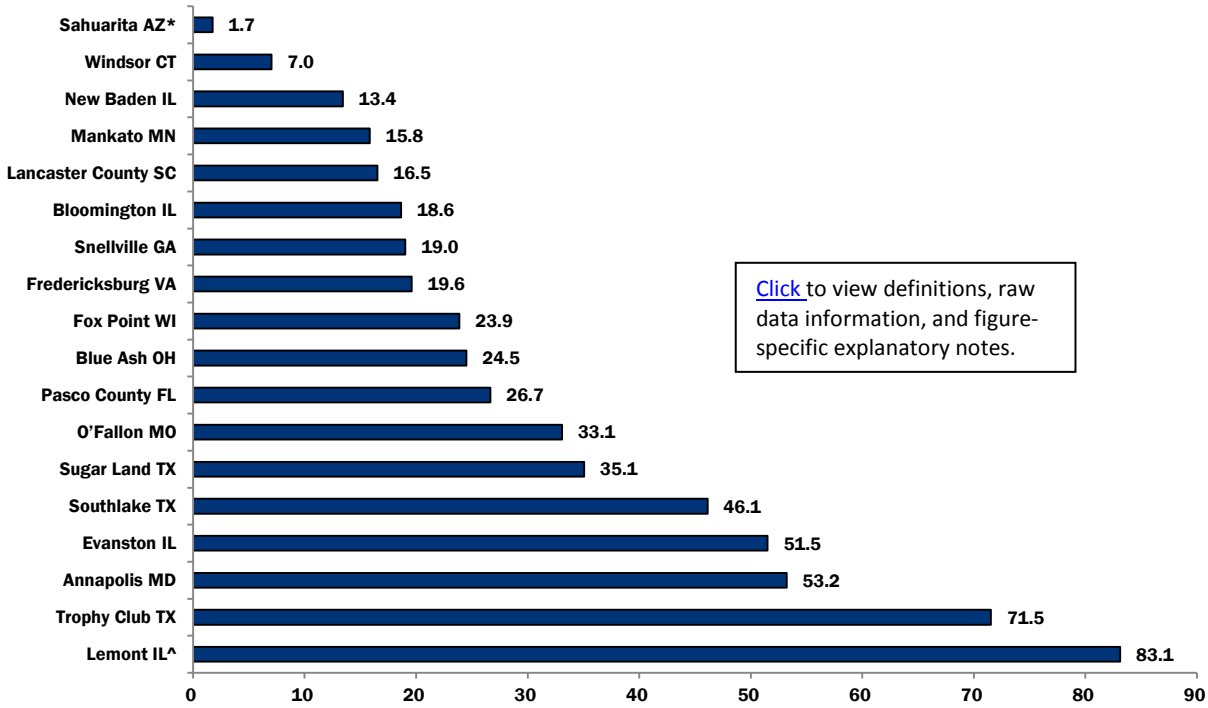
- **Hold internal meetings to celebrate successes & discuss improvements**. — Hold internal meetings/discussions with your department to review results shown in this report. Identify where your department excels and where improvement may be needed. In areas where you are a high performer, discuss how 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:

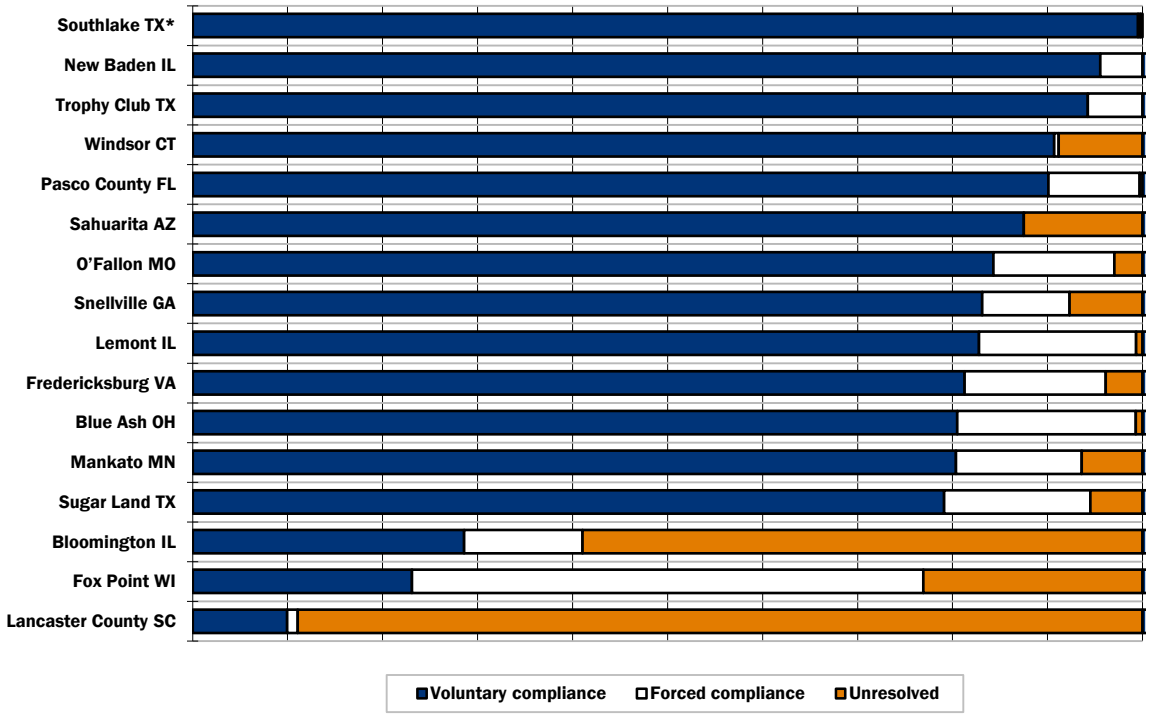
Figure 1-2. Output Measure: Code Violation Cases per 1,000 Population



*Sahuarita, AZ, reported that it employs complaint-drive enforcement, which may contribute to its relatively low number of code violation cases.
^Lemont, IL, reported that its current tracking system does not distinguish between nuisance and non-nuisance code violation cases, but all cases have a nuisance component to them.

	Code violation cases	Code violation cases per 1,000 population
CPM 101		
Mean	1,779	31.1
Median	925	24.2
CPM 101 & Comprehensive		
Mean	7,037	47.8
Median	1,436	32.9

Figure 1-3. Intermediate Outcome: Resolution of Nuisance Code Violation Cases

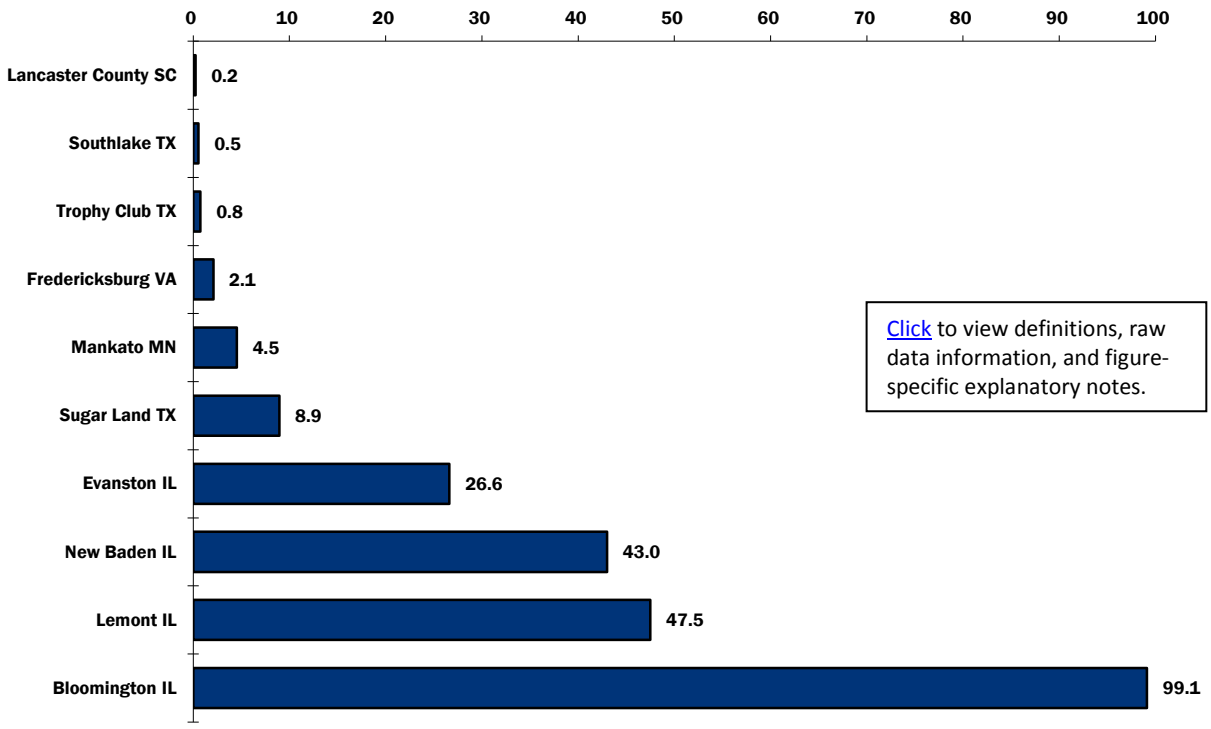


*Southlake, TX, reported that its code enforcement violations cases are comprised mainly of nuisance cases that are resolved quickly.

	Percent of total nuisance code violation cases		
	Voluntary compliance	Forced compliance	Unresolved
CPM 101			
Mean	74%	12%	14%
Median	83%	11%	5%
CPM 101 & Comprehensive			
Mean	74%	16%	11%
Median	81%	10%	4%

Click to view definitions, raw data information, and figure-specific explanatory notes.

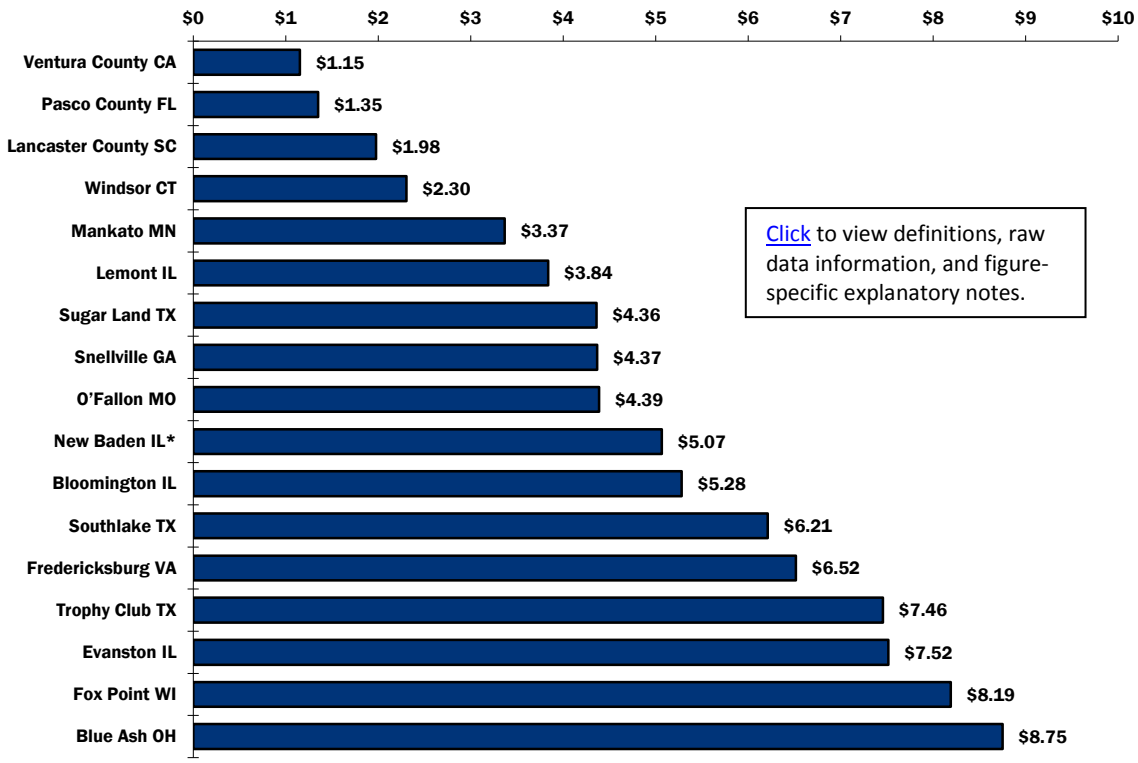
Figure 1-4. Output Measure: Abandoned/Vacant Properties per Square Mile



	Area (in square miles)	Abandoned/vacant properties	Abandoned/vacant properties per square mile
CPM 101			
Mean	200	357	25.7
Median	19	86	8.9
CPM 101 & Comprehensive*			
Mean	575		
Median	24		

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

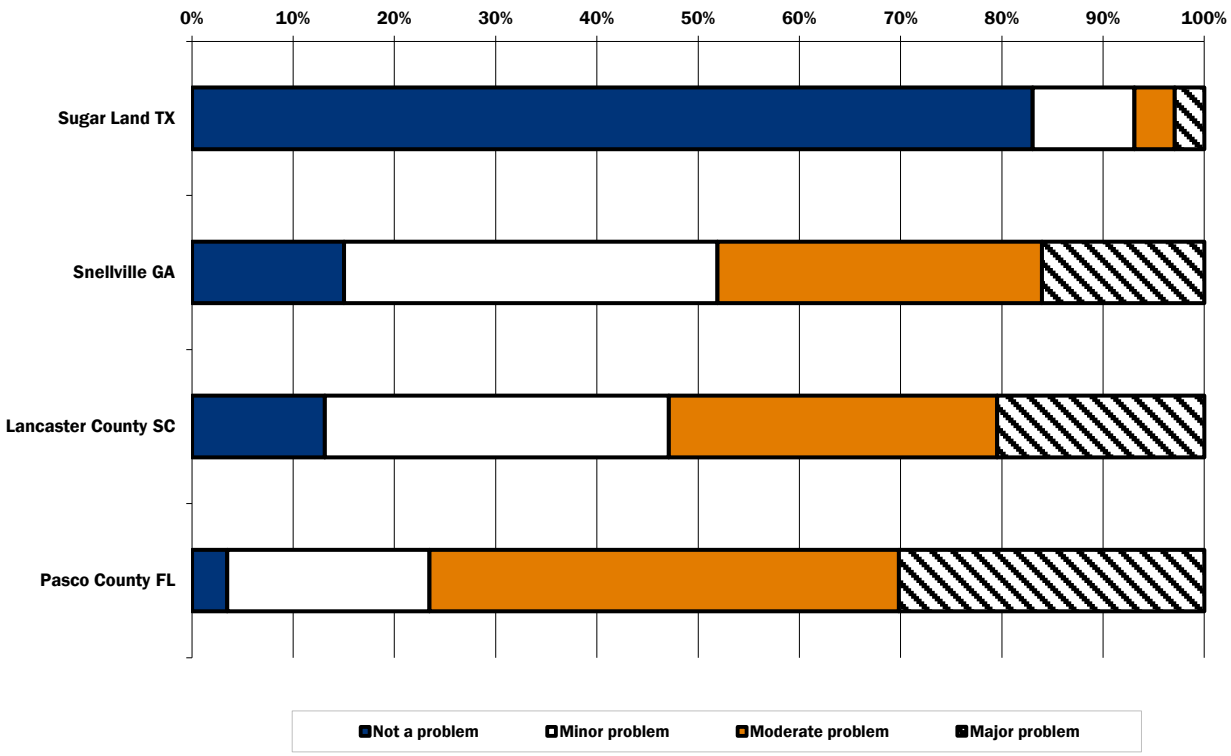
Figure 1-5. Input Measure: Code Enforcement Expenditures per Capita



*New Baden, IL, reported that it contracts for most of its code enforcement services.

	Code enforcement expenditures	Code enforcement expenditures per capita
CPM 101		
Mean	$252,083	$4.83
Median	$150,000	$4.39
CPM 101 & Comprehensive		
Mean	$1,050,429	$7.77
Median	$326,279	$5.46

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	29%	25%	29%	17%
Median	14%	27%	32%	18%
CPM 101 & Comprehensive				
Mean	32%	29%	27%	12%
Median	22%	32%	28%	8%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 "experimental" in nature. CPM welcomes feedback on whether this question was one that participants could answer, and whether it would be useful for decision-making in local governments.

- **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 by checking the Excel file your primary coordinator received by email or by contacting 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 were provided by the jurisdiction on the code enforcement 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

Jurisdiction	Population	Square footage of administrative/office facilities operated and maintained	Square footage of all jurisdiction facilities operated and maintained
Ventura County CA	802,983	1,936,855	2,797,226
Evanston IL	74,487	379,359	2,100,000
Pasco County FL	471,709	742,084	1,845,653
Sugar Land TX	84,511	221,929	1,583,597
Windsor CT	29,014		878,725
Southlake TX	26,575	115,804	581,956
Bloomington IL	74,975	38,000	507,300
Mankato MN	39,309		376,429
Lancaster County SC	75,913	273,128	363,345
Fredericksburg VA	24,286	191,795	300,482
Blue Ash OH	12,114	41,814	298,949
O'Fallon MO	79,329	38,961	254,660
Annapolis MD	38,394	83,989	253,599
Accomack County VA	30,223	96,775	147,852
Lemont IL	16,000	18,980	91,298
Sahuarita AZ	25,259	63,547	70,647
Snellville GA	17,757	33,277	56,409
New Baden IL	3,349	3,500	32,000
Fox Point WI	6,741	12,678	20,487
Trophy Club TX	8,024	10,000	19,850

	Population	Square footage of administrative/office facilities operated and maintained	Square footage of all jurisdiction facilities operated and maintained
CPM 101			
Mean	97,048	239,026	629,023
Median	29,619	73,768	299,716
CPM 101 & Comprehensive			
Mean	152,691	304,065	898,584
Median	50,745	94,361	314,317

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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a mini case study from the town of Queen Creek, AZ, which highlights how the town recruits for excellence—and demonstrated success with 100 percent customer satisfaction.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own.

  In addition to the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

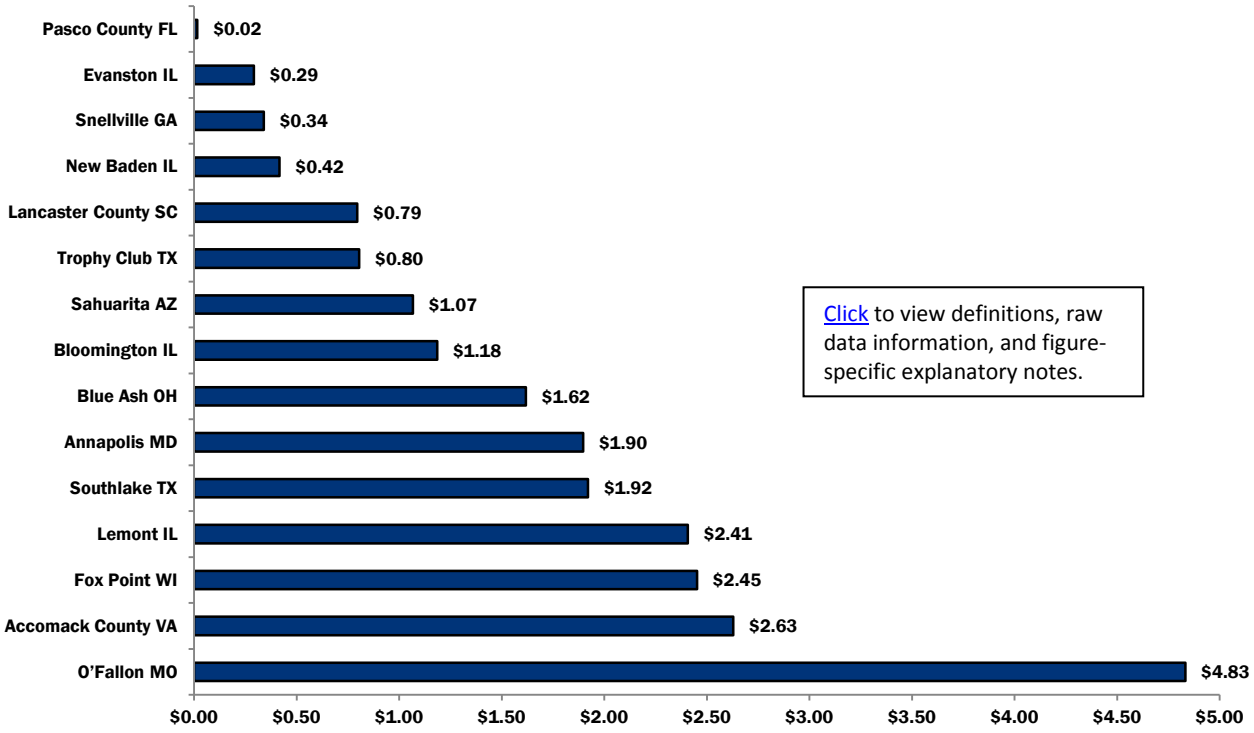
  Check out CPM's public website (icma.org/performance) and click on the Certificate Program link under the Services & Publications tab to view samples of reports prepared by participants in the CPM Comprehensive program.

- **Evaluate your policies.** If you find that custodial expenditures per square foot are higher than desired, consider a review of staffing policies. Does your jurisdiction's fleet 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.

Figure List

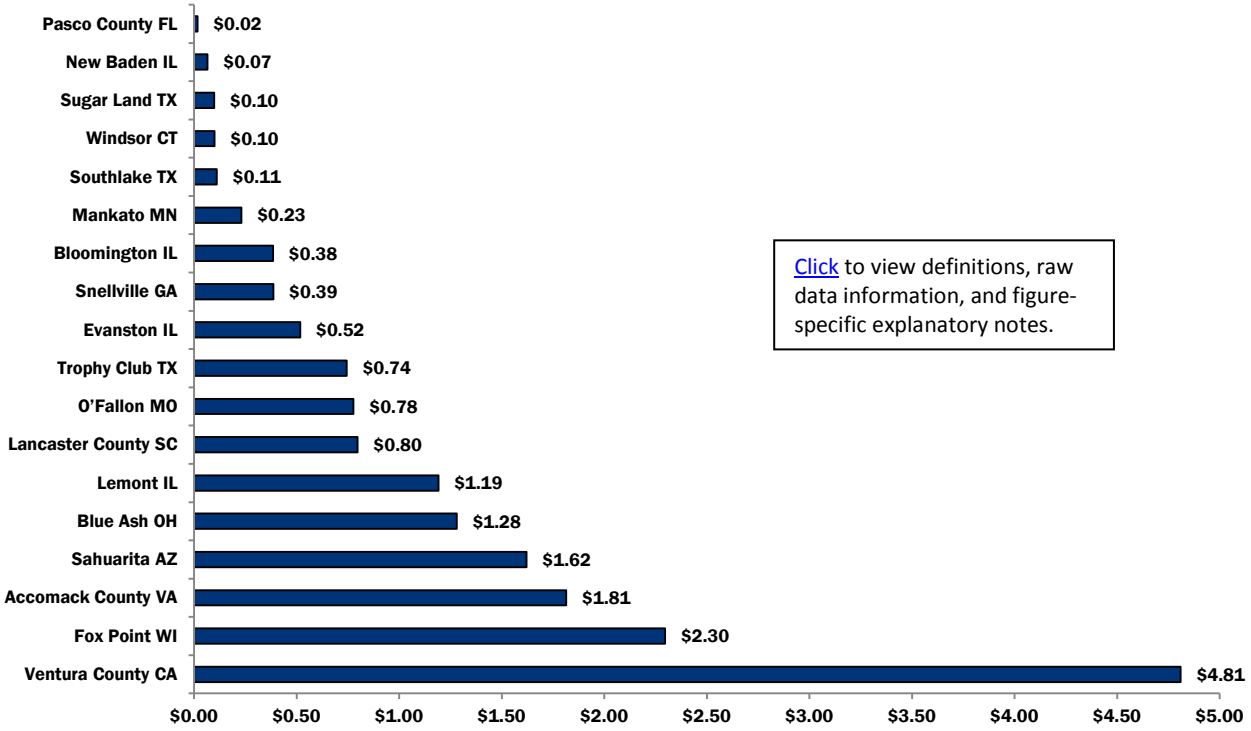
In addition to Figure 2-1 displayed above, the following figures are presented in this section:

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



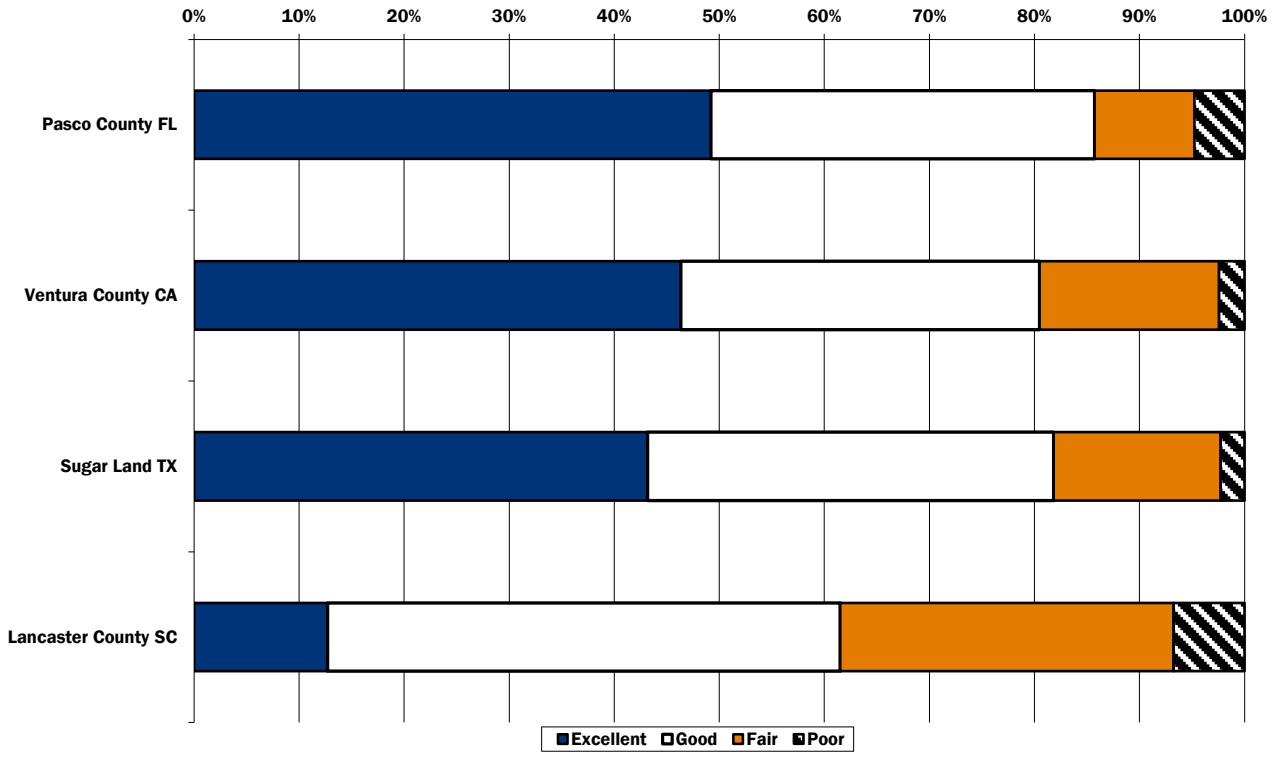
	Custodial expenditures per square foot for admin/office facilities
CPM 101	
Mean	$1.51
Median	$1.18
CPM 101 & Comprehensive	
Mean	$1.44
Median	$1.28

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



	Custodial expenditures per square foot for all facility types
CPM 101	
Mean	$0.95
Median	$0.74
CPM 101 & Comprehensive	
Mean	$1.20
Median	$0.99

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



	Excellent	Good	Fair	Poor
CPM 101				
Mean	38%	40%	19%	4%
Median	45%	38%	16%	4%
CPM 101 & Comprehensive				
Mean	41%	40%	15%	6%
Median	46%	41%	16%	4%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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:** This includes 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 is 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 by checking the Excel file your primary coordinator received by email or by contacting CPM (cpmmail@icma.org). (Non-participants do not receive access to the raw data.)

Explanatory Notes

Figure 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.

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

Jurisdiction	Population	Fire & EMS expenditures	Actual fire & EMS FTEs*	Budgeted professional fire & EMS staff	Budgeted volunteer and paid-on-call fire & EMS staff^	Minimum staffing per in-service pumper/engine
Ventura County CA	802,983		706.8	445	0	3.0
Pasco County FL	471,709	$45,953,858	579.4	410	137	3.0
Sugar Land TX	84,511	$9,589,157	135.1	90	0	4.0
Lancaster County SC	75,913	$1,941,990	72.9	87	337	1.0
Bloomington IL	74,975	$9,378,247	142.2	100	0	3.0
Evanston IL	74,487	$12,331,337	135.3	107	0	3.0
Mankato MN	39,309	$2,479,888	22.4	16	30	
Annapolis MD	38,394	$11,682,114	133.4	132	0	3.0
Accomack County VA	30,223	$3,366,370	43.9	37	387	1.0
Windsor CT	29,014	$405,540	1.0	1	136	
Southlake TX	26,575	$5,062,607	71.8	50	0	3.0
Fredericksburg VA	24,286	$5,036,436	64.9	57	0	3.0
Blue Ash OH	12,114	$4,168,649	45.7	44	0	2.0
Trophy Club TX	8,024	$1,664,070	19.1	14	5	4.0
New Baden IL	3,349	$225,226	8.5	14	0	

	Population	Fire & EMS expenditures	Actual 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	97,048	$8,091,821	145.5	107	69	2.8
Median	29,619	$4,602,543	71.8	57	0	3.0
CPM 101 & Comprehensive						
Mean	167,976	$18,630,651	337.7	247	45	3.2
Median	62,476	$11,733,587	134.6	98	5	3.0

*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 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

- **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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a best-practice, mini case study from the city of Albany, OR, which outlines how the city achieved ratings of excellent or good among more than 95 percent of those having contact with the city's emergency services. Another great story comes from Highland Park, IL, showing how the city's fire department confined more than 90 percent of fires to the room of origin in a recent year.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own.

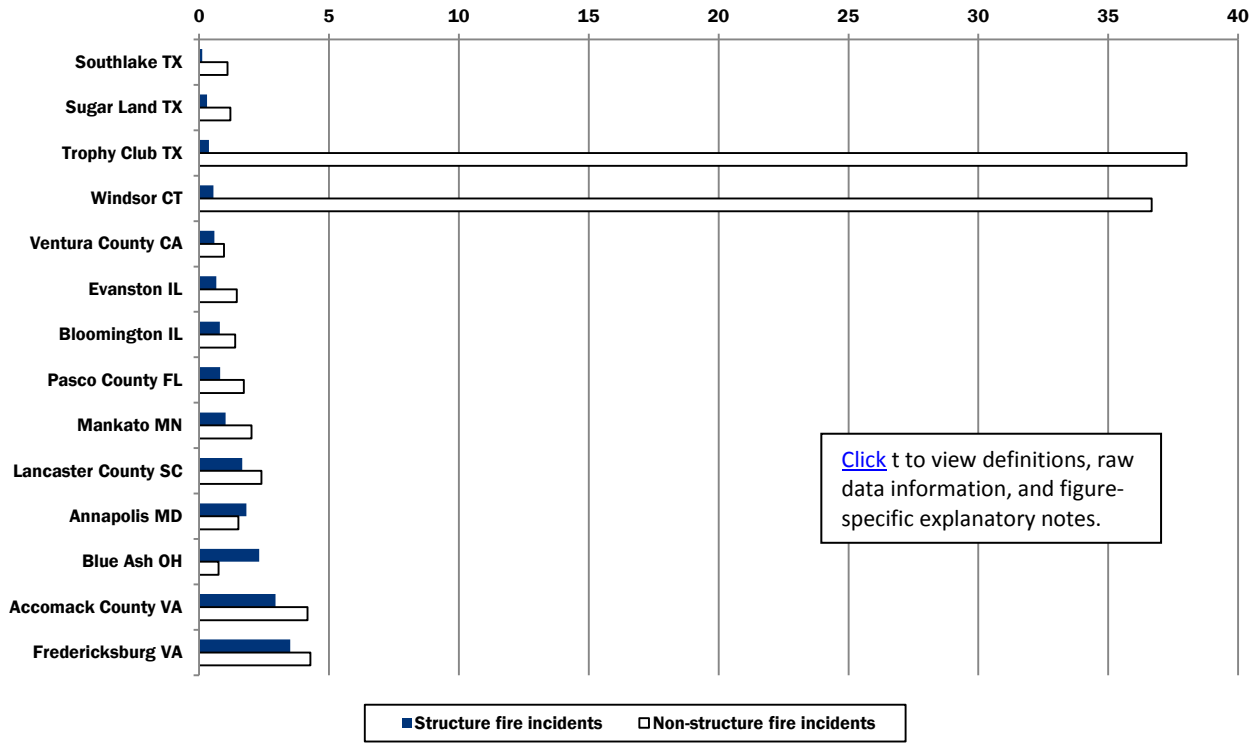
  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

  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

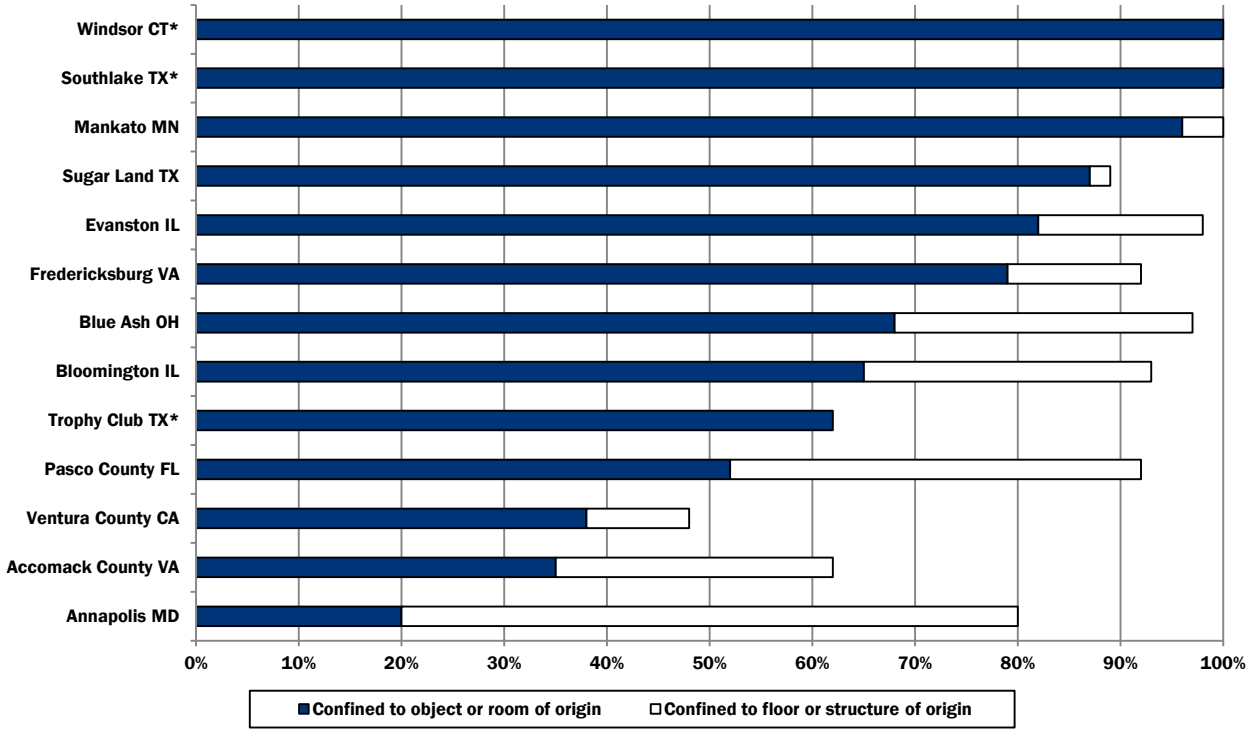
In addition to Figure 3-1 displayed above, the following figures are presented in this section:

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



	Total structure fire incidents per 1,000 population	Total non-structure fire incidents per 1,000 population
CPM 101		
Mean	1.25	6.97
Median	0.80	1.61
CPM 101 & Comprehensive		
Mean	1.25	2.62
Median	0.80	1.65

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

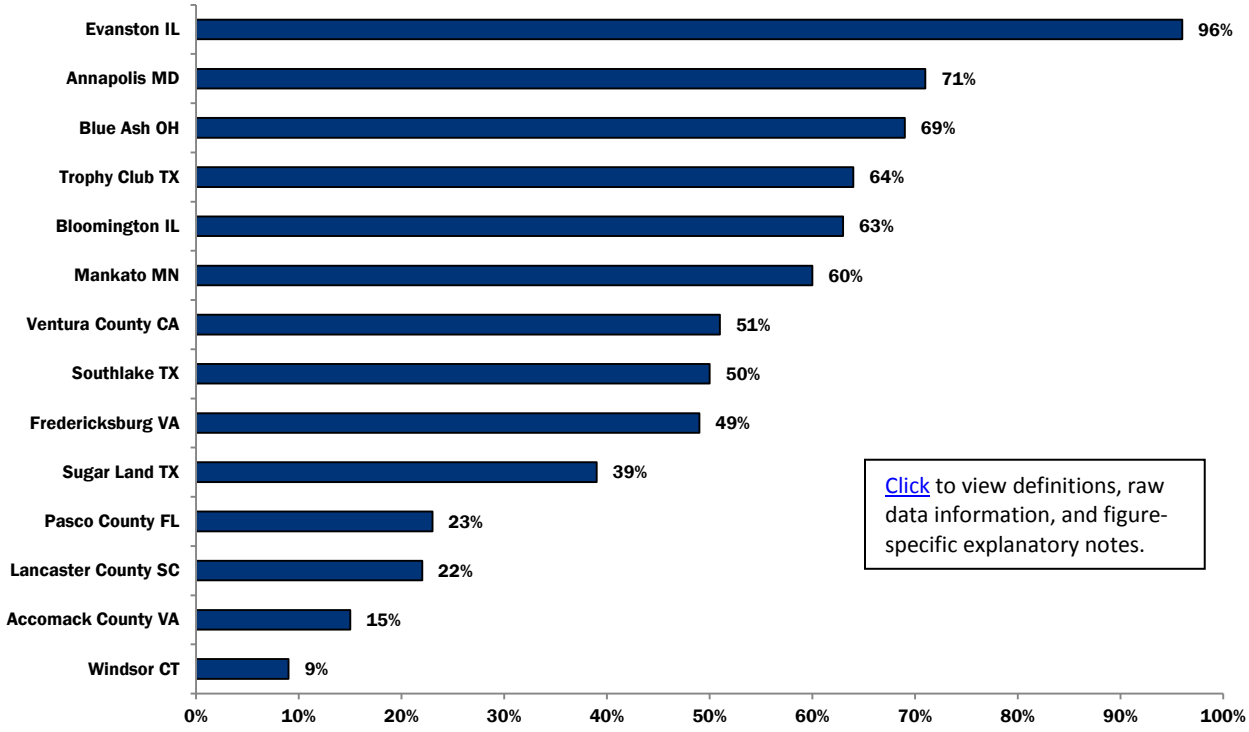


*Jurisdiction reported a value of zero percent for the percentage of fires confined to the floor or structure of origin.

	Confined to object or room of origin	Confined to floor or structure of origin
CPM 101		
Mean	68%	18%
Median	68%	13%
CPM 101 & Comprehensive		
Mean	67%	24%
Median	69%	21%

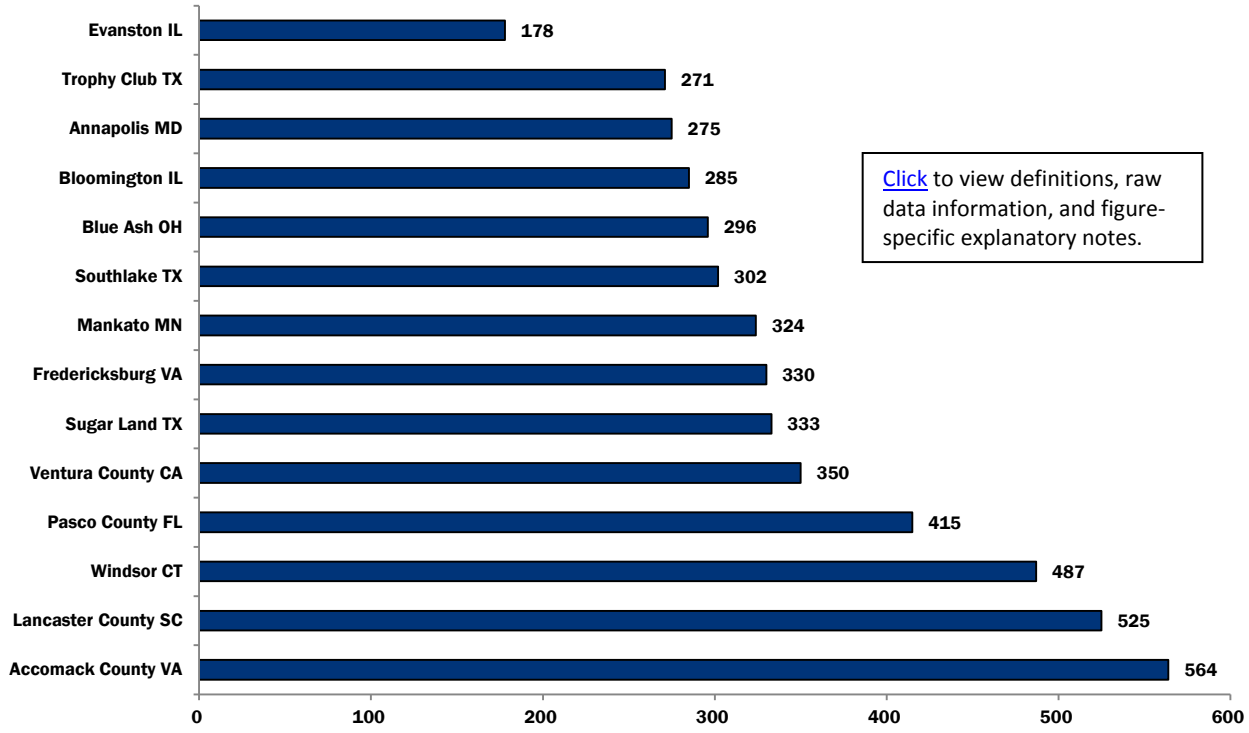
Click to view definitions, raw data information, and figure-specific explanatory notes.

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



	Percentage of fire response times five minutes and under
CPM 101	
Mean	49%
Median	51%
CPM 101 & Comprehensive	
Mean	59%
Median	57%

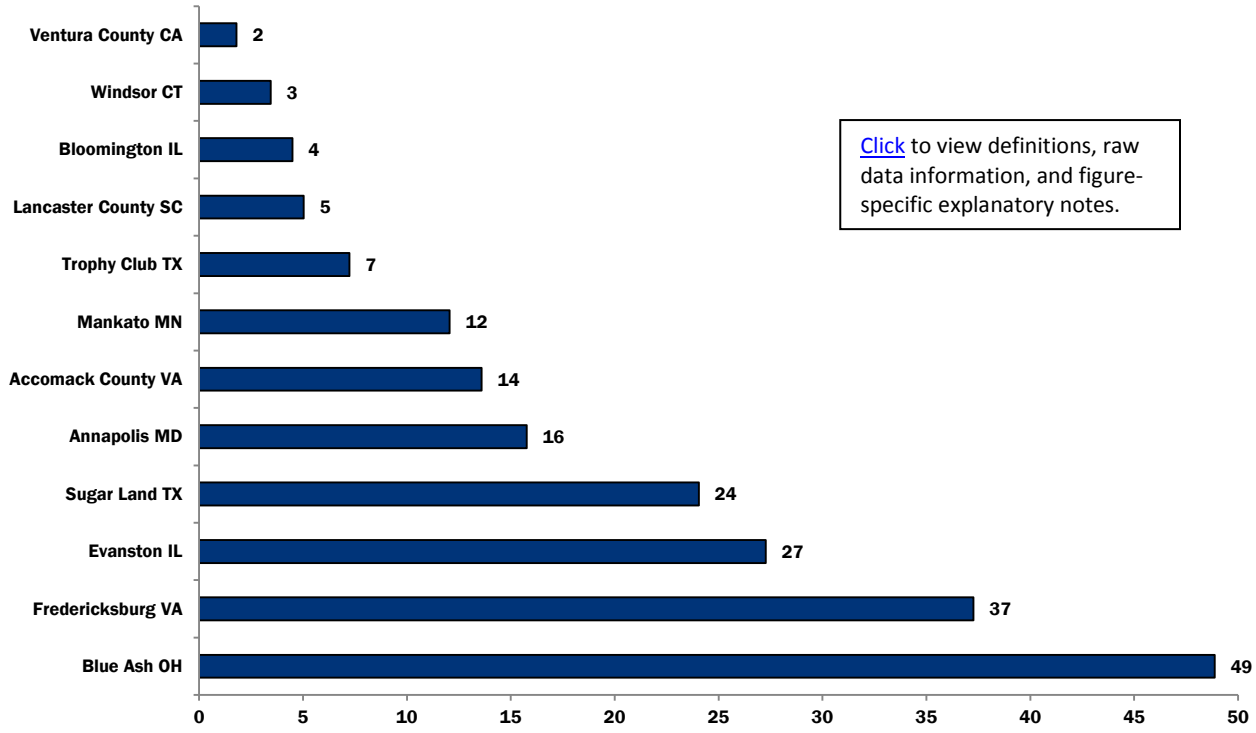
Figure 3-5. Outcome Measure: Average Response Times (in seconds) for Fire Calls, from Conclusion of Dispatch to Arrival on Scene



	Average response time (seconds)
CPM 101	
Mean	353
Median	327
CPM 101 & Comprehensive*	
Mean	
Median	

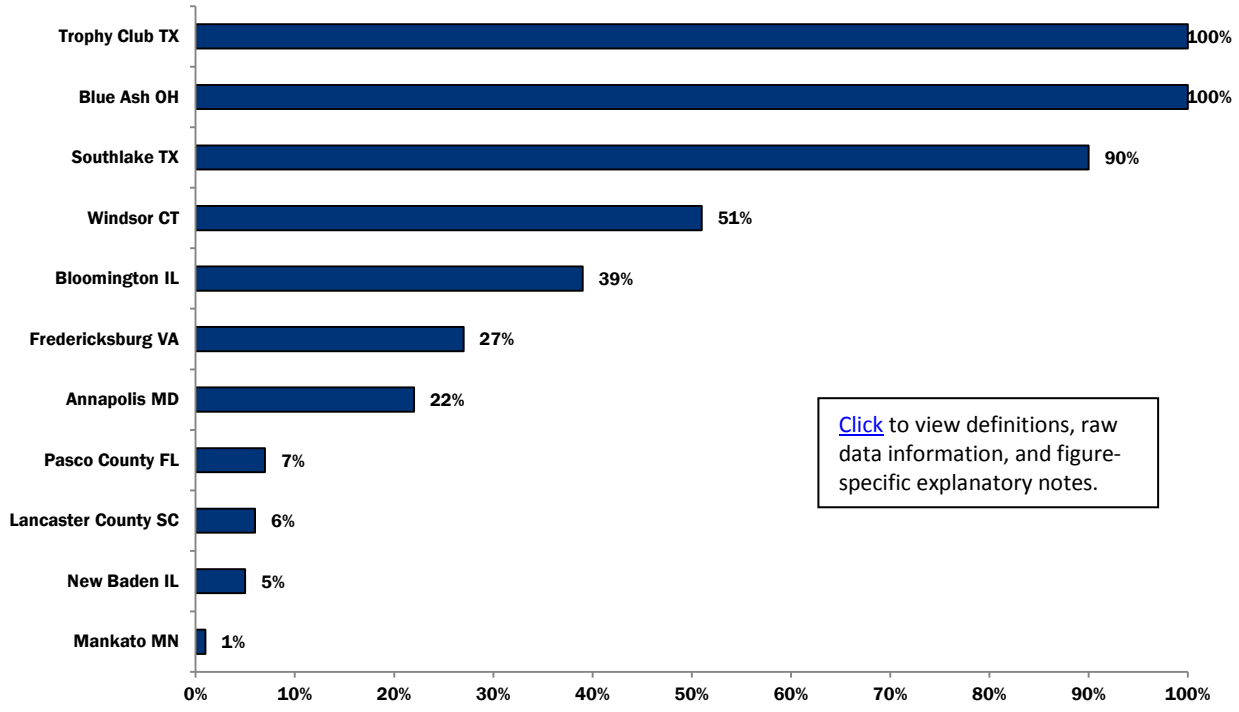
*Means and medians do not appear for the "CPM 101 & Comprehensive" category in the table above, because CPM Comprehensive does not yet include this indicator. It is a new indicator that is being tested through CPM 101

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



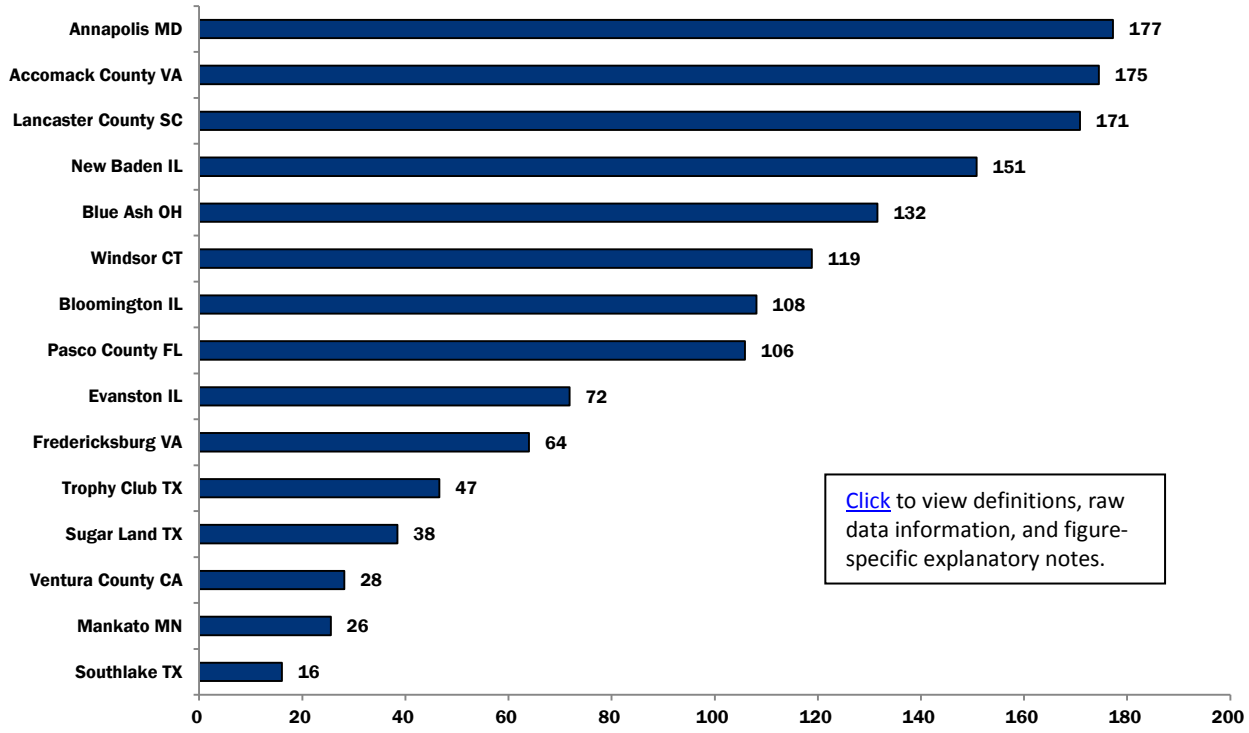
	False alarms per 1,000 population
CPM 101	
Mean	17
Median	13
CPM 101 & Comprehensive	
Mean	18
Median	15

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



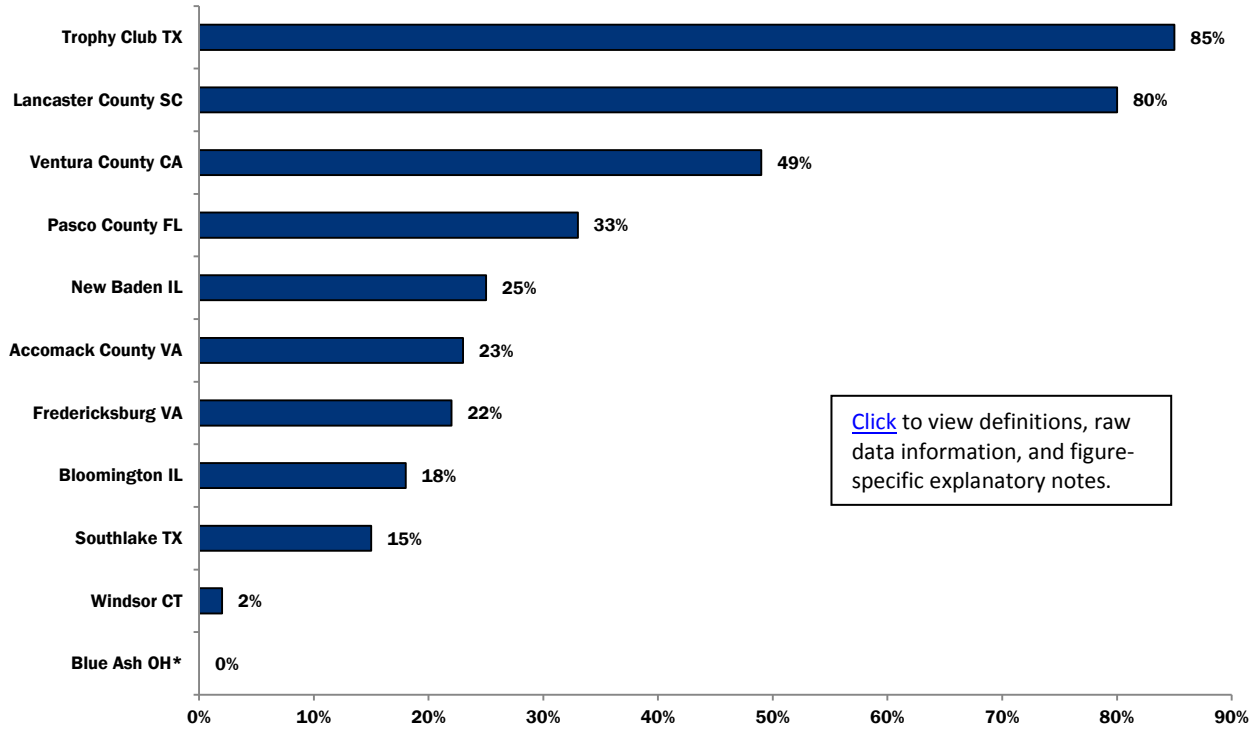
	Percentage of commercial and industrial occupancies inspected
CPM 101	
Mean	41%
Median	27%
CPM 101 & Comprehensive	
Mean	64%
Median	64%

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



	EMS responses per 1,000 population
CPM 101	
Mean	95
Median	106
CPM 101 & Comprehensive	
Mean	85
Median	76

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



	Percentage of cardiac patients delivered with a pulse
CPM 101	
Mean	32%
Median	23%
CPM 101 & Comprehensive	
Mean	31%
Median	25%

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 to 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 by checking the Excel file your primary coordinator received by email or by contacting 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., Ventura County, CA, which reported 38% confined to room of origin and 10% 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

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)
Annapolis MD	38,394	42	$57,884	341	
Bloomington IL	74,975	40	$170,491	332	$1,268,362
Blue Ash OH	12,114	14	$51,092	118	$299,846
Evanston IL	74,487	26	$126,111	397	$2,203,595
Fox Point WI	6,741	4	$4,121	40	$96,504
Fredericksburg VA	24,286	30	$57,948	159	$305,995
Lancaster County SC	75,913	100	$107,972	326	$602,454
Lemont IL	16,000	19	$65,203	162	$144,762
Mankato MN	39,309	18		232	
New Baden IL	3,349	3	$1,420	47	$6,921
O'Fallon MO	79,329	48	$148,684	302	$439,934
Pasco County FL	471,709	826		1,776	$3,283,016
Sahuarita AZ	25,259	58	$76,783	92	$90,361
Snellville GA	17,757	40	$110,486	103	$127,064
Southlake TX	26,575	26	$66,119	232	$332,612
Sugar Land TX	84,511	59	$126,826	257	$438,264
Trophy Club TX	8,024	4	$9,081	36	$55,204
Ventura County CA	802,983	155		1,381	
Windsor CT	29,014			131	

	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	97,048	84	$78,681	340	$646,326
Median	29,619	35	$66,119	232	$305,995
CPM 101 & Comprehensive					
Mean	179,010	154	358,816	738	2,807,205
Median	52,508	52	107,972	257	576,835

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 on page 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

- **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. A basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

  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 check for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is the city of Reno's mini case study, which outlines their policies and practices for ensuring high levels of customer satisfaction with fleet management services.

- **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.

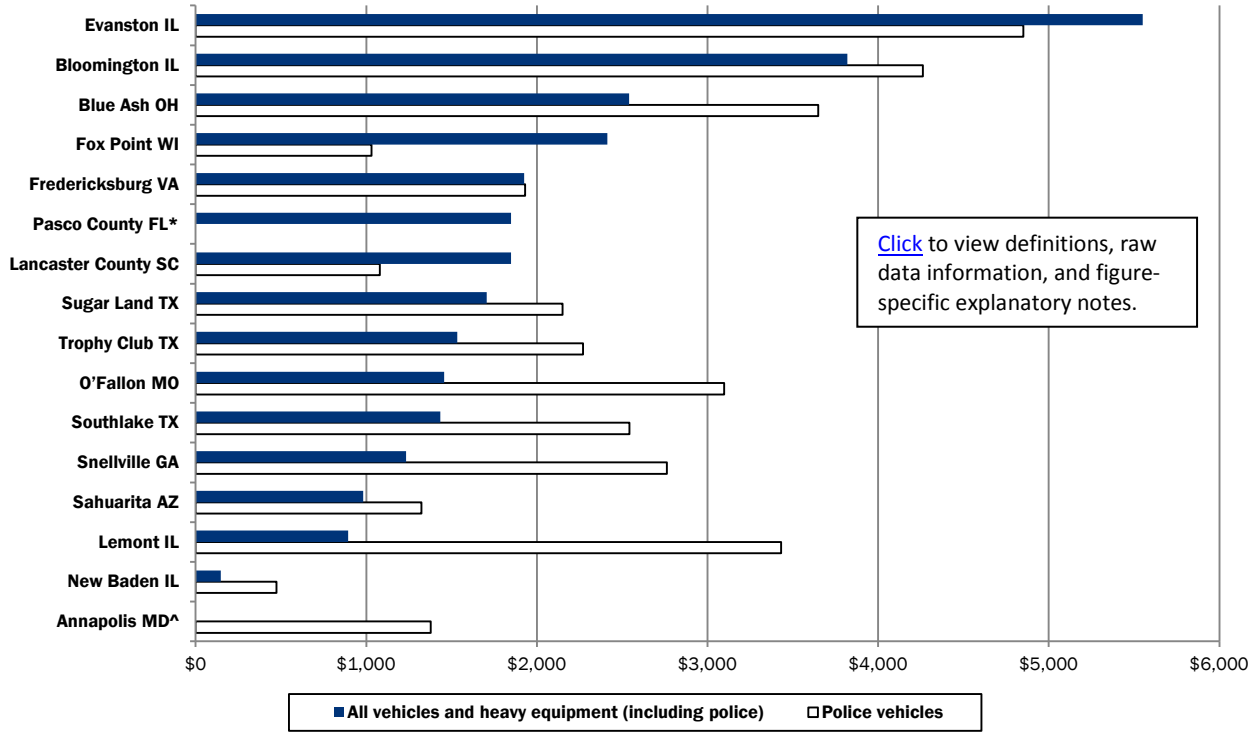
- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

  Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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:

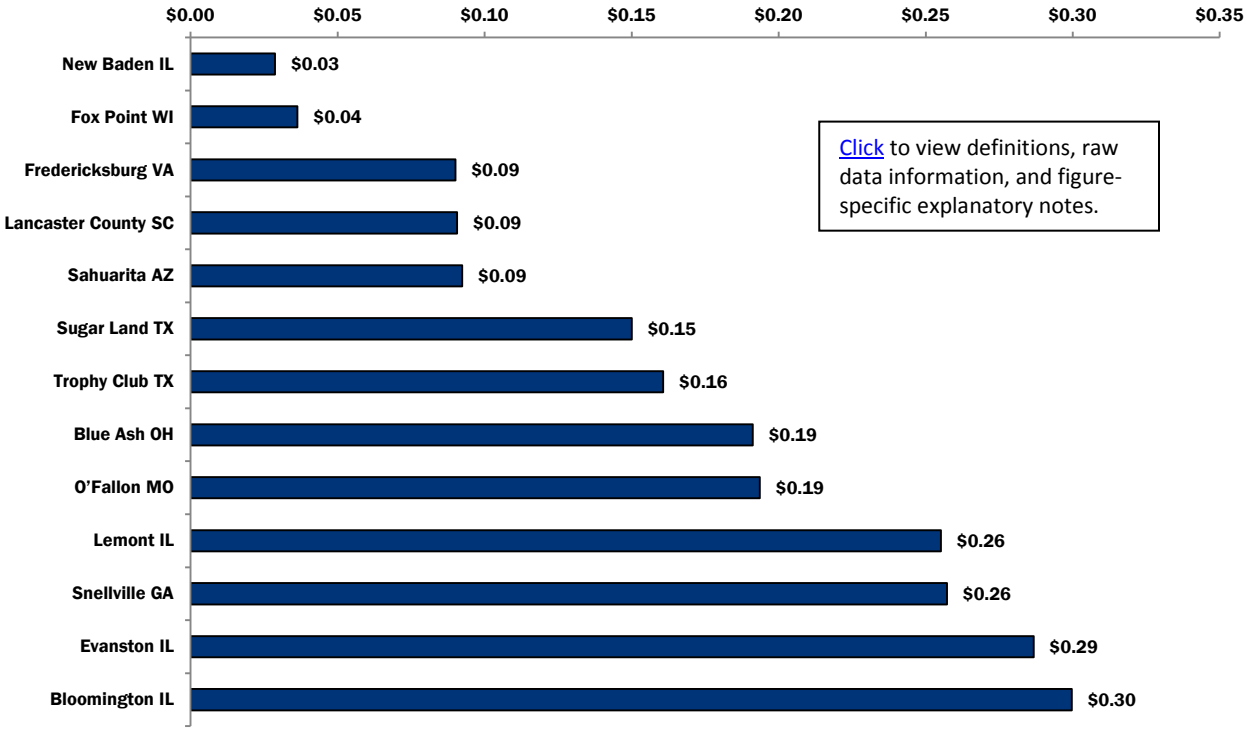
Figure 4-2: Input Measure: Average Fleet Maintenance Expenditures per Vehicle



*Jurisdiction did not report maintenance expenditures for police vehicles.
^ Jurisdiction did not report expenditures for all vehicles and heavy equipment

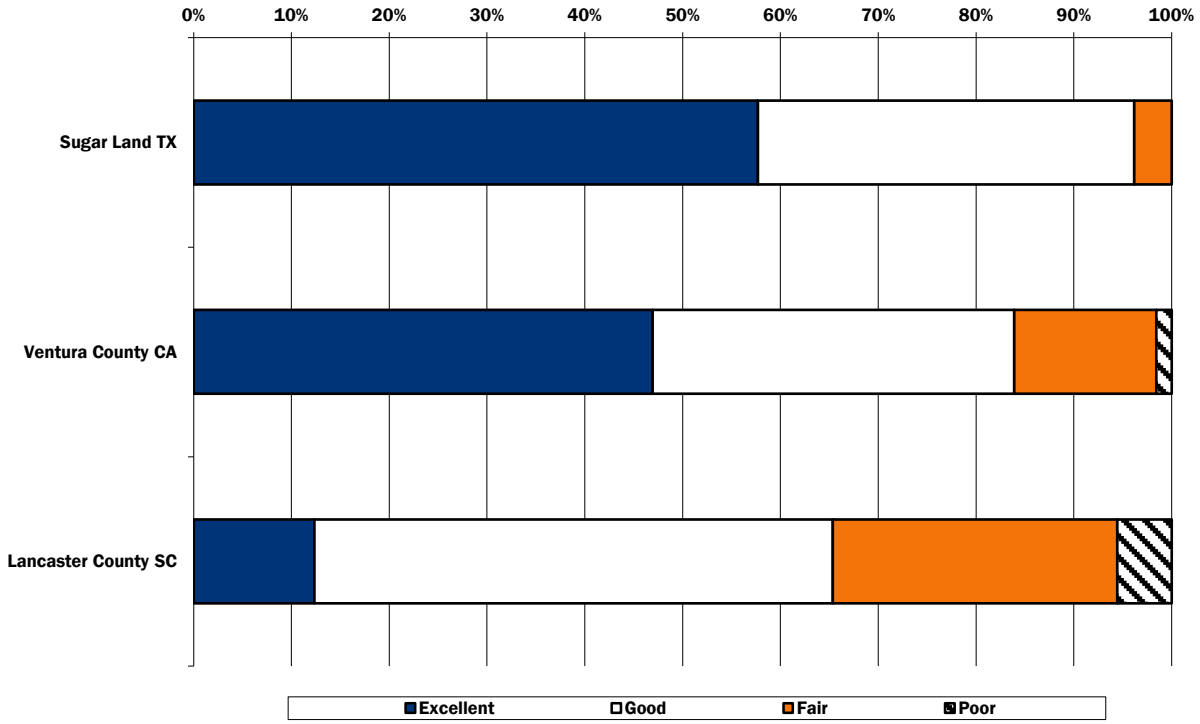
	Expenditures per vehicle for police only	Expenditures per vehicle for all vehicles and heavy equipment (including police)
CPM 101		
Mean	$2,416	$1,955
Median	$2,270	$1,705
CPM 101 & Comprehensive		
Mean	$2,917	$4,201
Median	$2,774	$2,265

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



	Expenditures per mile
CPM 101	
Mean	$0.16
Median	$0.16
CPM 101 & Comprehensive	
Mean	$0.20
Median	$0.19

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



	Excellent	Good	Fair	Poor
CPM 101				
Mean	39%	43%	16%	2%
Median	47%	38%	15%	2%
CPM 101 & Comprehensive				
Mean	44%	34%	8%	4%
Median	43%	38%	4%	1%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 by checking the Excel file your primary coordinator received by email or by contacting 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.

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

Jurisdiction	Population	Paved lane miles	Percentage of assessed lane miles rated satisfactory or better	Road rehabilitation expenditures
Annapolis MD	38,394	276		$42,298
Bloomington IL	74,975	800	85%	$4,432,860
Blue Ash OH	12,114	160	96%	$320,000
Evanston IL	74,487	403		$3,700,000
Fox Point WI	6,741	35	83%	$179,156
Fredericksburg VA	24,286	193		$260,907
Lancaster County SC	75,913	344	61%	$539,149
Lemont IL	16,000	145	50%	$223,259
New Baden IL*	3,349			
O'Fallon MO	79,329	741	88%	$1,918,202
Pasco County FL	471,709	3,311	91%	$5,115,298
Sahuarita AZ	25,259	308	47%	$281,919
Snellville GA	17,757	165		$76,928
Southlake TX	26,575	500	100%	$455,000
Sugar Land TX	84,511	912	96%	$873,909
Trophy Club TX	8,024	39		$124,812
Ventura County CA	802,983	1,115	17%	$11,660,202
Windsor CT*	29,014			

	Population	Paved lane miles	Percentage of assessed lane miles rated satisfactory or better	Road rehabilitation expenditures
CPM 101				
Mean	97,048	558	74%	$1,781,999
Median	29,619	308	85%	$320,000
CPM 101 & Comprehensive				
Mean	146,465	1,183	80%	$3,358,892
Median	41,912	1,183	180%	$3,358,892

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 jurisdictions unique plan may require concentrated efforts on one area of the jurisdiction in a particular year and could affect citizen satisfaction.

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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example to check out is the story of Lyon County, NV, and its success in maintaining roadways.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

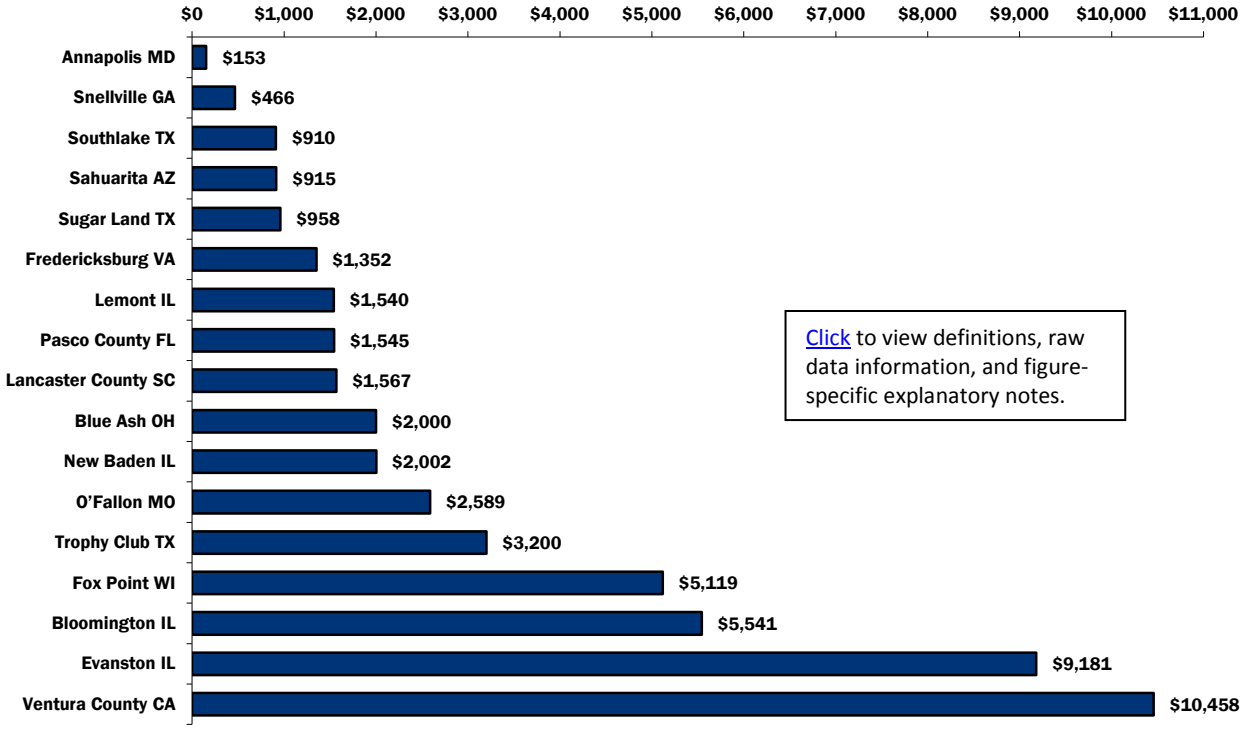
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

- **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 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

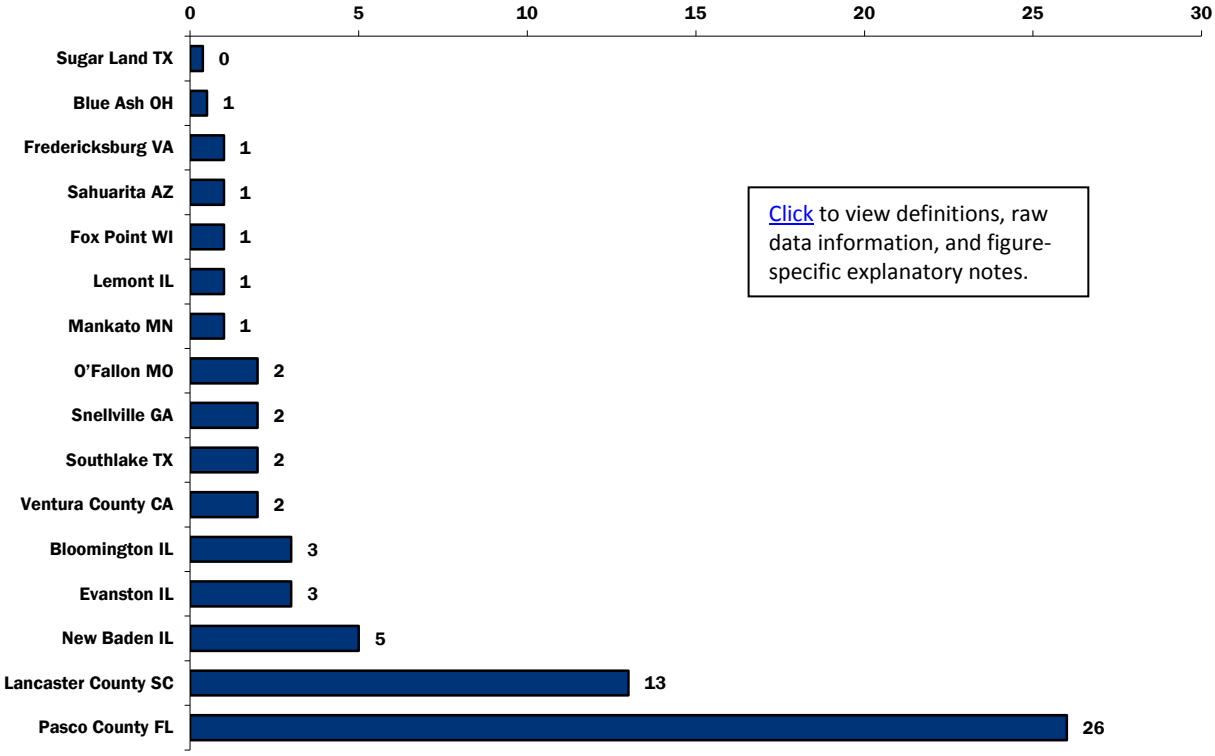


* Bloomington, IL, reported that it received unique federal funding in FY 2010 that resulted in higher road rehabilitation expenditures.

^ Evanston, IL, reported that it has maintenance jurisdiction over all roads and full jurisdiction over 90 percent of the roads within its borders.

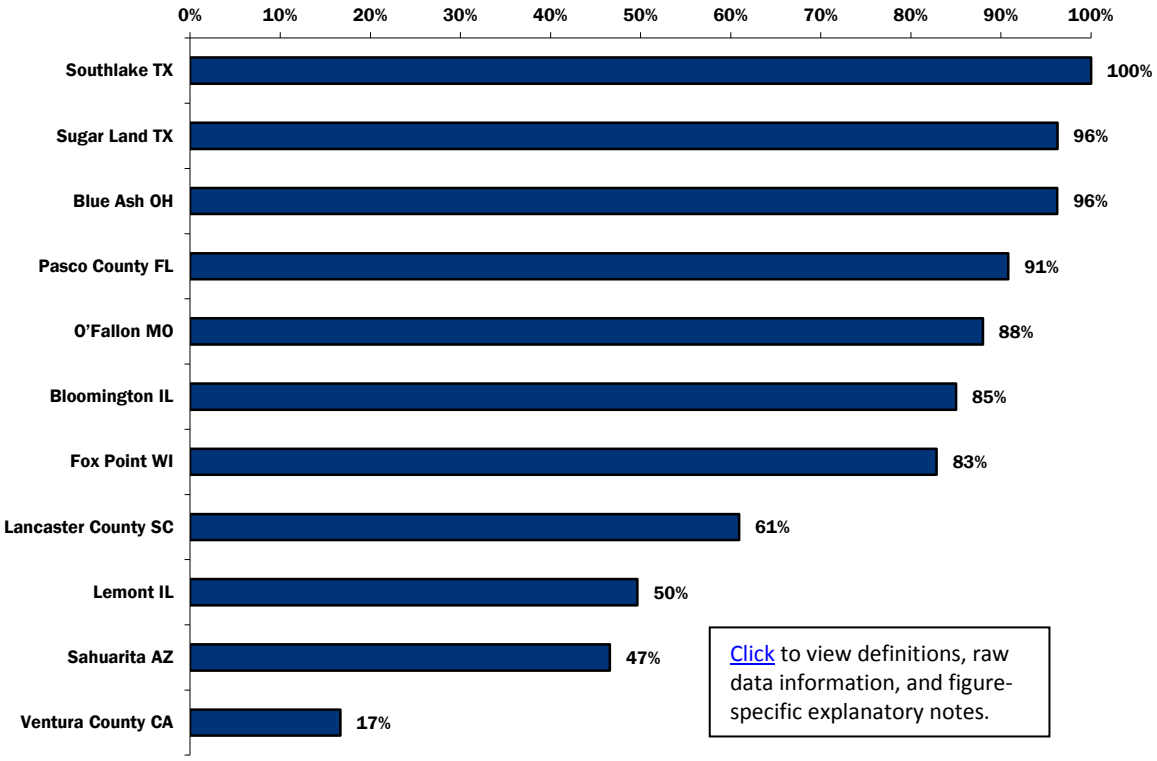
	Road rehabilitation expenditures per paved lane mile
CPM 101	
Mean	$2,912
Median	$1,567
CPM 101 & Comprehensive	
Mean	$3,721
Median	$3,721

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



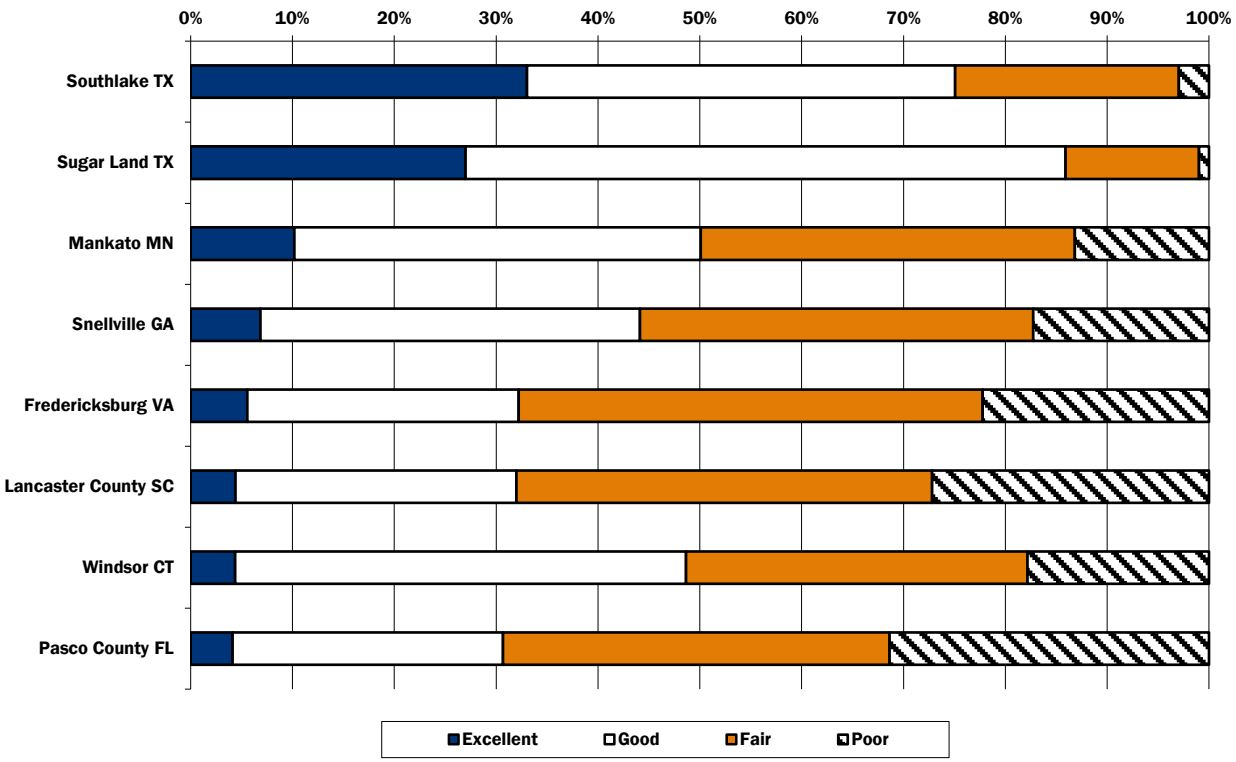
	Average working days to repair a pothole
CPM 101	
Mean	4
Median	2
CPM 101 & Comprehensive	
Mean	3
Median	4

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



	Percentage of lane miles assessed in satisfactory or better condition
CPM 101	
Mean	74%
Median	85%
CPM 101 & Comprehensive	
Mean	80%
Median	180%

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



	Excellent	Good	Fair	Poor
CPM 101				
Mean	12%	38%	34%	17%
Median	6%	39%	37%	18%
CPM 101 & Comprehensive				
Mean	11%	38%	32%	19%
Median	9%	39%	34%	17%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 2010. 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 by checking the Excel file your primary coordinator received by email or by contacting 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

Jurisdiction	Population	Human resources FTEs	Human resources expenditures	Average working days to complete an external recruitment
Annapolis MD	38,394	4.2	$787,410	24
Bloomington IL	74,975	8.5	$929,939	
Blue Ash OH	12,114	2.8	$358,907	
Evanston IL	74,487	8.1	$1,642,528	66
Fredericksburg VA	24,286	3.0	$270,219	
Lancaster County SC	75,913	2.4	$178,624	42
Lemont IL*	16,000			
New Baden IL*	3,349			
O'Fallon MO	79,329	3.0	$326,729	
Pasco County FL	471,709	9.1	$729,880	60
Sahuarita AZ	25,259	2.0	$174,110	16
Snellville GA	17,757	0.7	$81,331	20
Southlake TX	26,575	3.1	$348,783	
Sugar Land TX	84,511	10.0	$1,071,404	55
Trophy Club TX	8,024	1.3	$81,752	43
Windsor CT	29,014	3.1	$378,948	43

	Population	Human resources FTEs	Human resources expenditures	Average working days to complete an external recruitment
CPM 101				
Mean	97,048	4.5	$511,420	45
Median	29,619	3.1	$348,783	43
CPM 101 & Comprehensive				
Mean	175,925	10.6	$1,671,602	50
Median	49,165	4.0	$452,115	40

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 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

- **Use your performance data to boost internal efficiency and improve service to applicants.** If your human resource operation frequently fields calls from external applicants (and perhaps internal applicants, too) who want to check on their application status and you believe your FY 2010 average external recruitment time is representative of your norm, consider posting it with your job listings. Then, applicants will know roughly how soon they can expect to hear from you.

- **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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a mini case study from Queen Creek, AZ, outlining how the town completed most external recruitments in just 30 days.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

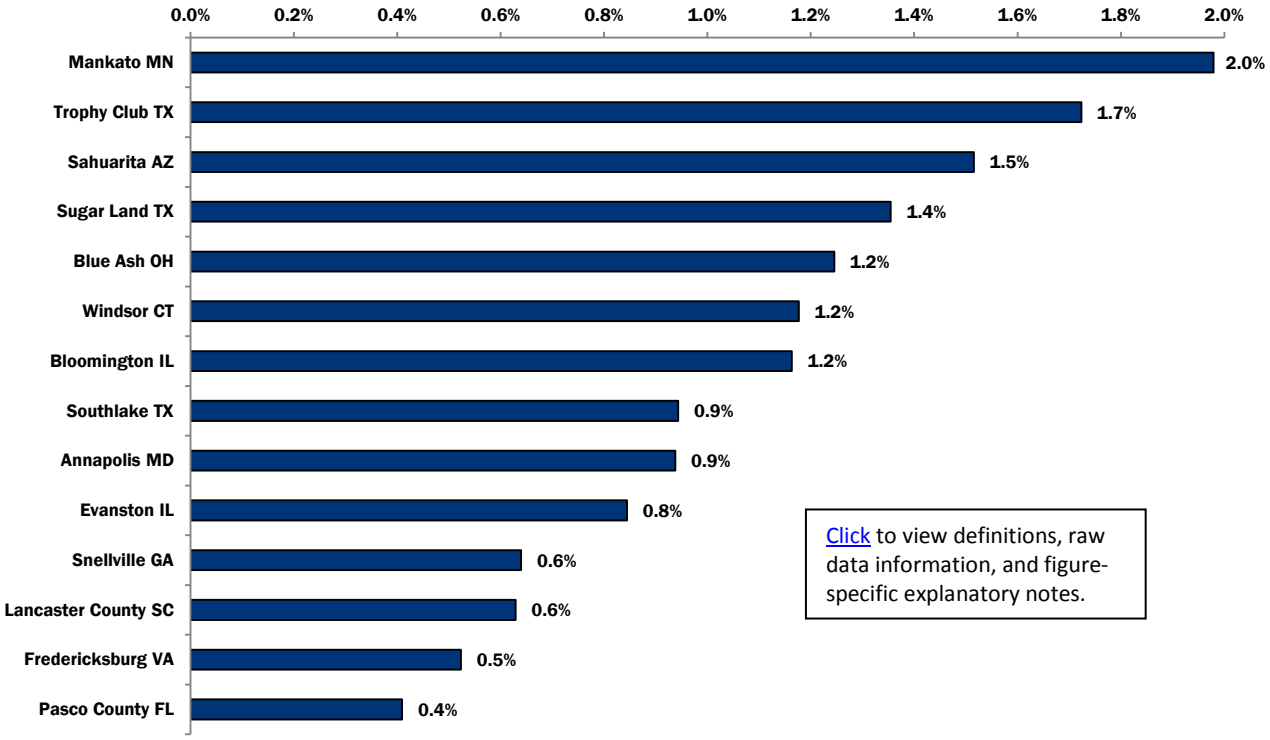
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

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

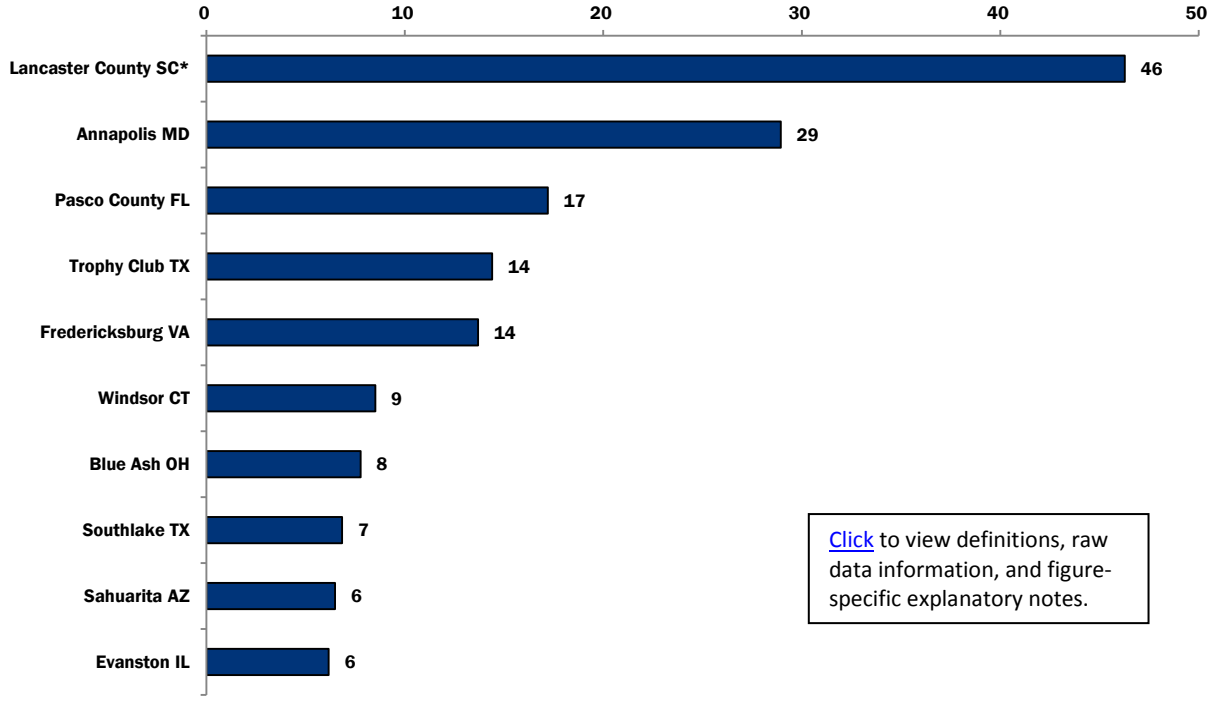
Figure 6-2: Input Measure: Human Resources FTEs as a Percentage of Total Jurisdiction FTEs



Click to view definitions, raw data information, and figure-specific explanatory notes.

	Human resources FTEs as a percentage of total jurisdiction FTEs
CPM 101	
Mean	1.1%
Median	1.1%
CPM 101 & Comprehensive	
Mean	1.2%
Median	0.8%

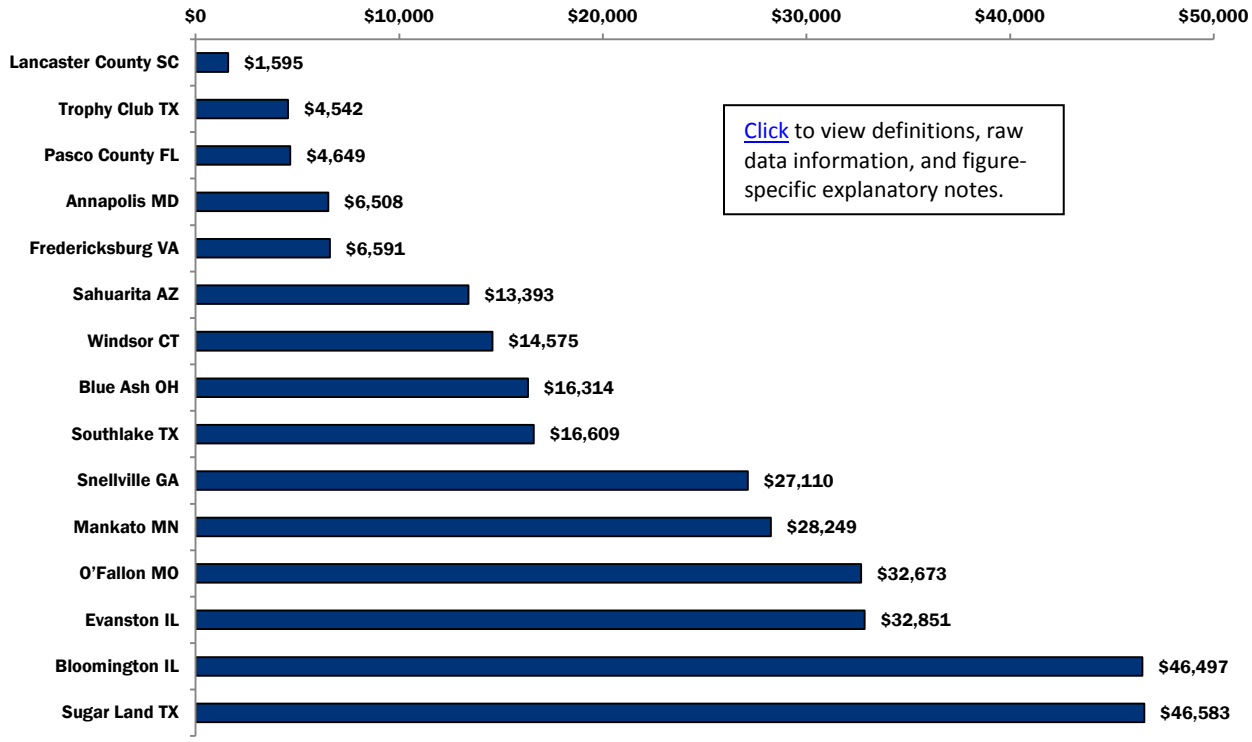
Figure 6-3. Efficiency Measure: External Recruitments Completed per Human Resource FTE



* Lancaster County, SC, noted that most of their recruitments come from continuous openings for positions such as Police Deputy or Parks and Recreation staff. In FY 2010, five recruitments resulted from openings that were not continuous.

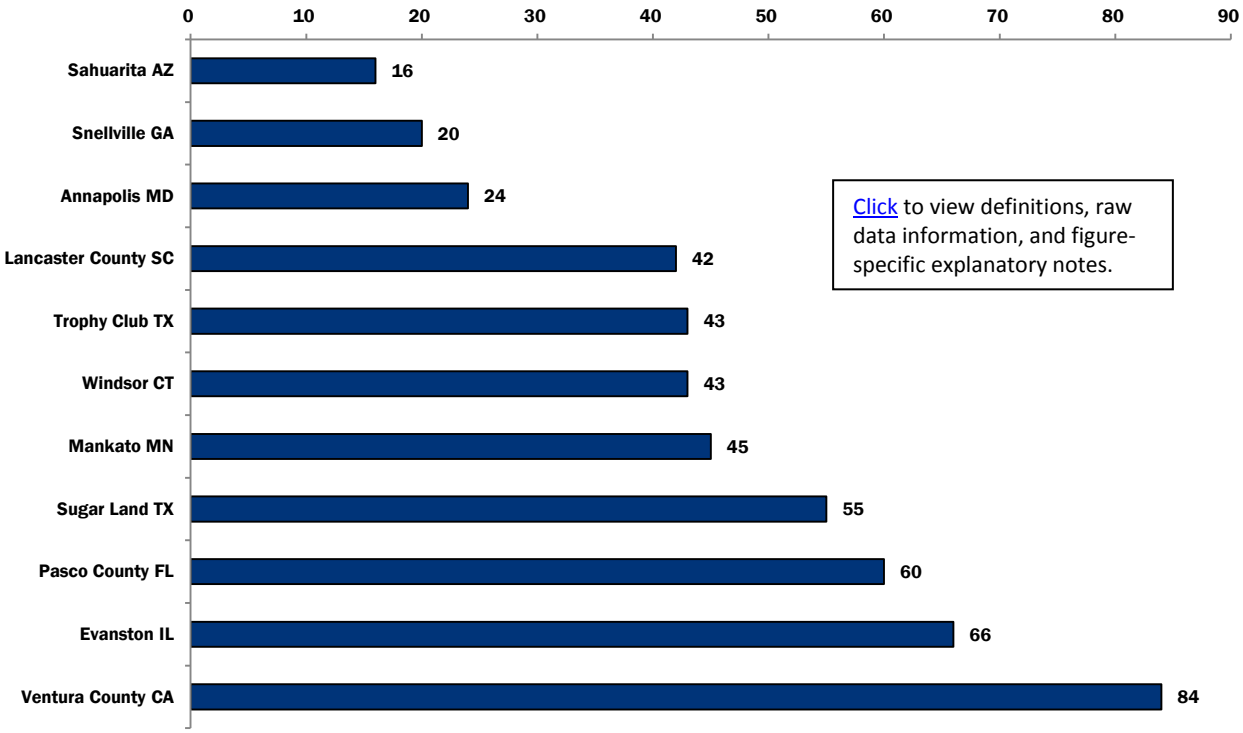
	External recruitments completed per human resource FTE
CPM 101	
Mean	11
Median	7
CPM 101 & Comprehensive	
Mean	24
Median	5

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



	Human resources expenditures per external recruitment completed
CPM 101	
Mean	$19,916
Median	$16,314
CPM 101 & Comprehensive	
Mean	$35,406
Median	$21,845

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



	Average working days to complete an external recruitment
CPM 101	
Mean	45
Median	43
CPM 101 & Comprehensive	
Mean	50
Median	40

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

Because customer satisfaction data was provided by only one CPM 101 pilot participant (Lancaster County, SC), a graph was not created for this measure. However, the means and medians incorporating the CPM Comprehensive Program data are presented below.

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, please contact CPM at (202) 962-3562 or send an e-mail to cpmmail@icma.org.

Click to view definitions, raw data information, and figure-specific explanatory notes.

	Excellent	Good	Fair	Poor
CPM 101				
Mean				
Median				
CPM 101 & Comprehensive				
Mean	32%	48%	16%	4%
Median	26%	50%	12%	3%

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 HR 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 2010, 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 by checking the Excel file your primary coordinator received by email or by contacting CPM (cpmmail@icma.org). (Non-participants do 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

Jurisdiction	Population	IT expenditures	IT FTEs	IT FTEs as percentage of jurisdiction FTEs
Annapolis MD	38,394	$272,462	8.8	2.0%
Bloomington IL	74,975	$2,195,962	9.8	1.3%
Blue Ash OH	12,114	$549,613	2.0	0.9%
Evanston IL	74,487	$5,532,697	12.7	1.3%
Fox Point WI	6,741	$22,218		
Fredericksburg VA	24,286	$639,211	5.8	1.0%
Lancaster County SC	75,913	$523,975	2.5	0.6%
Lemont IL	16,000	$129,416	0.2	0.3%
Mankato MN	39,309	$864,489	10.2	3.6%
New Baden IL	3,349	$1,728	0.0	0.0%
O'Fallon MO	79,329	$409,000	3.0	
Pasco County FL	471,709	$7,882,218	67.8	3.0%
Sahuarita AZ	25,259	$398,572	3.1	2.3%
Snellville GA	17,757	$72,027	1.0	1.0%
Southlake TX	26,575	$1,449,736	7.3	2.2%
Sugar Land TX	84,511	$2,402,682	20.7	2.8%
Trophy Club TX	8,024	$312,775	1.9	2.7%
Ventura County CA	802,983	$29,206,051	163.4	2.4%
Windsor CT	29,014	$494,873	3.0	1.2%

	Population	IT expenditures	IT FTEs	IT FTEs as percentage of jurisdiction FTEs
CPM 101				
Mean	97,048	$2,808,406	18.0	1.7%
Median	29,619	$523,975	4.4	1.3%
CPM 101 & Comprehensive				
Mean	167,388	$1,447,108	5.3	1.1%
Median	62,209	$224,035	0.2	1.0%

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 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

- **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. A basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

  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 Information Technology 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement

targets and boost performance—and to promote ongoing high performance. One example is the city of Westminster's mini case study, which outlines their policies and practices for ensuring high levels of customer satisfaction with information technology services.

- **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.

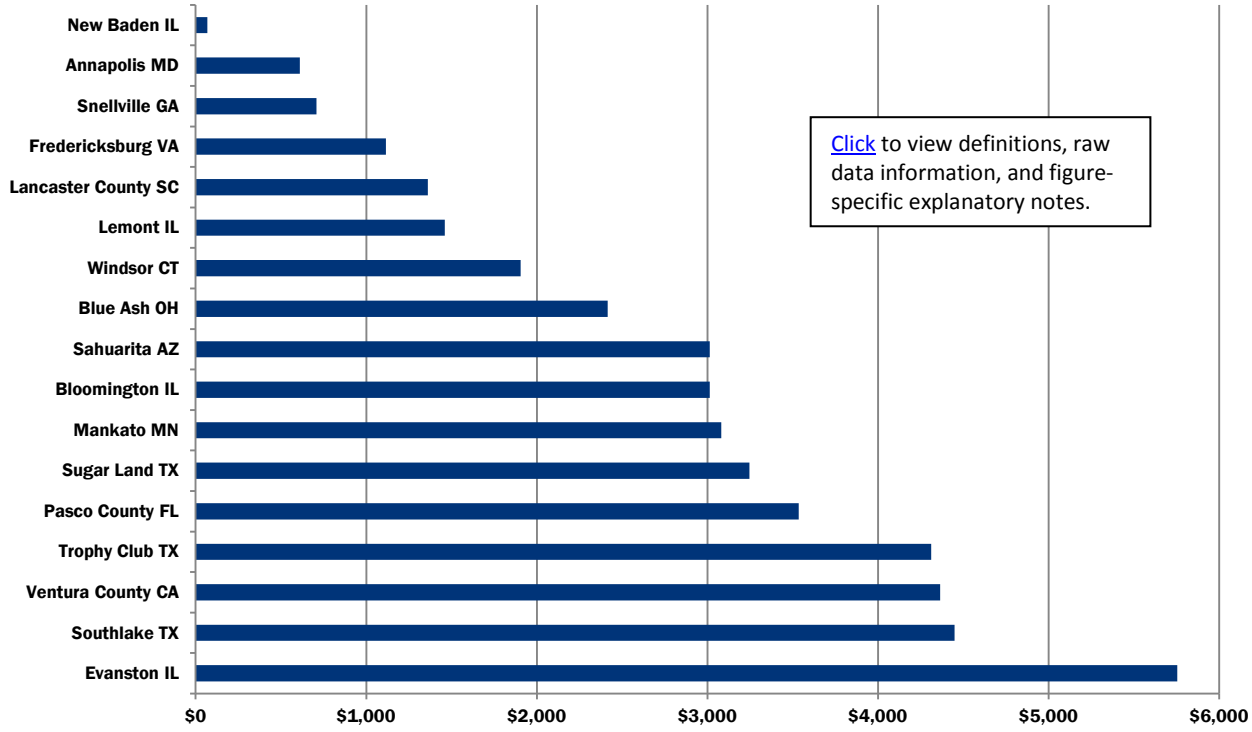
- **Prepare a report**
  Using the data you have evaluated and the goals you are hoping to achieve, write up a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

  Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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

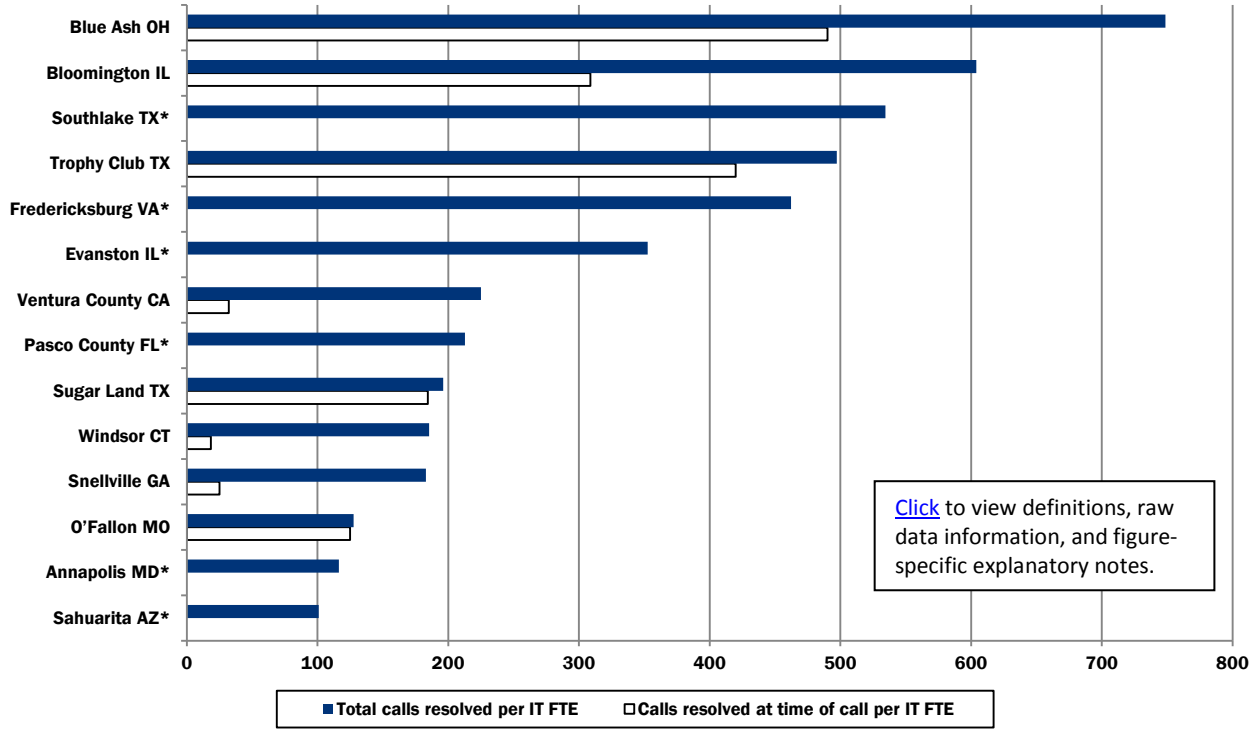
In addition to Figure 7-1 displayed above, the following figures are presented in this section:

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



	IT expenditures per jurisdiction FTE
CPM 101	
Mean	$2,612
Median	$3,013
CPM 101 & Comprehensive	
Mean	$2,481
Median	$2,387

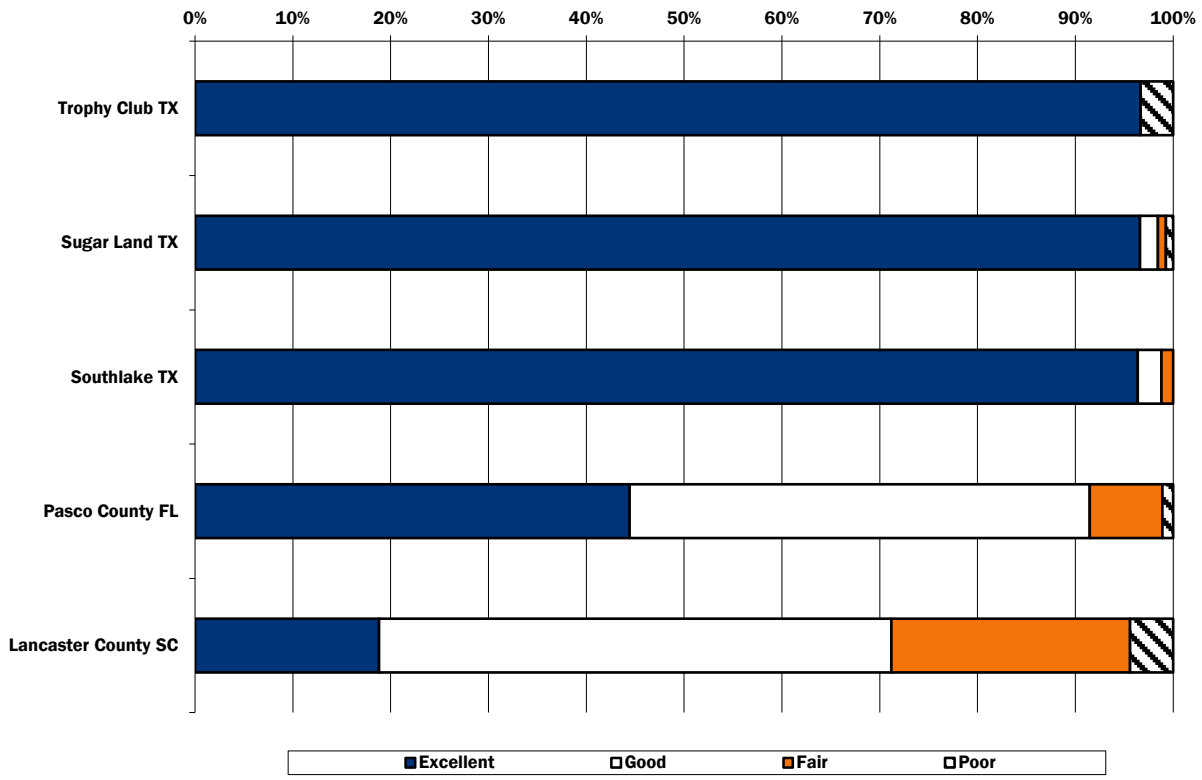
Figure 7-3: Efficiency Measure: Number of Help Desk Calls per IT FTE



*Jurisdictions did not report the number of help desk calls resolved at time of call.

	Total calls received per IT FTE	Resolved at time of call per IT FTE
CPM 101		
Mean	325	200
Median	219	155
CPM 101 & Comprehensive		
Mean	309	161
Median	256	132

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



	Excellent	Good	Fair	Poor
CPM 101				
Mean	71%	21%	7%	2%
Median	96%	2%	1%	1%
CPM 101 & Comprehensive				
Mean	55%	34%	9%	3%
Median	50%	36%	7%	2%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 report by checking the Excel file your primary coordinator received by email or by contacting 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.

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

Jurisdiction	Population	Total library expenditures	Library expenditures per capita	Paid library FTEs	Number of public internet-connected terminals in libraries
Ventura County CA	802,983	$10,446,994	$13.01	111.1	186
Pasco County FL	471,709	$4,915,802	$10.42	94.8	165
Lancaster County SC	75,913	$1,178,180	$15.52	19.3	47
Bloomington IL	74,975	$4,955,498	$66.10	64.2	53
Evanston IL	74,487	$746,542	$10.02	51.0	46
Windsor CT	29,014	$1,269,844	$43.77	19.8	38
Southlake TX	26,575	$647,358	$24.36	9.5	18
New Baden IL	3,349	$52,794	$15.76	1.1	7

	Population	Total library expenditures	Library expenditures per capita	Paid library FTEs	Number of public internet-connected terminals in libraries
CPM 101					
Mean	97,048	$3,026,627	$24.87	46.3	70
Median	29,619	$1,224,012	$15.64	35.4	47
CPM 101 & Comprehensive					
Mean	206,505	$6,076,615	$29.64	70.1	140
Median	64,281	$2,295,052	$24.36	33.3	67

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 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

- **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. If your community has seen changes like the one's mentioned, 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 mean and medians**. 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.

  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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a mini case study from Johnson City, TN, which describes how the city's library achieved a 97 percent satisfaction rate in one recent year.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

- **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

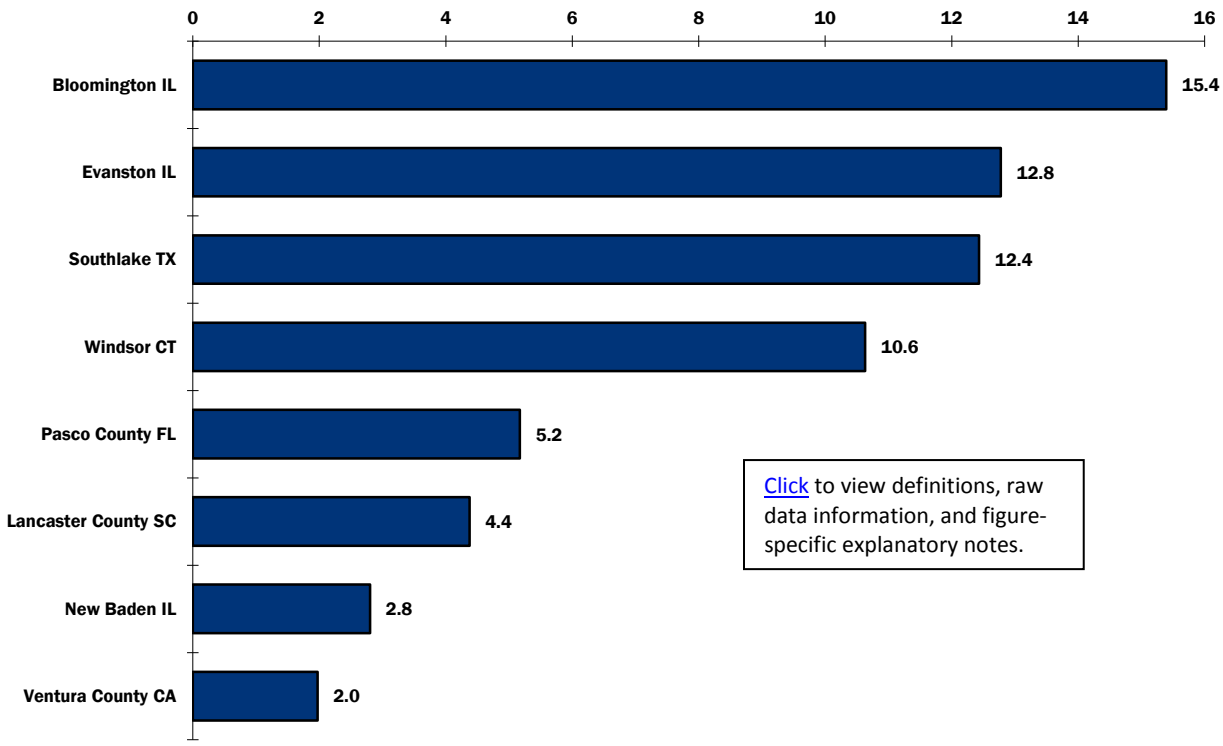
areas where improvement is desired, solicit ideas from department employees about how to set and reach new targets. Consider consulting peer communities for advice, too. Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and 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.

- **Examine results, and set goals.** Libraries are an integral part of communities. They provide learning opportunities, hold community events, and give citizens opportunities they may not have at home. Your jurisdiction can use the results of CPM 101 to evaluate the quality of your library services and set goals for service improvement. Additionally, over time, you can track your performance to see if the changes you've made within the library system have improved the quality and/or utilization of services.

Figure List

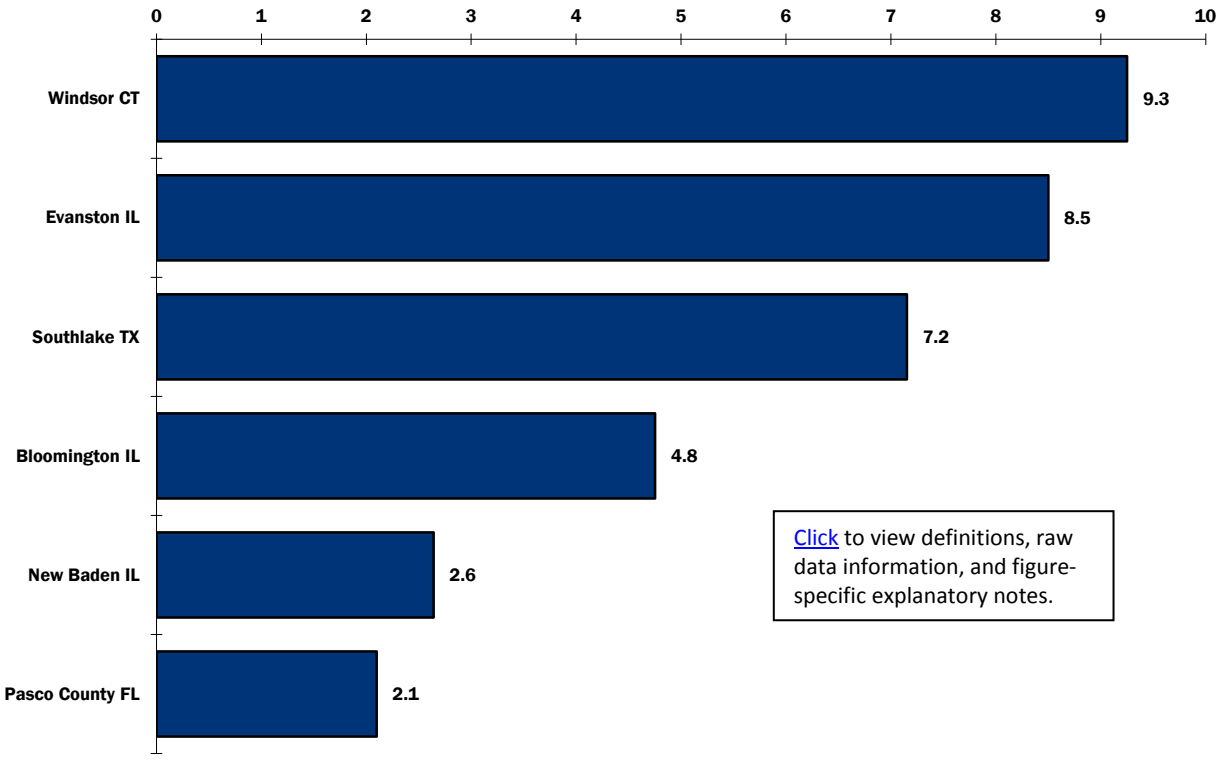
In addition of Figure 8-1 displayed above, the following figures are presented in this section:

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



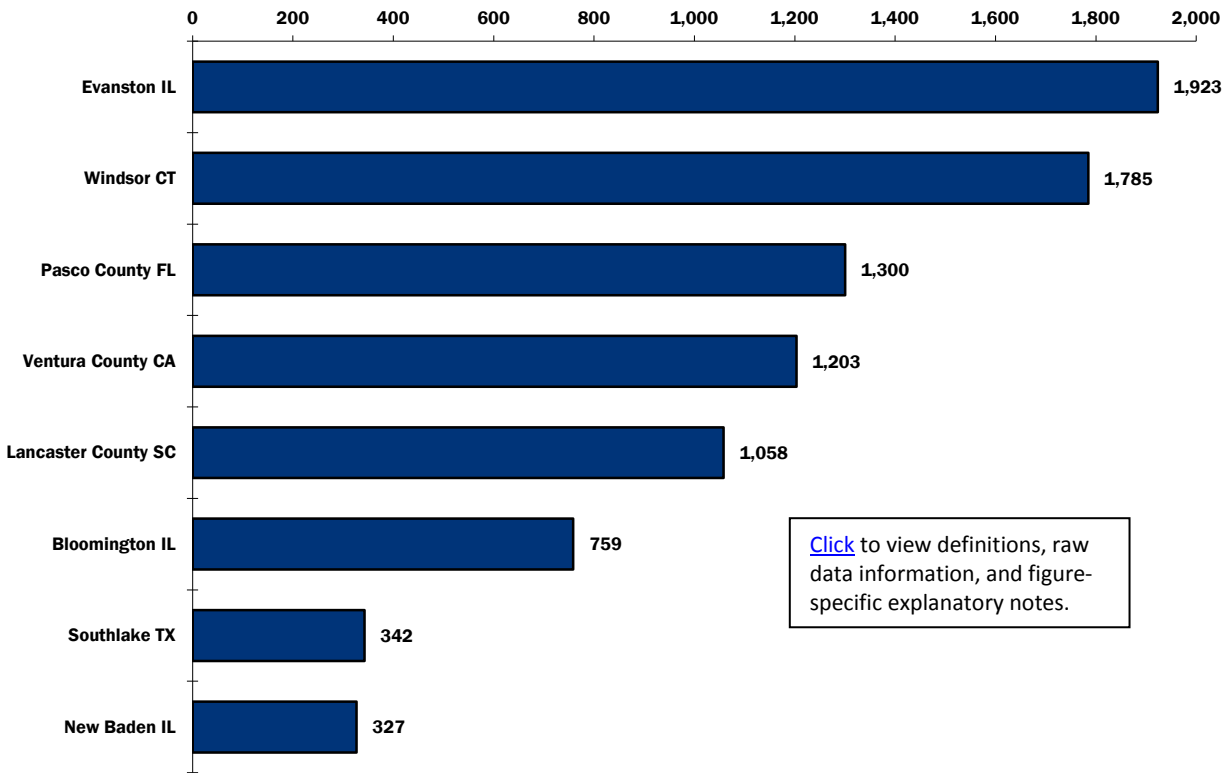
	Circulation per capita
CPM 101	
Mean	8.2
Median	7.9
CPM 101 & Comprehensive	
Mean	10.0
Median	8.8

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



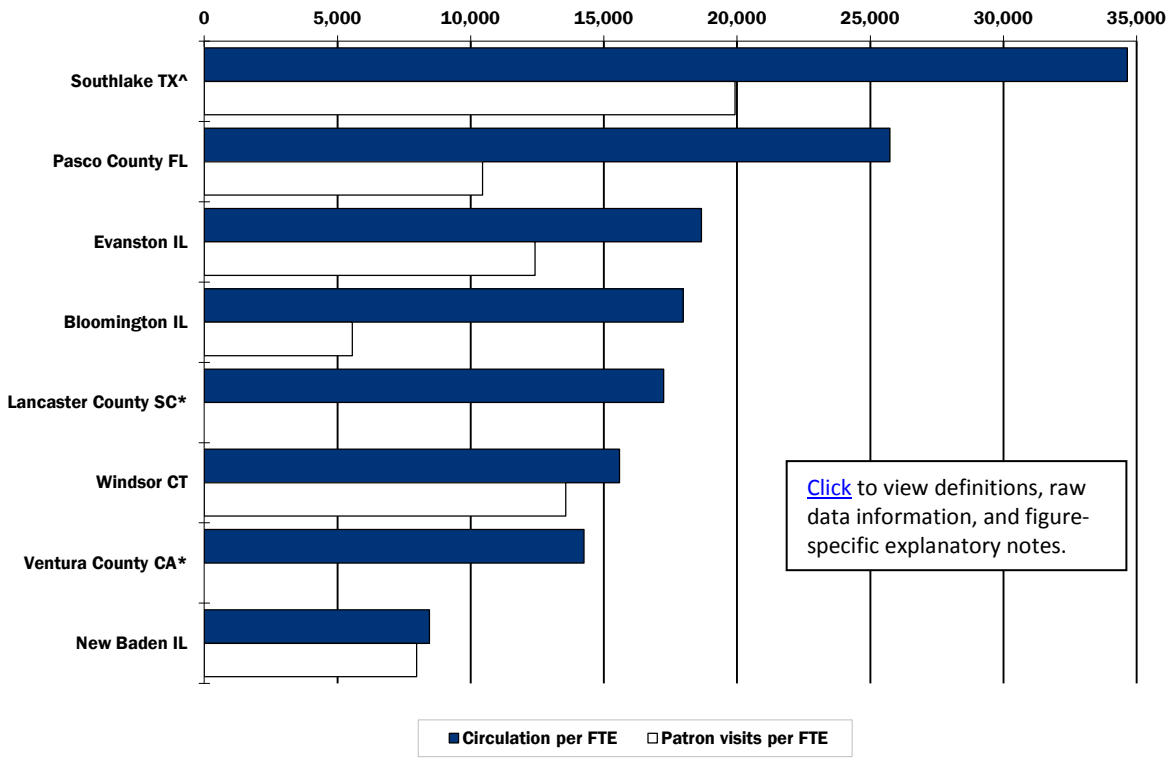
	Patron visits per capita
CPM 101	
Mean	5.7
Median	6.0
CPM 101 & Comprehensive	
Mean	6.3
Median	5.4

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



	Patron accesses per terminal
CPM 101	
Mean	1,087
Median	1,131
CPM 101 & Comprehensive	
Mean	1,717
Median	1,745

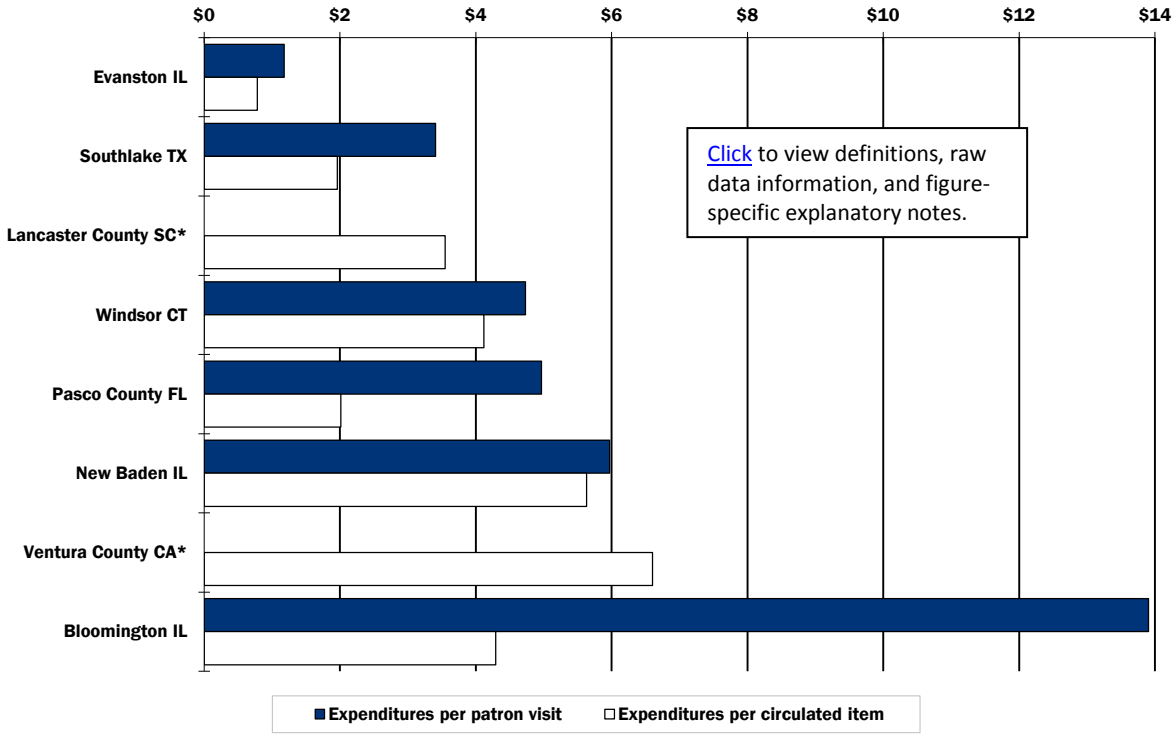
Figure 8-5. Efficiency Measure: Circulation and Patron Visits per FTE



* These Jurisdictions did not provide the data needed to calculate patron visits per FTE.
^Southlake, TX, reported that it did not use all library staff hours budgeted for the fiscal year.

	Circulation per FTE	Patron visits per FTE
CPM 101		
Mean	19,070	11,647
Median	17,613	11,430
CPM 101 & Comprehensive		
Mean	23,869	15,296
Median	22,571	13,794

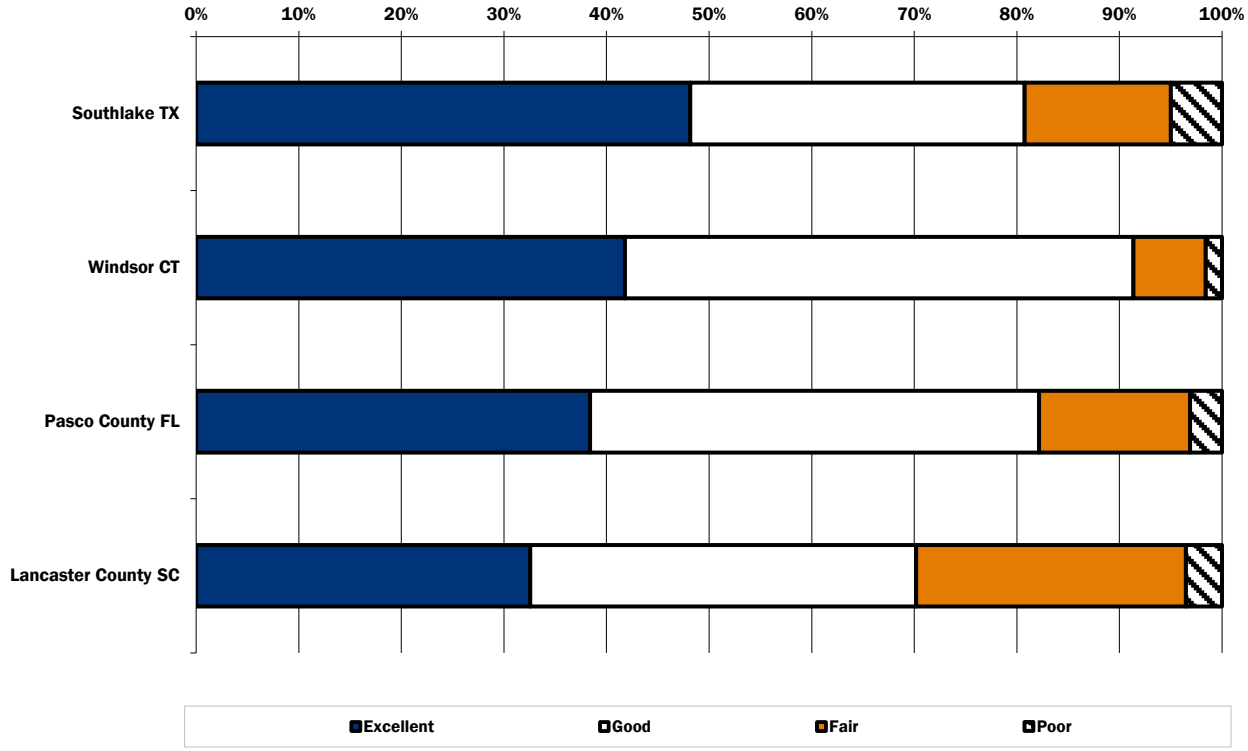
Figure 8-6. Input Measure: Expenditures per Circulated Item and Patron Visit



* These jurisdictions did not provide the data needed to calculate expenditures per patron visit

	Expenditures per patron visit	Expenditures per circulated item
CPM 101		
Mean	$5.69	$3.62
Median	$4.85	$3.83
CPM 101 & Comprehensive		
Mean	$4.99	$3.37
Median	$4.94	$2.98

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



	Overall public library services rating			
	Excellent	**Good**	**Fair**	**Poor**
CPM 101				
Mean	40%	41%	16%	3%
Median	40%	41%	14%	3%
CPM 101 & Comprehensive				
Mean	41%	45%	12%	2%
Median	46%	46%	10%	1%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 by checking the Excel file your primary coordinator received by email or by contacting CPM (cpmmail@icma.org). (Non-participants do 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, it may spark interest and boost circulation in some 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, it may spark interest and boost the number of patron visits in some systems.

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

Jurisdiction	Population	Park acreage	Total expenditures	Total revenues
Annapolis MD	38,394	200	$3,632,277.0	$1,669,826
Bloomington IL	74,975	668	$2,872,188.0	$641,002
Blue Ash OH	12,114	137	$3,787,630.0	$1,127,210
Evanston IL	74,487	316	$11,831,721.0	$4,582,176
Fox Point WI	6,741	23	$35,073.0	$2,200
Fredericksburg VA	24,286	1,067		$494,865
Lancaster County SC	75,913	300	$1,678,931.0	$912,000
Lemont IL	16,000	121	$2,287,820.0	$1,016,136
New Baden IL	3,349	35	$77,246.0	$30,870
O'Fallon MO	79,329	368	$3,413,767.0	$6,449,195
Pasco County FL	471,709	10,419	$8,012,145.0	$1,088,130
Sahuarita AZ	25,259	107	$1,113,632.0	$140,572
Snellville GA	17,757	163	$670,406.0	$233,946
Southlake TX	26,575	730	$3,879,655.0	$683,440
Sugar Land TX	84,511	695	$3,259,638.0	$336,910
Trophy Club TX	8,024	41	$1,389,341.0	$63,699
Ventura County CA	802,983	550	$1,912,761.0	$2,743,274
Windsor CT	29,014	855		

	Population	Park acreage	Total expenditures	Total revenues
CPM 101				
Mean	97,048	914	$3,115,889	$1,306,791
Median	29,619	316	$2,580,004	$683,440
CPM 101 & Comprehensive				
Mean	167,575	3,006	$3,327,117	$1,306,791
Median	49,941	732	$2,914,272	$707,303

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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is a mini case study describing how Coral Springs, FL, garnered satisfaction ratings in the excellent or good category from 95 percent of customers in a recent year.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

- **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 positive citizen response or how special events and sponsorships

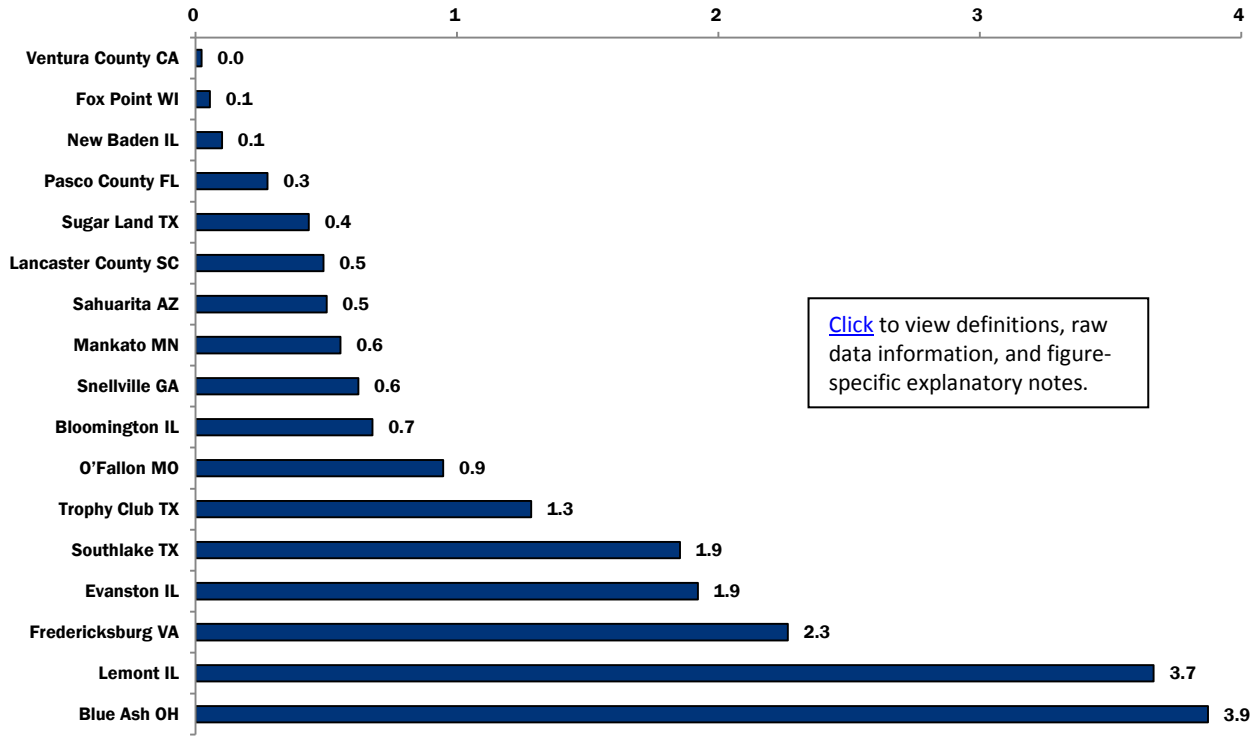
could boost revenues. CPM staff can assist you making contact. Just drop a line to cpmmail@icma.org.

Figure List

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

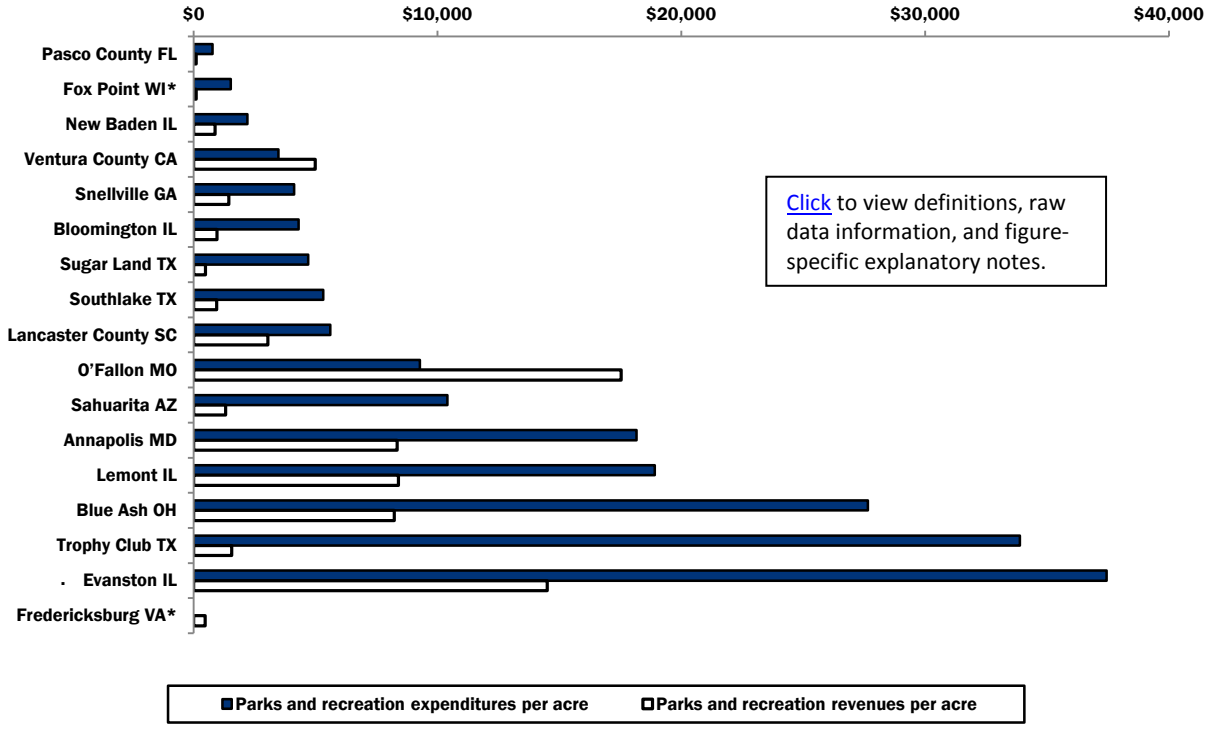
- Figure 9-2. Parks and Recreation FTEs per 1,000 Population
- Figure 9-3. Parks and Recreation Expenditures and Revenues per Acre
- Figure 9-4. Percentage of Lesson and Camp Programs Filled to Capacity
- Figure 9-5. Citizen Satisfaction with the Quality of Parks
- Figure 9-6. Citizen Satisfaction with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

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



	Parks and recreation FTEs	Parks and recreation FTEs per 1,000 population
CPM 101		
Mean	45	1.1
Median	37	0.6
CPM 101 & Comprehensive		
Mean	95	1.1
Median	39	0.8

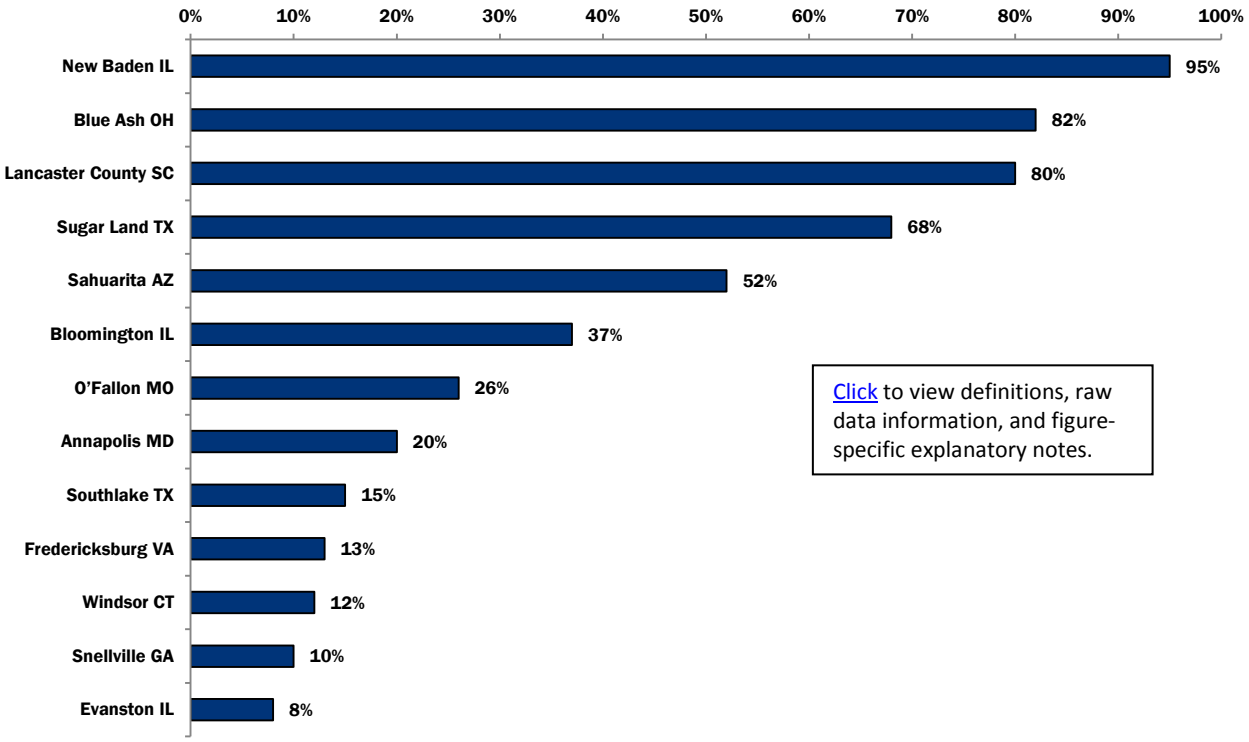
Figure 9-3. Parks and Recreation Expenditures and Revenues per Acre



* Fox Point, WI, reported offering a limited number of recreation programs, resulting in limited revenues.
*Fredericksburg did not report parks and recreation expenditures per acre.

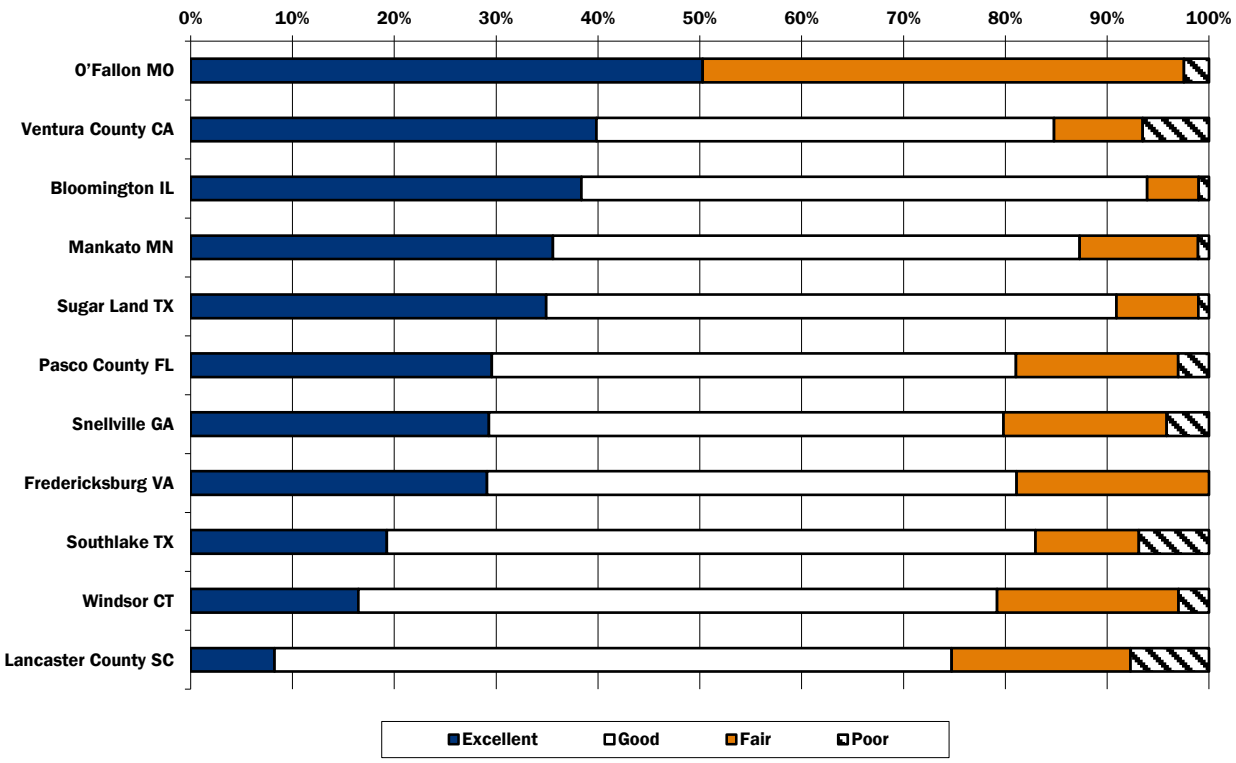
	Park acreage	Total expenditures	Total revenues	Expenditures per acre	Revenues per acre
CPM 101					
Mean	914	$3,115,889	$1,306,791	$11,733	$4,309
Median	316	$2,580,004	$683,440	$5,456	$1,435
CPM 101 & Comprehensive					
Mean	3,006	$3,327,117	$1,306,791	$12,437	$2,769
Median	732	$2,914,272	$707,303	$4,113	$946

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



	Lessons and camp programs filled to capacity
CPM 101	
Mean	40%
Median	26%
CPM 101 & Comprehensive	
Mean	38%
Median	29%

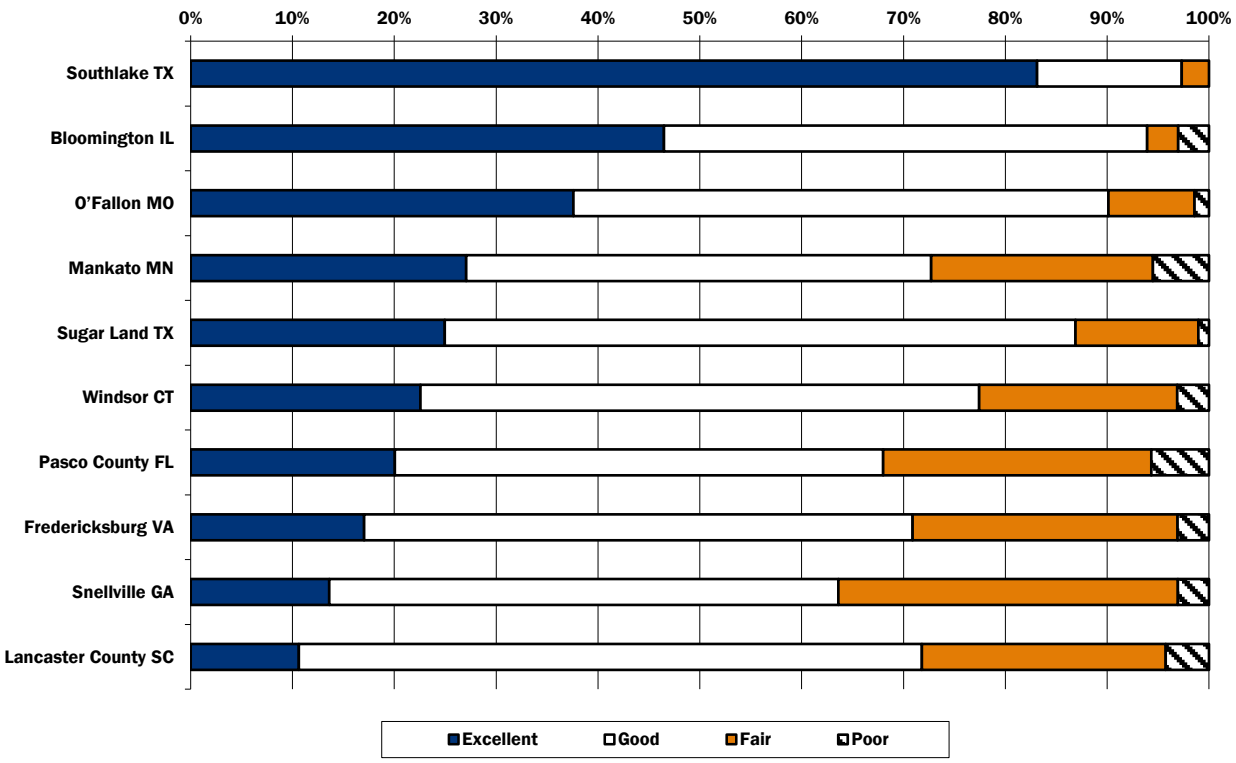
Figure 9-5. Citizen Satisfaction with the Quality of Parks



Click to view definitions, raw data information, and figure-specific explanatory notes.

	Excellent	Good	Fair	Poor
CPM 101				
Mean	30%	50%	16%	3%
Median	30%	52%	16%	3%
CPM 101 & Comprehensive				
Mean	32%	47%	13%	2%
Median	31%	48%	12%	2%

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



Click to view definitions, raw data information, and figure-specific explanatory notes.

	Excellent	Good	Fair	Poor
CPM 101				
Mean	30%	49%	18%	3%
Median	24%	51%	21%	3%
CPM 101 & Comprehensive				
Mean	28%	50%	18%	4%
Median	25%	51%	18%	3%

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 by checking the Excel file your primary coordinator received by email or by contacting 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.

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

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
Ventura County CA*	802,983	435	$71,220,885			
Pasco County FL	471,709	636	$471,333,062			
Sugar Land TX^	84,511	2,486	$231,304,867	15	21.4	0.25
O'Fallon MO	79,329	2,644	$109,134,363	3	9.1	0.11
Lancaster County SC	75,913	138	$225,508,570	3	11.3	0.15
Bloomington IL	74,975	2,777	$69,415,861		1.1	0.02
Evanston IL	74,487	9,311	$193,956,900	14	3.8	0.05
Mankato MN	39,309	2,069	$70,434,778	2	3.8	0.10
Annapolis MD	38,394	5,485	$62,820,990	19	6.8	0.18
Accomack County VA	30,223	69	$49,994,556	5	2.8	0.09
Windsor CT	29,014		$76,261,429	1	4.5	0.15
Southlake TX	26,575	1,208	$123,265,739	6	2.0	0.08
Sahuarita AZ	25,259	842	$48,239,674	1	2.4	0.10
Fredericksburg VA	24,286	2,208	$80,865,725	9	1.4	0.06
Snellville GA	17,757	1,776	$22,199,326	7	1.7	0.10
Lemont IL	16,000	2,000	$14,394,126	6	3.3	0.21
Blue Ash OH	12,114	1,514	$69,369,156	5	0.0	0.00
Trophy Club TX	8,024	2,006	$100,457,604	20	3.0	0.37
Fox Point WI	6,741	2,247	$138,230	2	1.4	0.21
New Baden IL	3,349	1,675	$8,383	7	0.0	

*Ventura County, CA, reported that its response for valuation of residential and commercial permits is somewhat low, because the county is a no-growth county.
^Sugar Land, TX, reported that it experienced a large influx of development activity in FY 2010, which required a large permits and inspection staff.

	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	97,048	2,186	$104,516,211	7	4.4	0.13
Median	29,619	2,000	$70,827,832	6	2.9	0.10
CPM 101 & Comprehensive						
Mean	147,747	2,108	$197,098,943	8	8.6	0.13
Median	49,939	1,925	$71,702,846	6	4.5	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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

- **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.

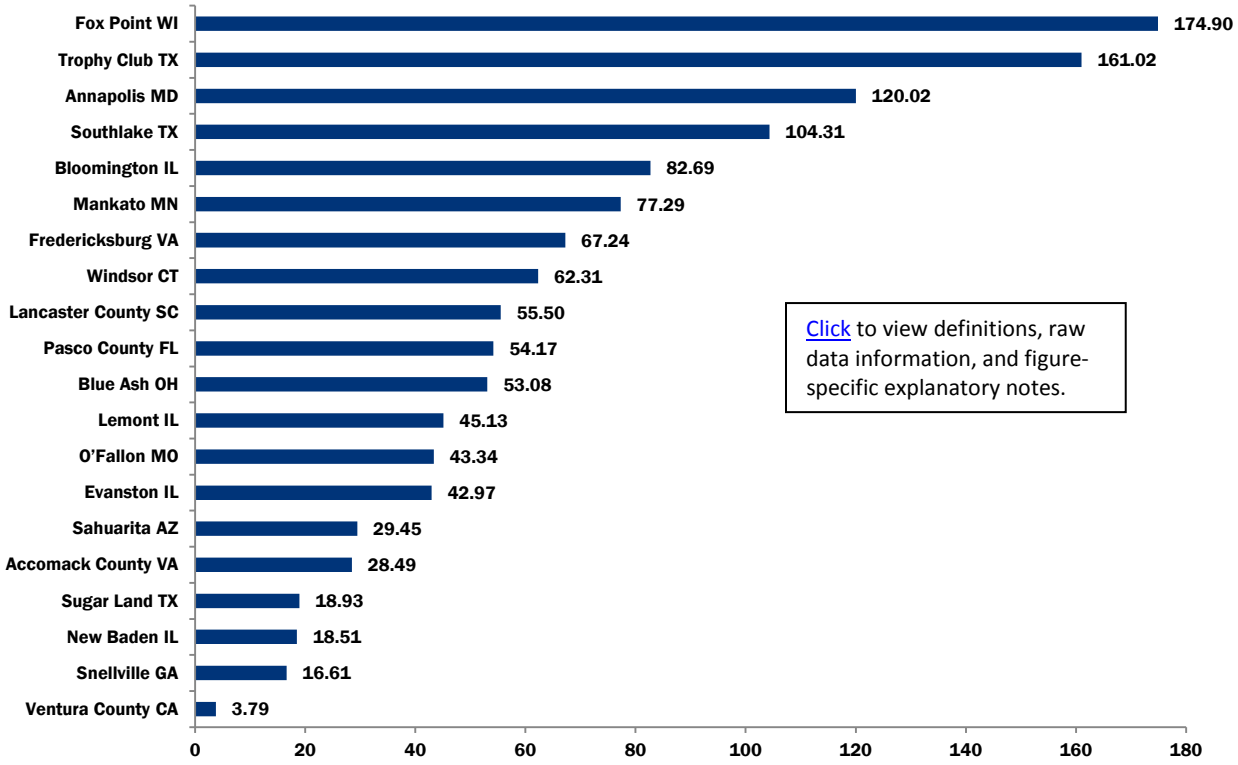
Regardless of the exact path you choose, involving staff in review and analysis of the results, inviting them to ask questions and voice concerns, and responding to their questions and concerns, can help ensure effective use of the information and build staff support for your jurisdiction's performance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

Figure List

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

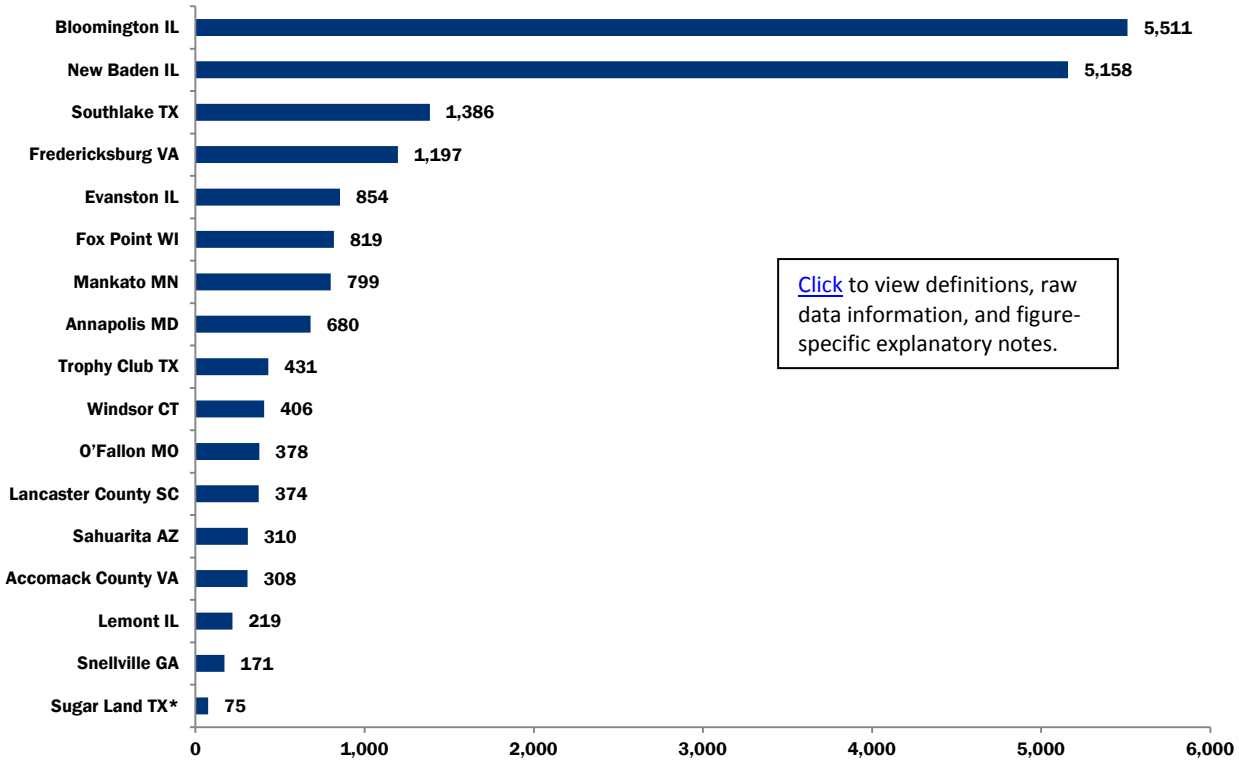
- Figure 10-2. Output Measure: Total Building Permits Issued per 1,000 Population
- Figure 10-3. Workload Measure: Permits Issued per FTE
- Figure 10-4. Efficiency Measure: Average Cost per Permit Issued
- Figure 10-5. Outcome Measure: Citizen Ratings of the Quality of Land Use, Planning, and Zoning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

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



	Total building permits issued per 1,000 population
CPM 101	
Mean	62.99
Median	53.63
CPM 101 & Comprehensive	
Mean	42.69
Median	35.13

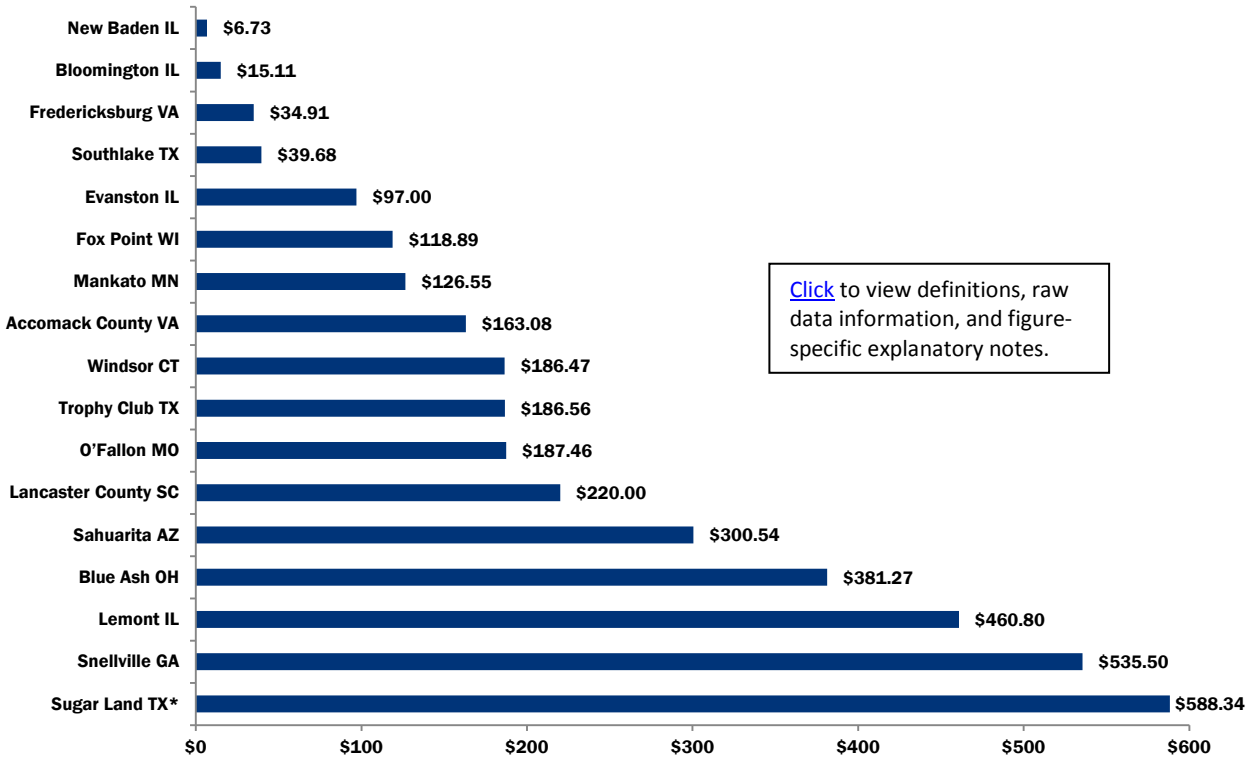
Figure 10-3. Workload Measure: Permits Issued per FTE



*Sugar Land, TX, reported that it experienced a large influx of development activity in FY 2010, which required a large permits and inspection staff.

	Permits issued per FTE
CPM 101	
Mean	1,122
Median	431
CPM 101 & Comprehensive	
Mean	796
Median	388

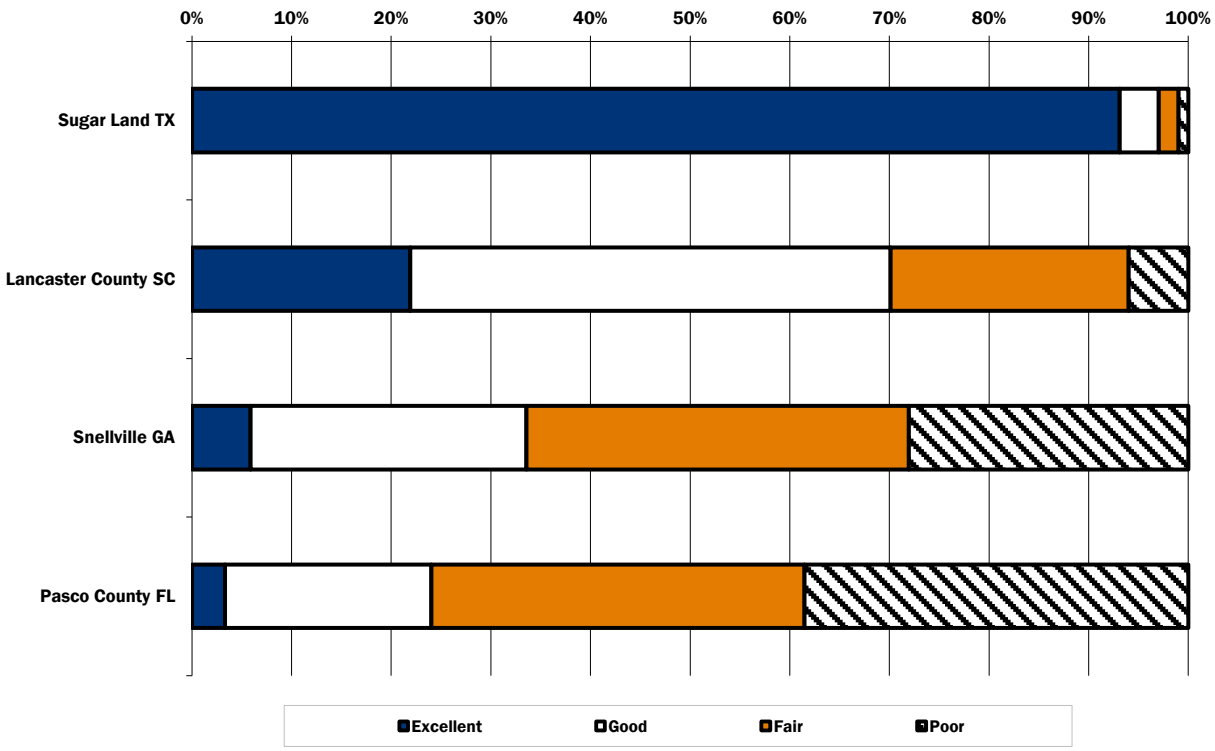
Figure 10-4. Efficiency Measure: Average Cost per Permit Issued



*Sugar Land, TX, reported that it experienced a large influx of development activity in FY 2010, which required a large permits and inspection staff.

	Average cost per permit
CPM 101	
Mean	$214.64
Median	$186.52
CPM 101 & Comprehensive	
Mean	$280.32
Median	$164.07

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	31%	25%	25%	18%
Median	14%	24%	31%	17%
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 in the table above, because CPM Comprehensive does not yet include this indicator. It is a new indicator that is being tested through CPM 101.

Reference Section: Permit Services

Definitions

- **Building permits:** Written governmental permission for the construction or alteration of an improvement, showing compliance with building codes, and zoning ordinances, included 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 by checking the Excel file your primary coordinator received by email or by contacting 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

Jurisdiction	Population	Sworn FTEs	Police expenditures
Ventura County CA	802,983		$112,155,462
Pasco County FL	471,709		
Sugar Land TX	84,511	161.7	$15,597,510
O'Fallon MO	79,329	108.1	$11,159,201
Lancaster County SC	75,913	118.9	$5,559,025
Bloomington IL	74,975	128.1	$14,367,387
Evanston IL	74,487	194.5	$15,808,225
Mankato MN	39,309	62.4	$6,270,628
Annapolis MD	38,394	113.0	$14,386,543
Accomack County VA	30,223		
Windsor CT	29,014	72.2	$6,588,993
Southlake TX	26,575	65.4	$7,932,176
Sahuarita AZ	25,259	49.6	$891,678
Fredericksburg VA	24,286	61.8	$7,850,913
Snellville GA	17,757	44.7	$3,322,108
Lemont IL	16,000	33.0	$3,920,148
Blue Ash OH	12,114	40.9	$5,357,865
Trophy Club TX	8,024	12.4	$1,167,827
Fox Point WI	6,741	18.0	$2,176,085
New Baden IL	3,349	6.5	$454,927

	Population	Sworn FTEs	Police expenditures
CPM 101			
Mean	97,048	76.0	$13,053,706
Median	29,619	62.4	$6,429,811
CPM 101 & Comprehensive			
Mean	152,466	179.0	$34,681,595
Median	42,389	62.9	$7,932,176

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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is the city of Mesa's mini case study, which outlines their policies and practices that led to an average top-priority response time of 3.7 minutes in one recent year.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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.

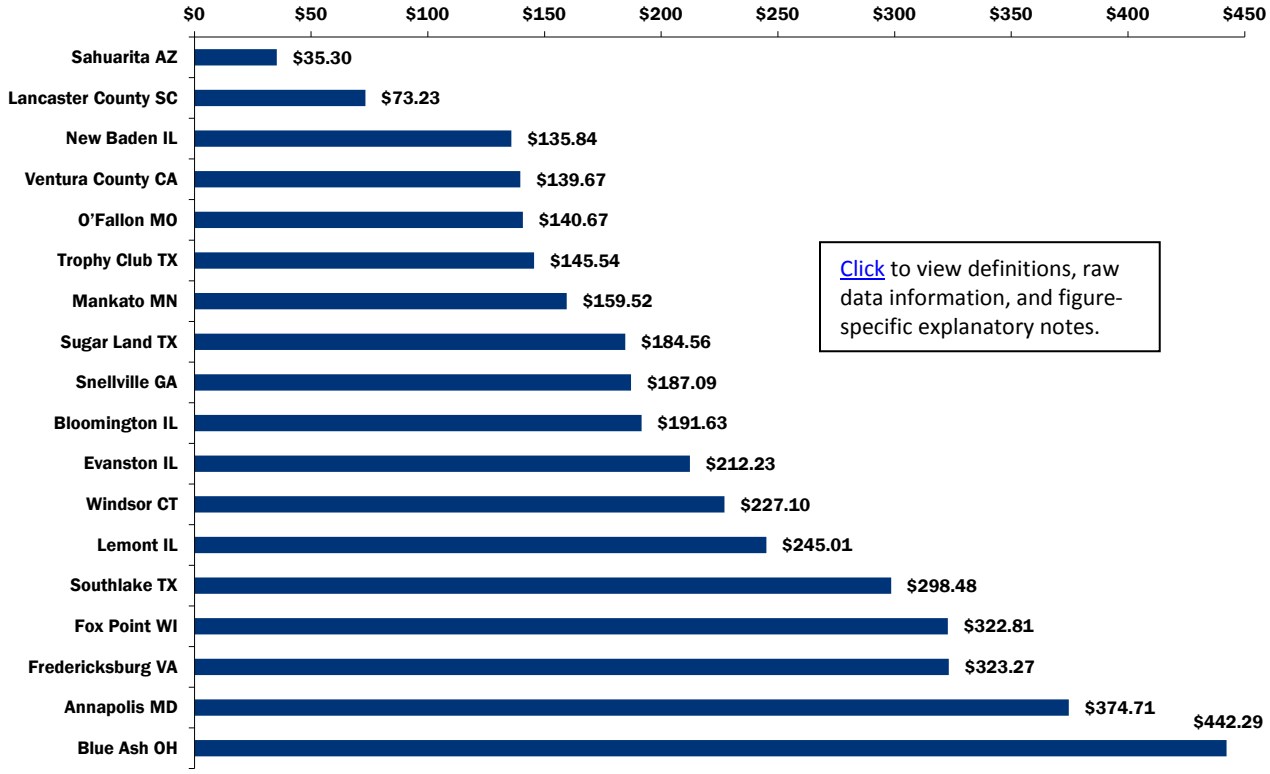
  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

- **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 determine if reaching out to high-performing peers for information on what practices they are employing.

Figure List

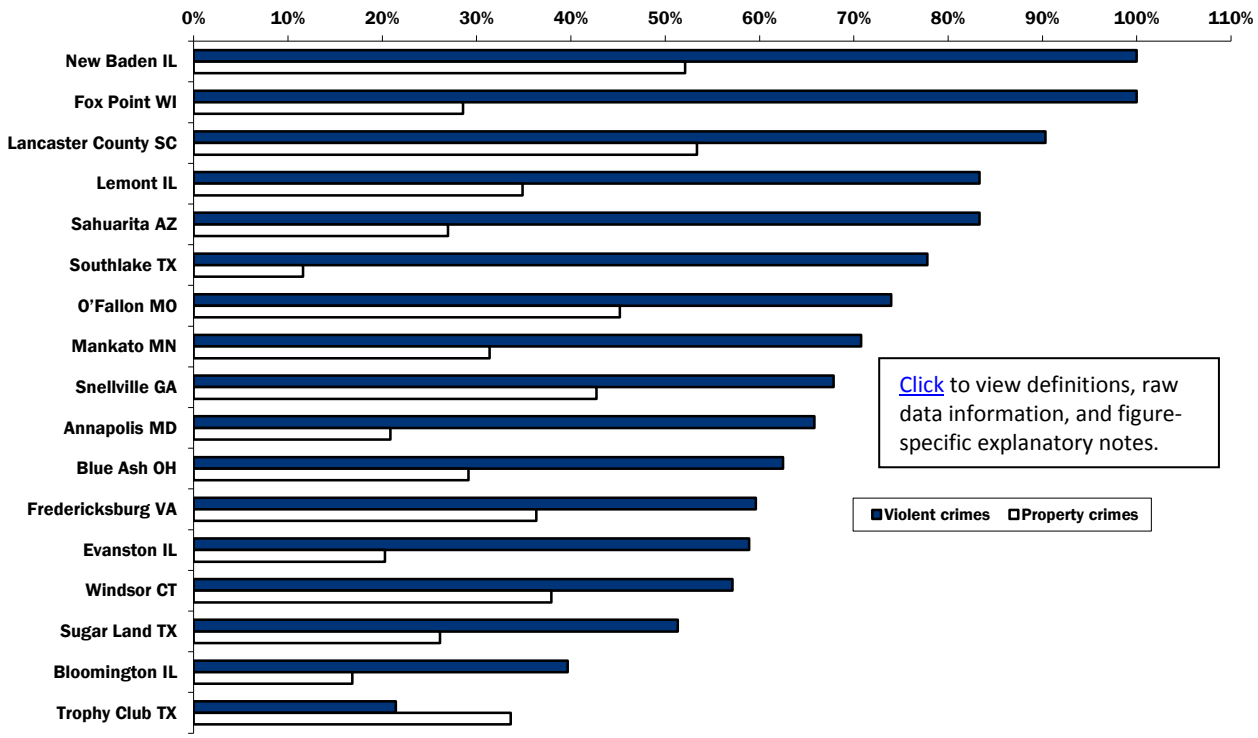
In addition to Figure 11-1 displayed above, the following figures are presented in this section:

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



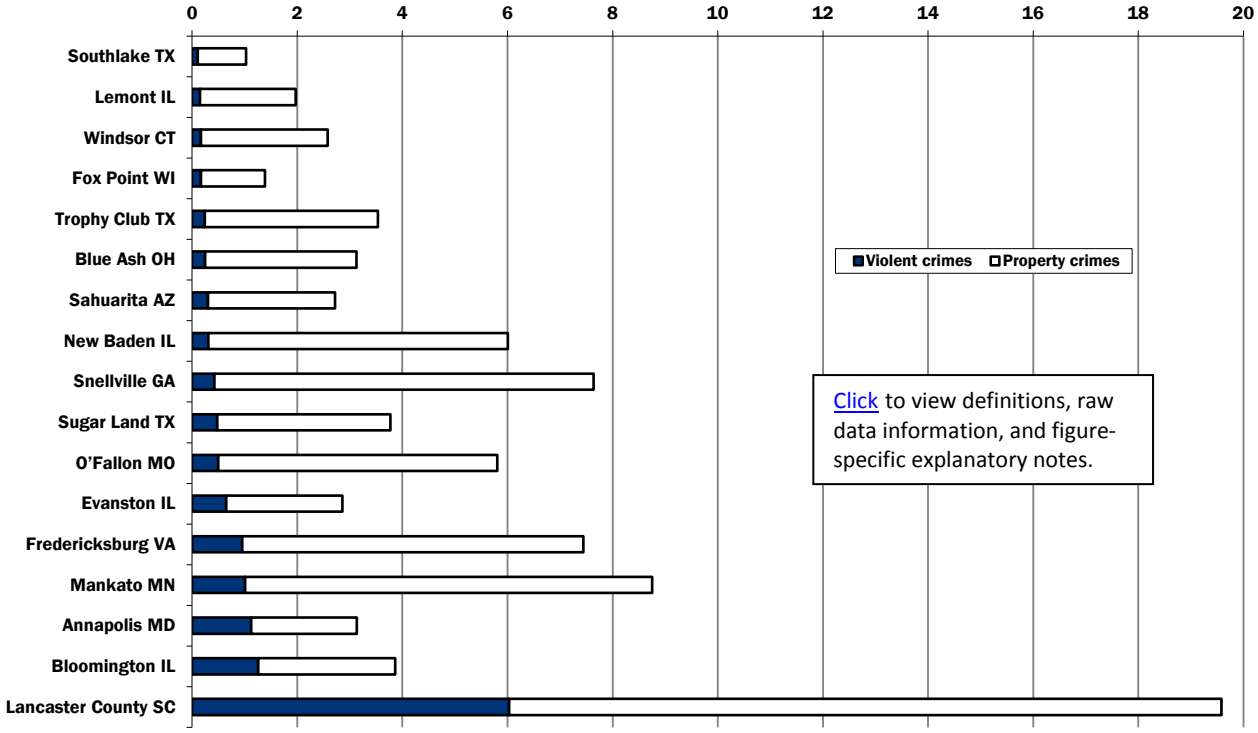
	Police expenditures per capita
CPM 101	
Mean	$213
Median	$189
CPM 101 & Comprehensive	
Mean	$218
Median	$201

Figure 11-3: Intermediate Outcome Measure: Percentage of UCR Part I Crimes Cleared



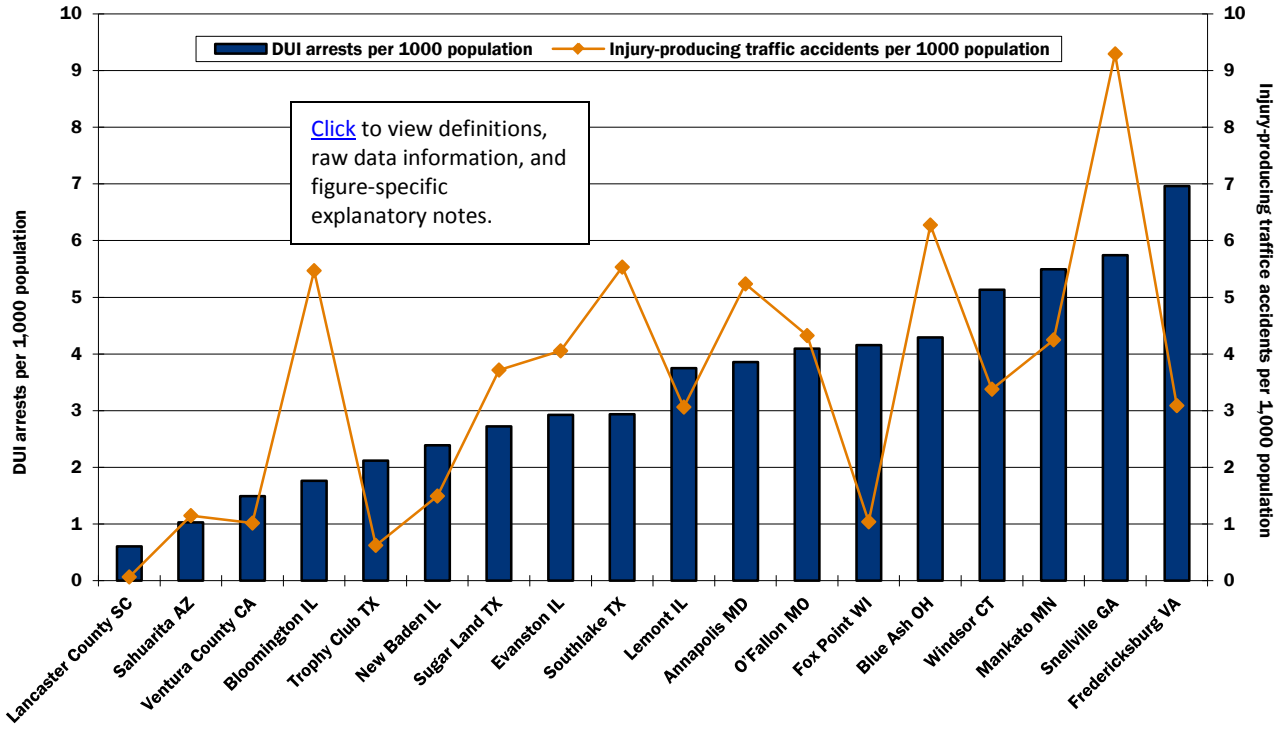
	Violent crime clearance rate	Property crime clearance rate
CPM 101		
Mean	68%	32%
Median	68%	31%
CPM 101 & Comprehensive		
Mean	67%	32%
Median	66%	31%

Figure 11-4: Workload Measure: UCR Part I Crimes Cleared per Sworn FTE



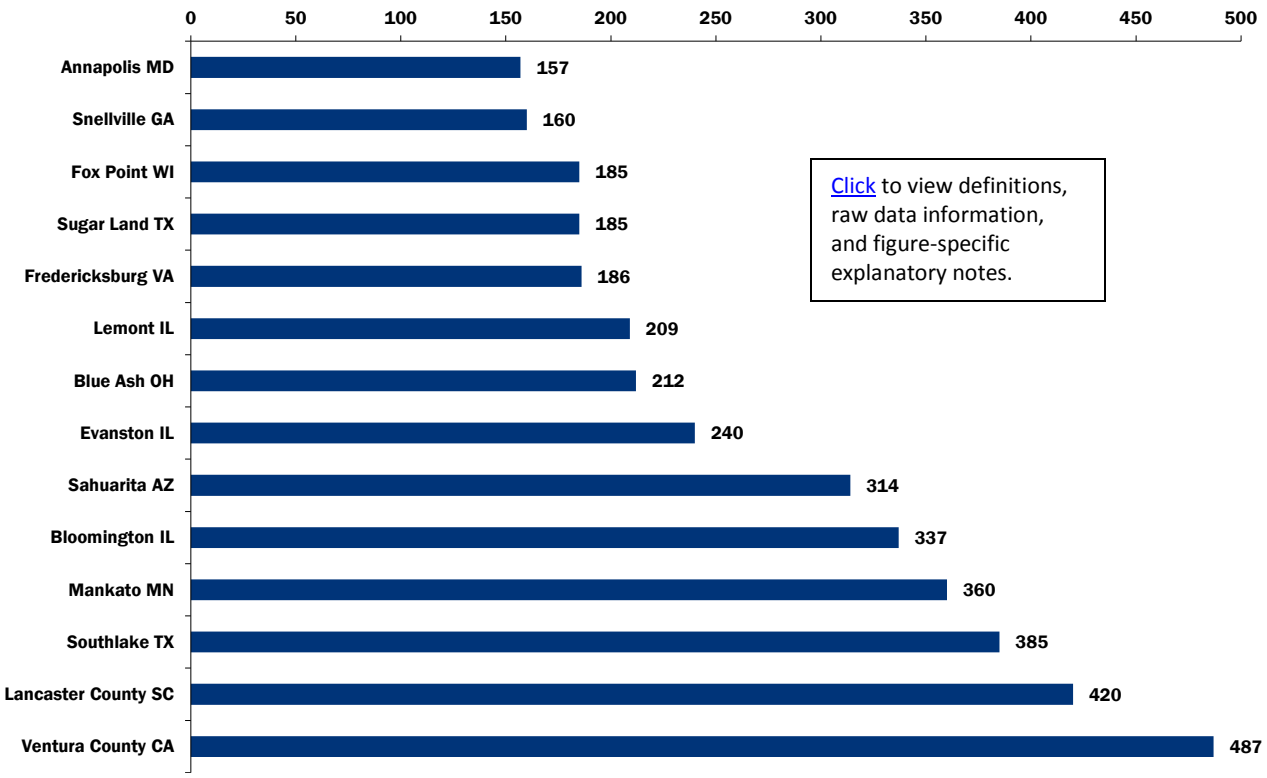
	Violent crimes cleared per sworn FTE	Property crimes cleared per sworn FTE
CPM 101		
Mean	0.83	4.18
Median	0.43	2.88
CPM 101 & Comprehensive		
Mean	0.87	4.47
Median	0.63	3.78

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



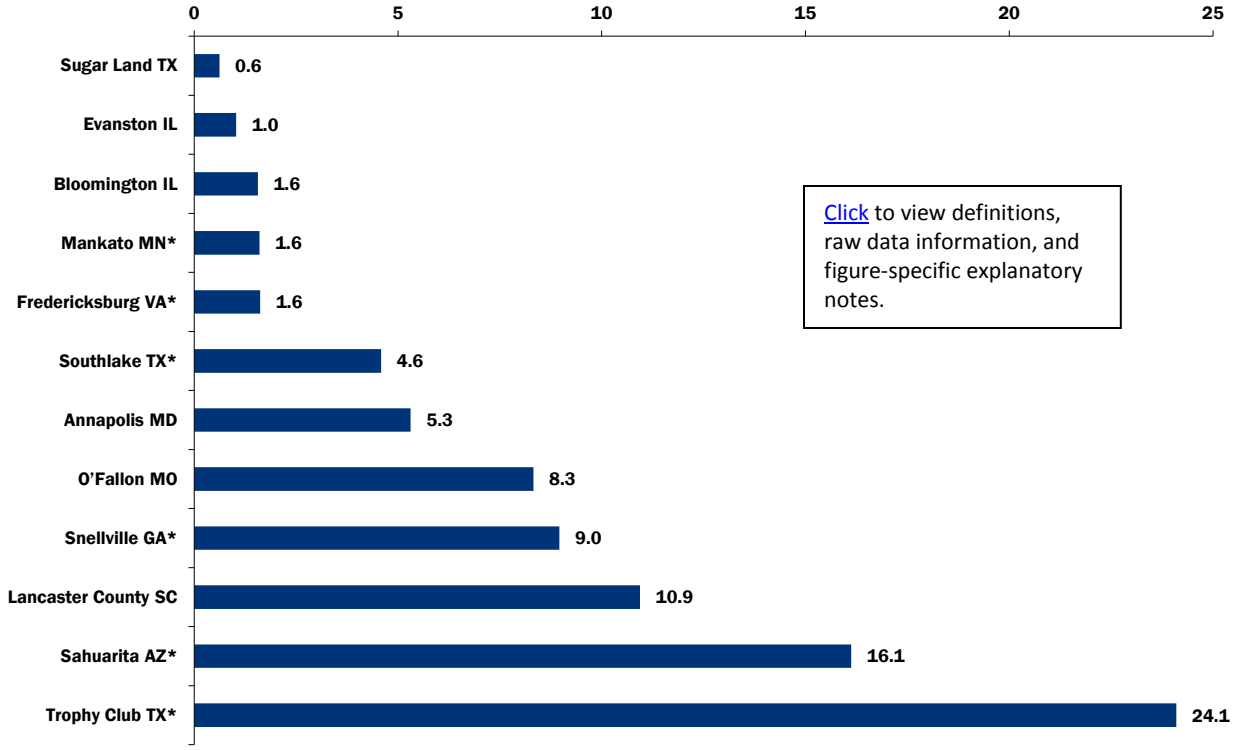
	DUI arrests per 1,000 population	Injury-producing accidents per 1,000 population
CPM 101		
Mean	3.4	3.5
Median	3.3	3.5
CPM 101 & Comprehensive		
Mean	5.5	5.4
Median	4.5	4.8

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



	Response time (in seconds)
CPM 101	
Mean	274
Median	226
CPM 101 & Comprehensive	
Mean	326
Median	314

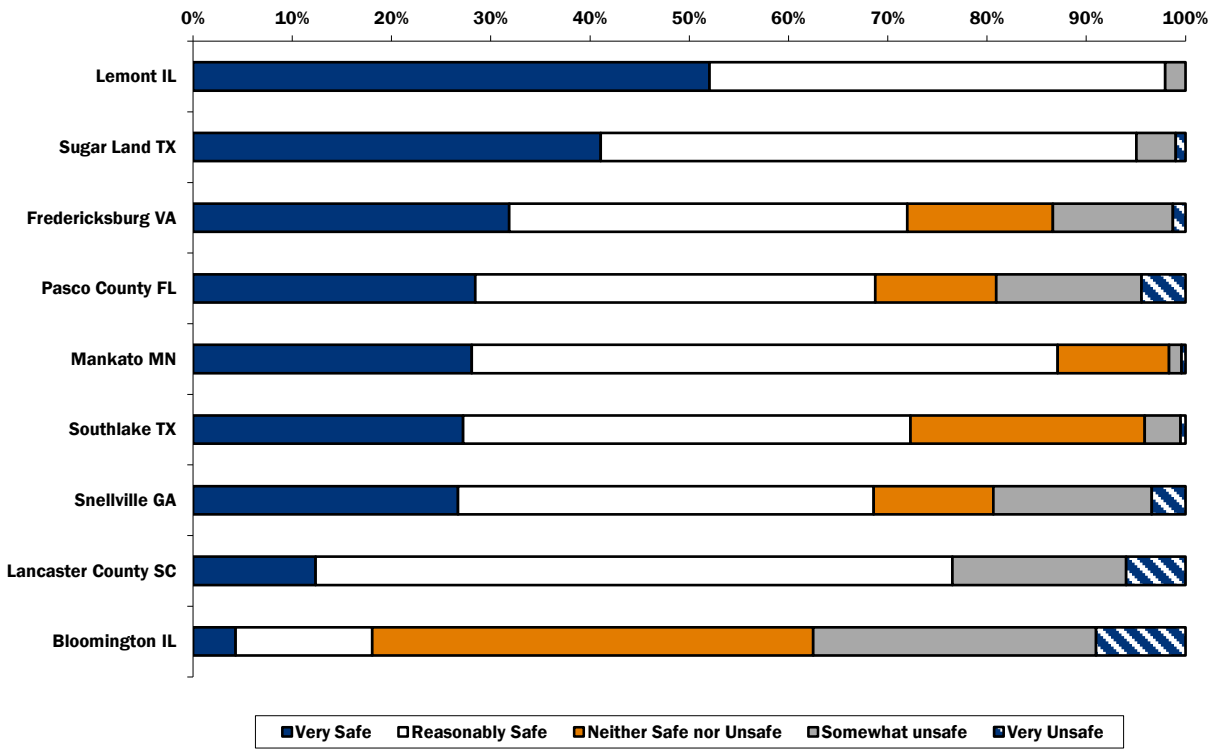
Figure 11-7. Sustained Complaints Against Sworn Personnel per 100 Sworn Police FTEs



*Jurisdictions marked with an asterisk reported having fewer than 100 sworn FTEs.
^Blue Ash, OH; Fox Point, WI; Lemont, IL; New Baden, IL; and Windsor, CT all reported zero complaints sustained against sworn personnel. To avoid skewing the data, they were not included in the graph or mean and median calculations.

	Complaints sustained per 100 sworn FTEs
CPM 101^	
Mean	6.4
Median	3.4
CPM 101 & Comprehensive^	
Mean	6.4
Median	3.7

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	28%	45%	13%	11%	3%
Median	28%	45%	12%	12%	1%
CPM 101 & Comprehensive					
Mean	36%	41%	10%	10%	3%
Median	34%	42%	9%	10%	3%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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

Jurisdiction	Respondents indicating crime victimization within the last 12 months	Of those reporting crime victimization in the last 12 months, those who reported the crime to the police
Fredericksburg VA	1%	93%
Lancaster County SC	7%	
Snellville GA	11%	69%
Pasco County FL	16%	72%
Southlake TX	39%	

CPM 101		
Mean	15%	78%
Median	11%	72%
CPM 101 & Comprehensive		
Mean	12%	79%
Median	11%	79%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 charge 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**: Traditionally means 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 by checking the Excel file your primary coordinator received by email or by contacting 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.

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

Jurisdiction	Population	Organizational structure	Dollar value of all purchases (including construction)*	Dollar value of construction purchases only*	Number of Procurement FTEs*
Accomack County VA	30,223	Centralized with delegated authority	$4,561,367	$641,586	1.4
Annapolis MD	38,394	Centralized contracting/decentralized buying	$12,754,575	$2,663,978	2.6
Bloomington IL	74,975	Decentralized with central review			1.0
Blue Ash OH	12,114	Decentralized			
Evanston IL	74,487	Centralized with delegated authority	$31,035,765	$9,395,079	2.4
Fox Point WI	6,741	Decentralized			
Fredericksburg VA	24,286	Decentralized			
Lancaster County SC	75,913	Centralized	$4,740,919		0.9
Lemont IL	16,000	Centralized with delegated authority			
Mankato MN	39,309	Decentralized with central review.	$50,841,344	$16,508,530	1.2
New Baden IL	3,349	Decentralized			
O'Fallon MO	79,329	Decentralized with central review			1.0
Pasco County FL	471,709	Centralized with delegated authority	$153,565,962	$16,257,027	6.9
Sahuarita AZ	25,259	Decentralized with central review			
Snellville GA	17,757	Decentralized			
Southlake TX	26,575	Centralized with delegated authority			0.7
Sugar Land TX	84,511	Decentralized with central review			
Trophy Club TX	8,024	Decentralized			
Ventura County CA	802,983	Centralized with delegated authority	$59,337,157		13.1
Windsor CT	29,014	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	97,048		$45,262,441	$9,093,240	3.1
Median	29,619		$31,035,765	$9,395,079	1.3
CPM 101 & Comprehensive					
Mean	210,673		$63,972,682	$24,152,495	7.1
Median	61,990		$24,209,347	$9,395,079	3.8

*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 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

- **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.

  A basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

  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 check for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. Check out the procurement mini case study from the city of Reno.

- **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.

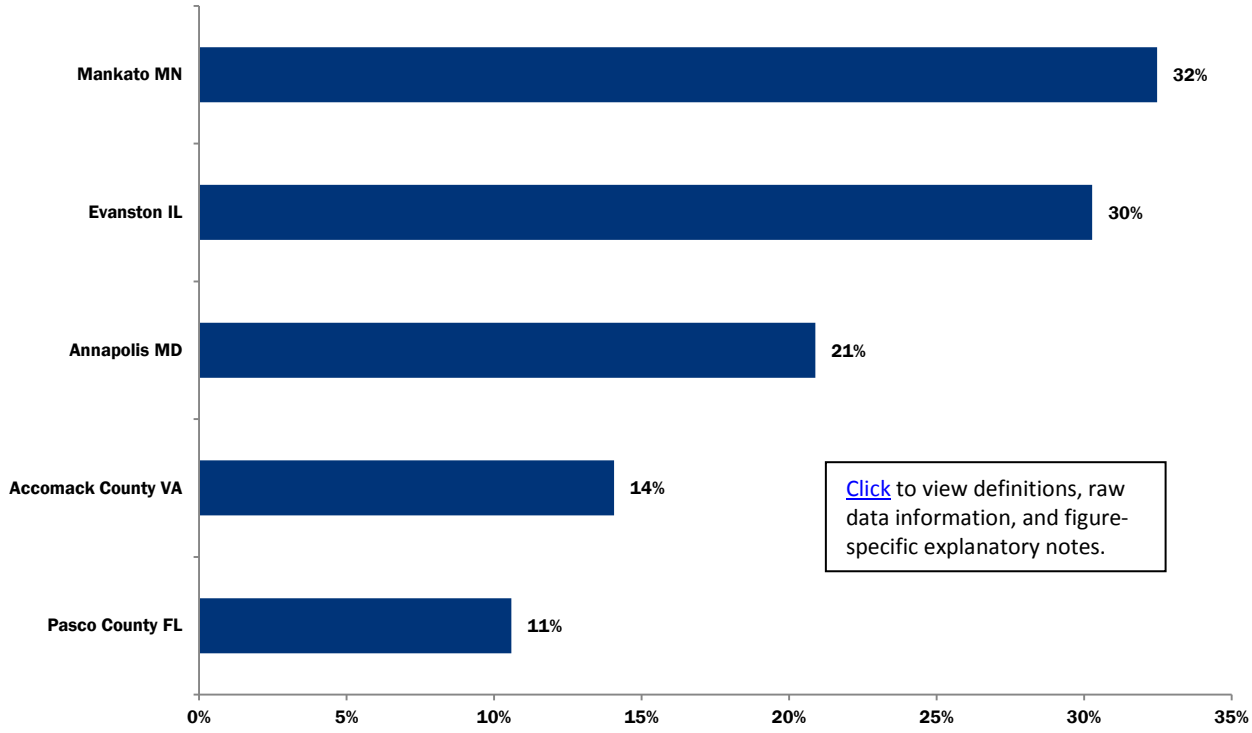
- **Prepare a report.** Using the data you have evaluated and the goals you are hoping to achieve, write up a report to be shared with the manager, elected officials, the public or others. It is important that results and goals are communicated clearly to those in the jurisdiction.

  Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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

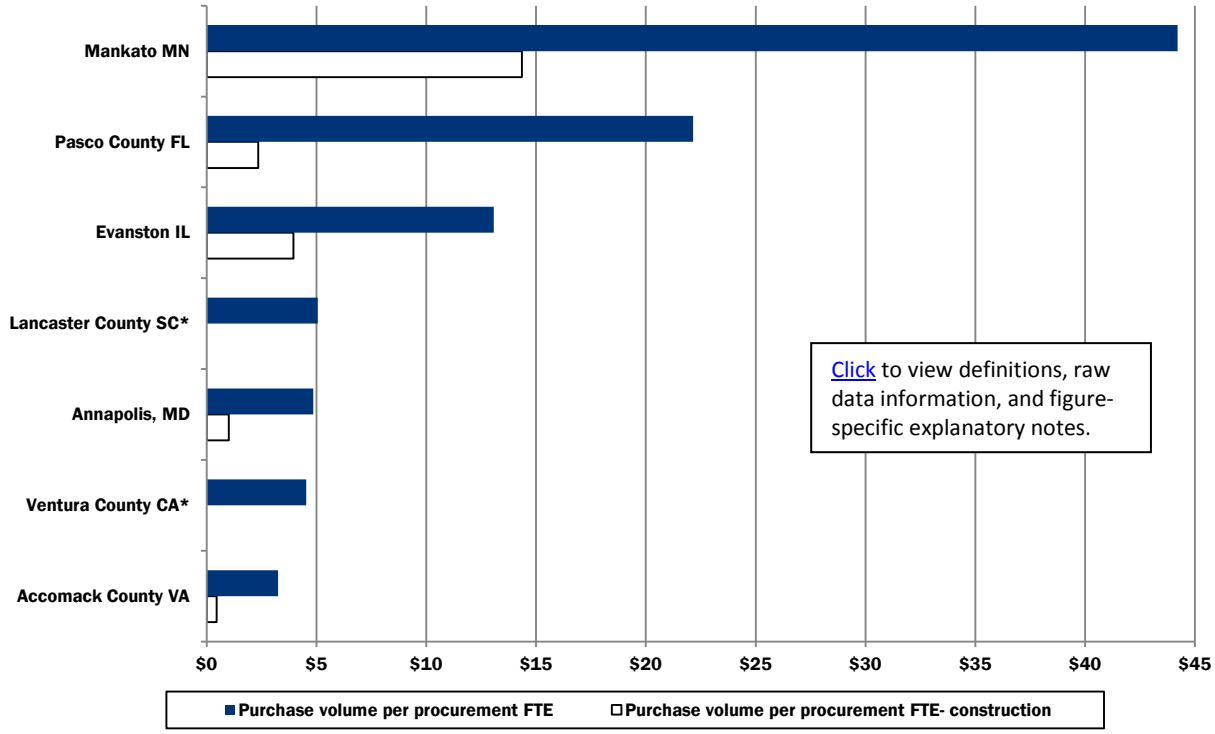
In addition to Figure 12-1 above, the following figures are presented in this section:

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



	Construction purchases as percentage of total
CPM 101	
Mean	22%
Median	21%
CPM 101 & Comprehensive	
Mean	39%
Median	37%

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



*These jurisdictions did not report construction-only purchase information.

	Dollar amount of purchases per procurement FTE	Dollar amount of construction purchases per procurement FTE
CPM 101		
Mean	$13,877,726	$4,425,834
Median	$5,056,980	$2,344,980
CPM 101 & Comprehensive		
Mean	$15,223,846	$4,993,848
Median	$8,009,624	$4,854,510

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

Because customer satisfaction data was provided by only one CPM 101 participant (Lancaster County, SC for FY2010), a graph was not created and CPM101 means and medians are not reported for this measure. However, the means and medians incorporating the CPM Comprehensive Program data are presented below.

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, please contact CPM at (202) 962-3562 or send an e-mail to cpmmail@icma.org.

	Excellent	Good	Fair	Poor
CPM 101				
Mean				
Median				
CPM 101 & Comprehensive				
Mean	45%	41%	10%	4%
Median	40%	42%	9%	3%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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 by checking the Excel file your primary coordinator received by email or by contacting 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.

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

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
Accomack County VA	30,223	$30,496,851	13	15	$403,877
Annapolis MD	38,394	$267,710,983	9	54	$782,200
Bloomington IL	74,975	$250,071,035	20	134	$1,029,080
Blue Ash OH	12,114	$78,341,938	3	19	$285,003
Evanston IL	74,487	$394,211,897	8	110	$400,000
Fox Point WI	6,741	$17,290,461	0	14	$151,031
Fredericksburg VA	24,286	$30,827,682	8	65	$603,626
Lancaster County SC	75,913	$71,132,553	14	53	$1,626,859
Lemont IL	16,000	$7,330,452	0	7	$413,254
Mankato MN	39,309	$15,812,238	4	6	$166,051
New Baden IL	3,349	$5,062,703	0	0	$78,848
O'Fallon MO	79,329	$142,683,711	8	46	$110,755
Pasco County FL	471,709	$882,745,961		407	$3,094,217
Sahuarita AZ	25,259	$76,576,004	8	18	$171,512
Snellville GA	17,757	$3,033,415	6	9	$233,365
Southlake TX	26,575	$21,899,339	3	70	$290,865
Sugar Land TX	84,511	$32,321,883	27	147	$445,181
Trophy Club TX	8,024	$6,526,969	0	13	$24,445
Ventura County CA	802,983	$1,076,690,726		972	$2,012,446
Windsor CT	29,014	$191,941,855	8	93	$1,376,250

	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	97,048	$180,135,433	8	113	$684,943
Median	29,619	$51,727,218	8	50	$401,939
CPM 101 & Comprehensive					
Mean	182,332	$327,525,833	26	219	$1,670,235
Median	49,165	$71,566,277	5	54	$642,138

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 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 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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example shows the excellent results achieved by the city of Mesa, AZ, using a combination of self-insurance and well-researched commercial insurance.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. You can also click on the figures to sort the data differently, add highlighting to your local government's name, and make other enhancements.

  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

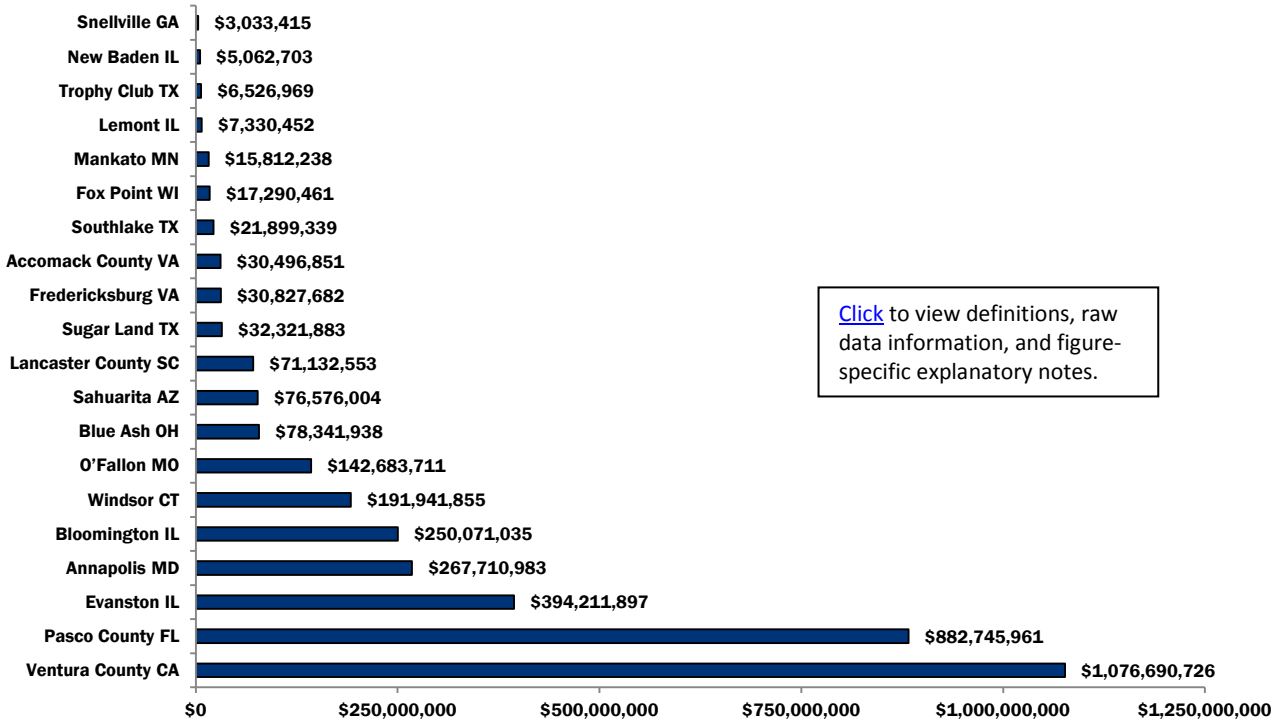
Check out CPM's public website (icma.org/performance) and click on the Certificate Program link to view samples of reports prepared by participants in the CPM Comprehensive program.

- **Check in with your staff.** As an internal service, performance in risk management can often be improved by speaking with your staff and gauging working conditions and daily practices. Sometimes, even making minor adjustments can have a major impact on expenditures and losses.

Figure List

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

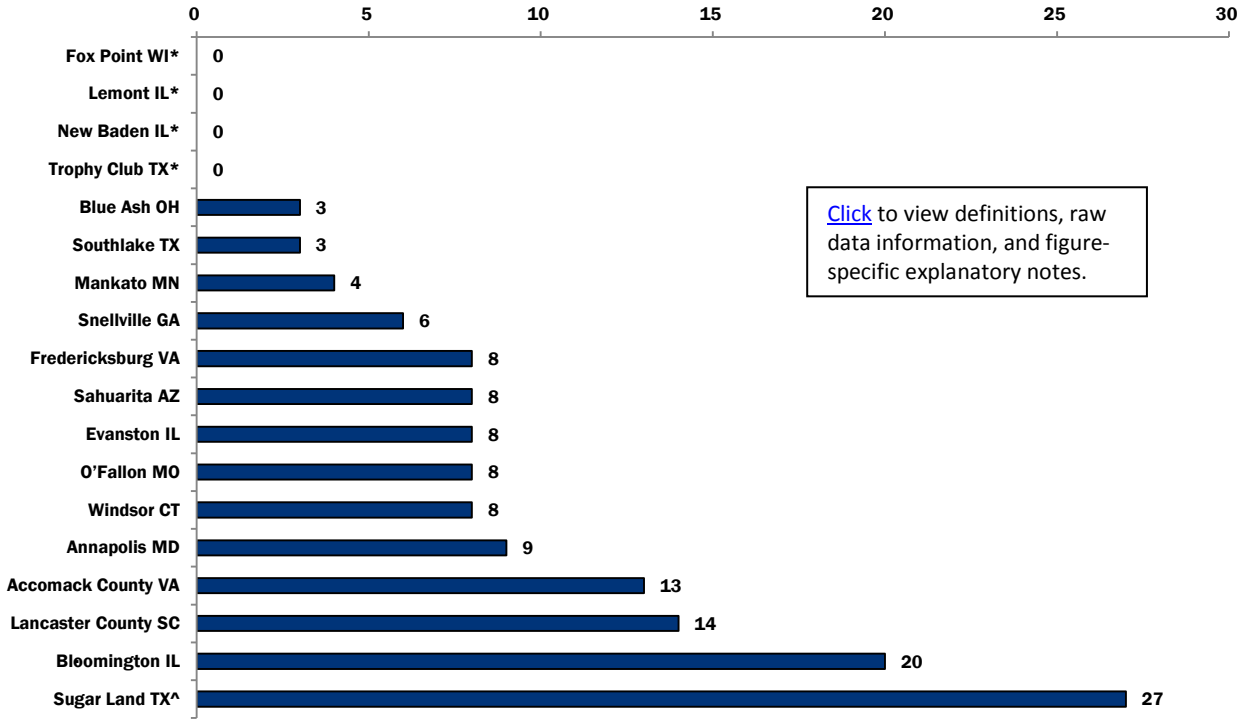
Figure 13-2. Input Measure: Total Valuation of All Property at Risk



Click to view definitions, raw data information, and figure-specific explanatory notes.

	Total valuation of all property at risk
CPM 101	
Mean	$180,135,433
Median	$51,727,218
CPM 101 & Comprehensive	
Mean	$327,525,833
Median	$71,566,277

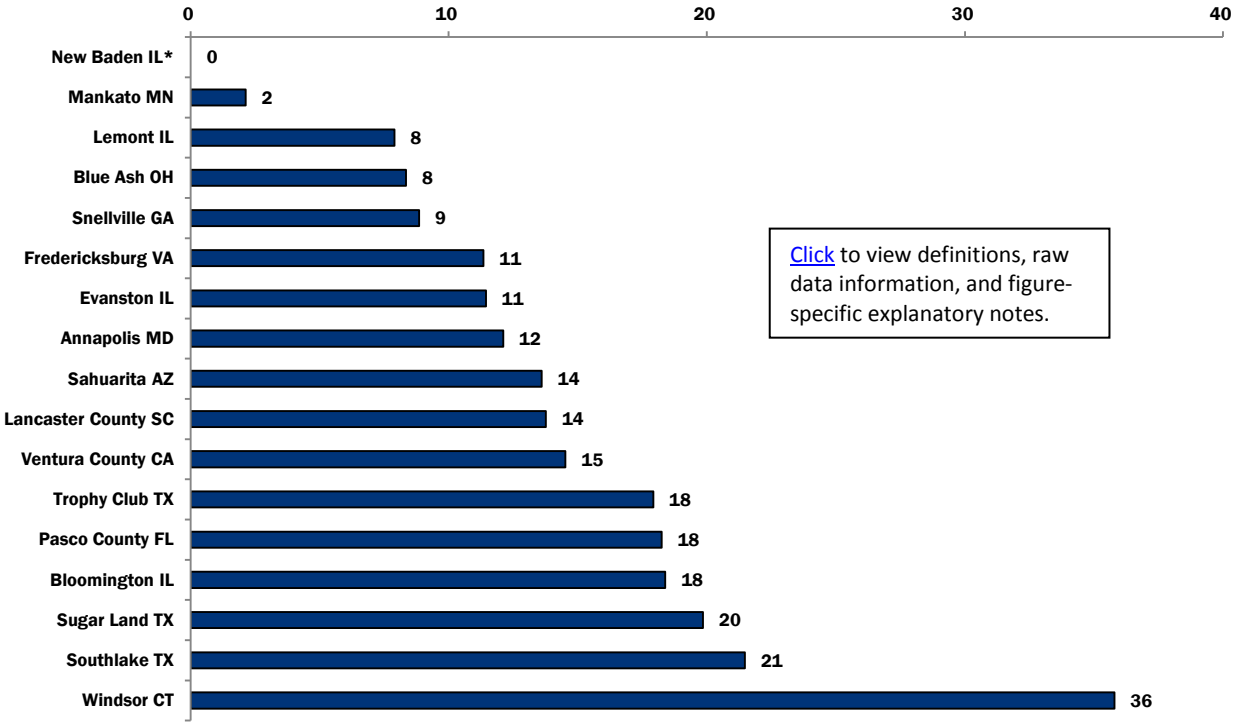
Figure 13-3. Intermediate Outcome Measure: Number of Accidents Involving Police and Law Enforcement Vehicles



* These jurisdictions reported having zero accidents involving police and law enforcement vehicles.
^ Sugar Land, TX, reported a high rate of law enforcement accidents in FY 2010 and is implementing defensive driving and safety programs to increase awareness.

	Number of accidents involving police and law enforcement vehicles
CPM 101	
Mean	8
Median	8
CPM 101 & Comprehensive	
Mean	26
Median	5

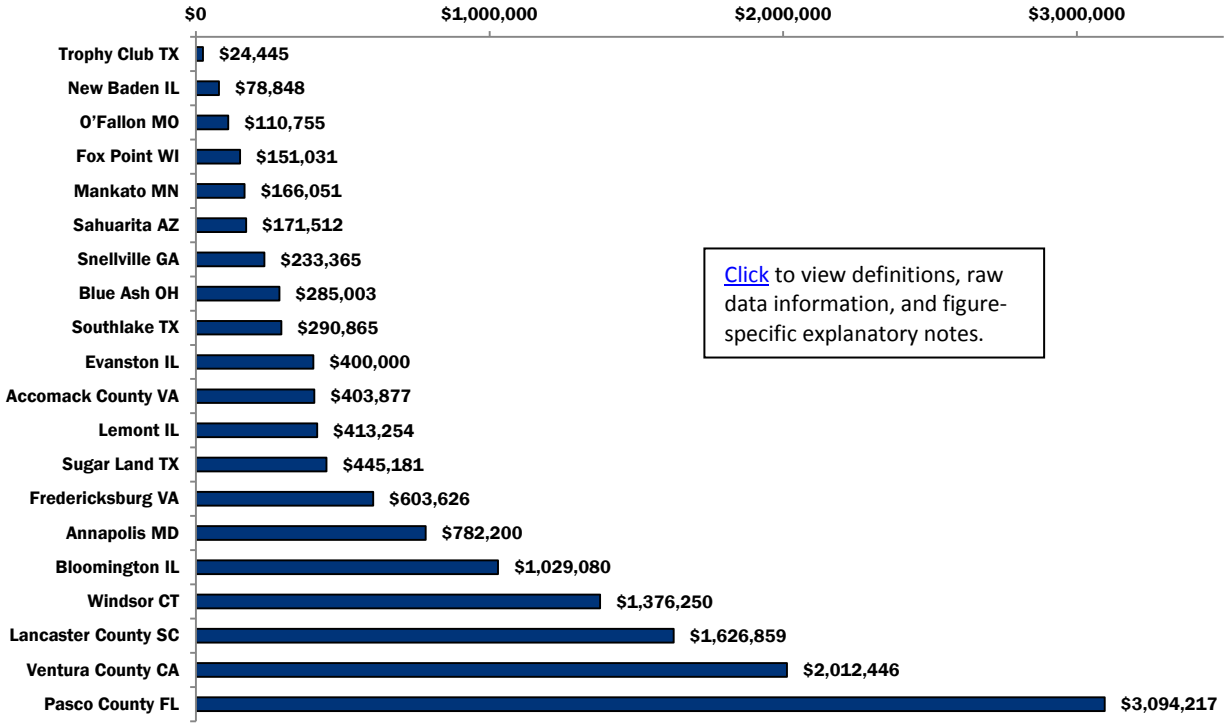
Figure 13-4. Intermediate Outcome Measure: Number of Worker's Compensation Claims Filed per 100 Jurisdiction FTEs



* New Baden, IL reported 0 worker's compensation claims filed

	Number of worker's compensation claims filed	Total jurisdiction FTEs	Worker's compensation claims filed per 100 jurisdiction FTEs
CPM 101			
Mean	113	840	13.9
Median	50	326	13.6
CPM 101 & Comprehensive			
Mean	219	1,341	17.2
Median	54	446	11.1

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



	Total expenditures for property losses, premiums, and other risk management activities
CPM 101	
Mean	$684,943
Median	$401,939
CPM 101 & Comprehensive	
Mean	$1,670,235
Median	$642,138

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

Because customer satisfaction data was provided by only one CPM 101 pilot participant (Lancaster County, SC), a graph was not created for this measure. However, the means and medians incorporating the CPM Comprehensive Program data are presented below.

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, please contact CPM at (202) 962-3562 or send an e-mail to cpmmail@icma.org.

Click to view definitions, raw data information, and figure-specific explanatory notes.

	Excellent	Good	Fair	Poor
CPM 101				
Mean				
Median				
CPM 101 & Comprehensive				
Mean	36%	43%	13%	8%
Median	30%	50%	10%	4%

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 by checking the Excel file your primary coordinator received by email or by contacting 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.

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

Jurisdiction	Population	Residential recycling collection accounts	Tons of residential recyclables collected	Residential refuse collection accounts	Tons of residential refuse collected
Accomack County VA	30,223	13,798	587	9,676	10,540
Annapolis MD	38,394	8,871	2,848	8,871	9,268
Bloomington IL	74,975	12,250	2,706	25,500	19,782
Blue Ash OH	12,114	3,269	1,541	3,915	3,635
Fox Point WI	6,741	2,513	943	2,513	1,833
Lancaster County SC	75,913	0	3,127	0	19,587
Lemont IL	16,000	5,075	1,800	5,075	5,460
Mankato MN	39,309	8,945	1,952	8,945	7,145
O'Fallon MO	79,329	23,592	6,097	23,592	21,288
Pasco County FL	471,709		3,510		
Snellville GA	17,757	7,083	2,131	7,083	4,942
Sugar Land TX	84,511	15,197	4,782	23,381	41,319
Ventura County CA	802,983	22,107	10,257	22,107	30,810
Windsor CT	29,014	9,645	2,166	0	0

	Population	Residential recycling collection accounts	Tons of residential recyclables collected	Residential refuse collection accounts	Tons of residential refuse collected
CPM 101					
Mean	97,048	10,180	3,175	10,820	13,508
Median	29,619	8,945	2,436	8,871	9,268
CPM 101 & Comprehensive					
Mean	177,527	40,833	10,917	42,320	45,961
Median	48,982	12,596	2,720	13,260	14,193

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 for relevant effective practice case studies on the ICMA Knowledge Network; it's full of examples of how local governments have used performance measurement to find improvement targets and boost performance—and to promote ongoing high performance. One example is the village of Oak Park's mini case study, which outlines their techniques for encouraging residents to dispose of nearly one-third of residential solid waste through the recycling program, rather than the regular refuse program.

- **Prepare a report for your supervisor, manager, elected officials, or others.** Using the Microsoft® Word version of this report, you can easily copy and paste all of the figures in this report into a custom report of your own. 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.

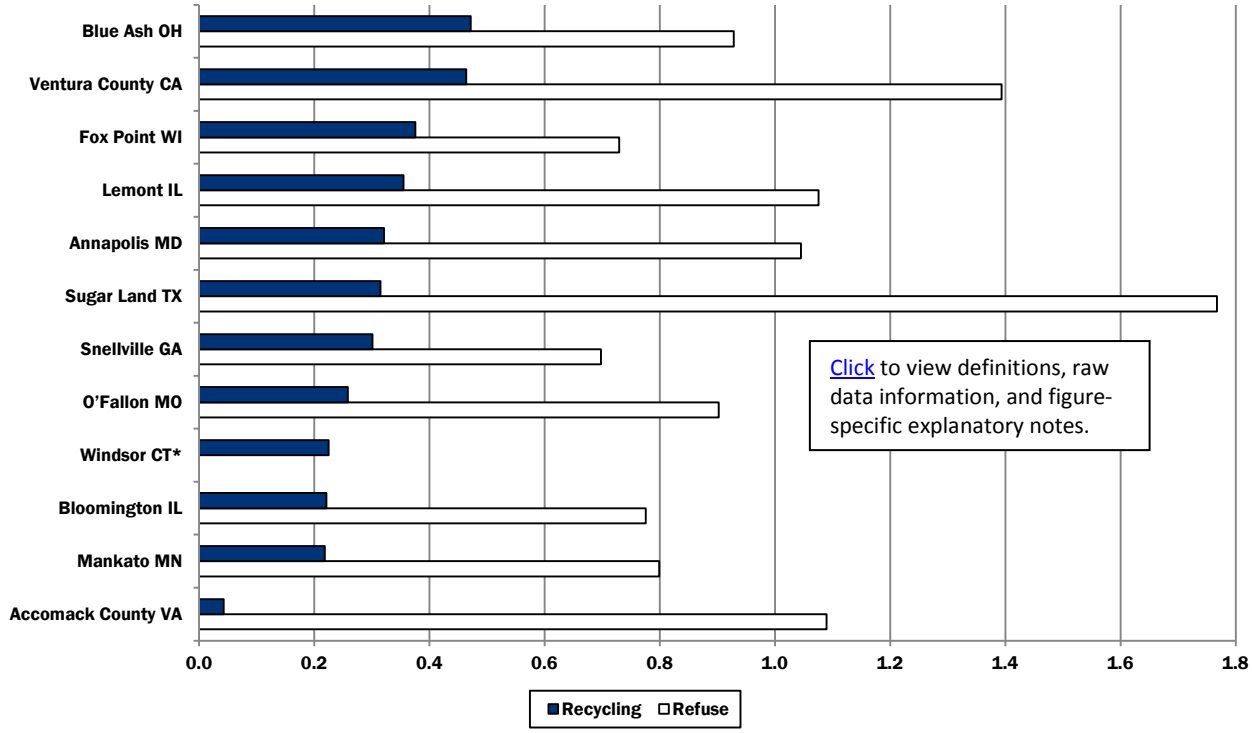
  In addition the figures displayed in this report, a basic graphing utility is provided in the Excel data file that was delivered to your local government in June 2011. With that utility, you can instantly create a basic graph displaying the performance of you and your peer participants for any numerical item in the data set. Contact the CPM staff (cpmmail@icma.org) if you need assistance in locating the data set or using any of the figures.

- **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:

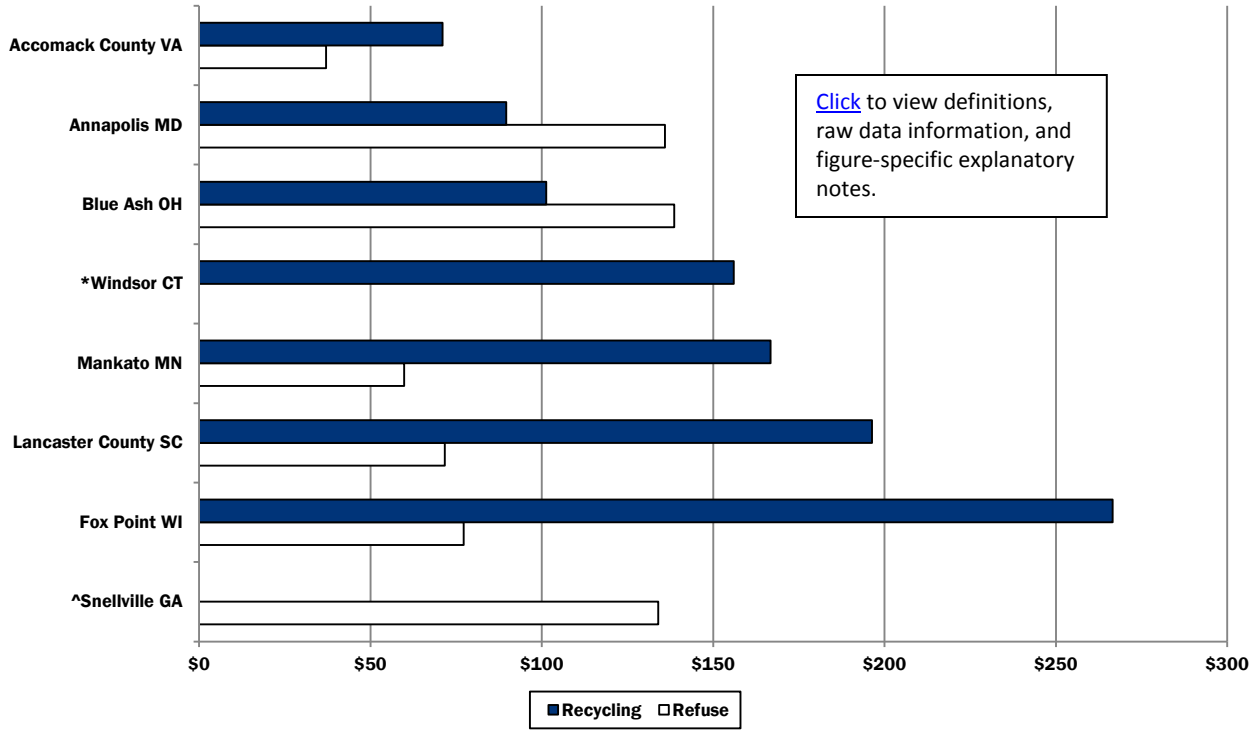
Figure 14-2. Output Measure: Residential Solid Waste Collected per Account, by Material Type, in Tons



* The town of Windsor, CT, reported that the local government collects recycling material only; regular refuse is collected by other entities.

	Recycling	Refuse
CPM 101		
Mean	0.30	1.02
Median	0.31	0.93
CPM 101 & Comprehensive		
Mean	0.28	1.03
Median	0.25	1.01

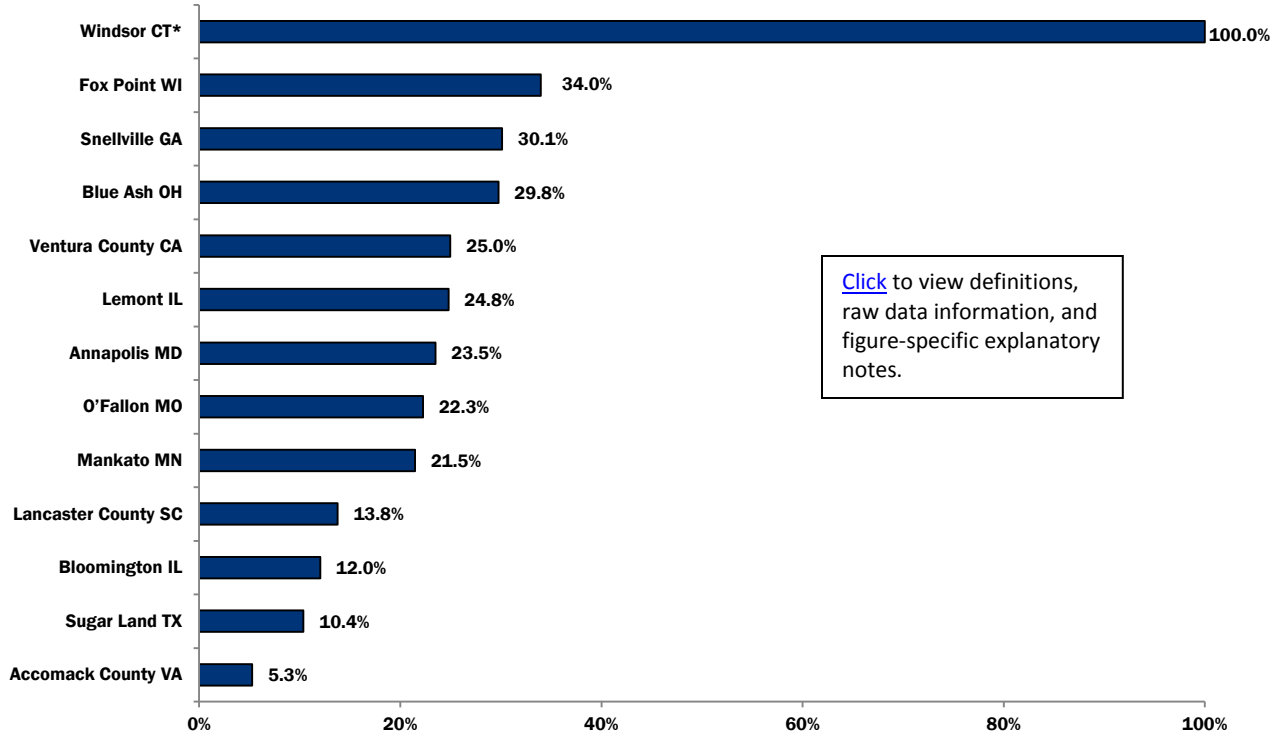
Figure 14-3. Efficiency Measure: Operating and Maintenance Expenditures for Refuse and Recycling Collection, per Ton of Material Collected



* The town of Windsor, CT, reported that the local government collects recycling material only; regular refuse is collected by other entities.
^The city of Snellville, GA, did not provide expenditure data necessary to calculate expenditures per ton for recycling.

	Recycling	Refuse
CPM 101		
Mean	$149.65	$93.46
Median	$156.03	$77.19
CPM 101 & Comprehensive		
Mean	$140.38	$46.90
Median	$126.36	$36.93

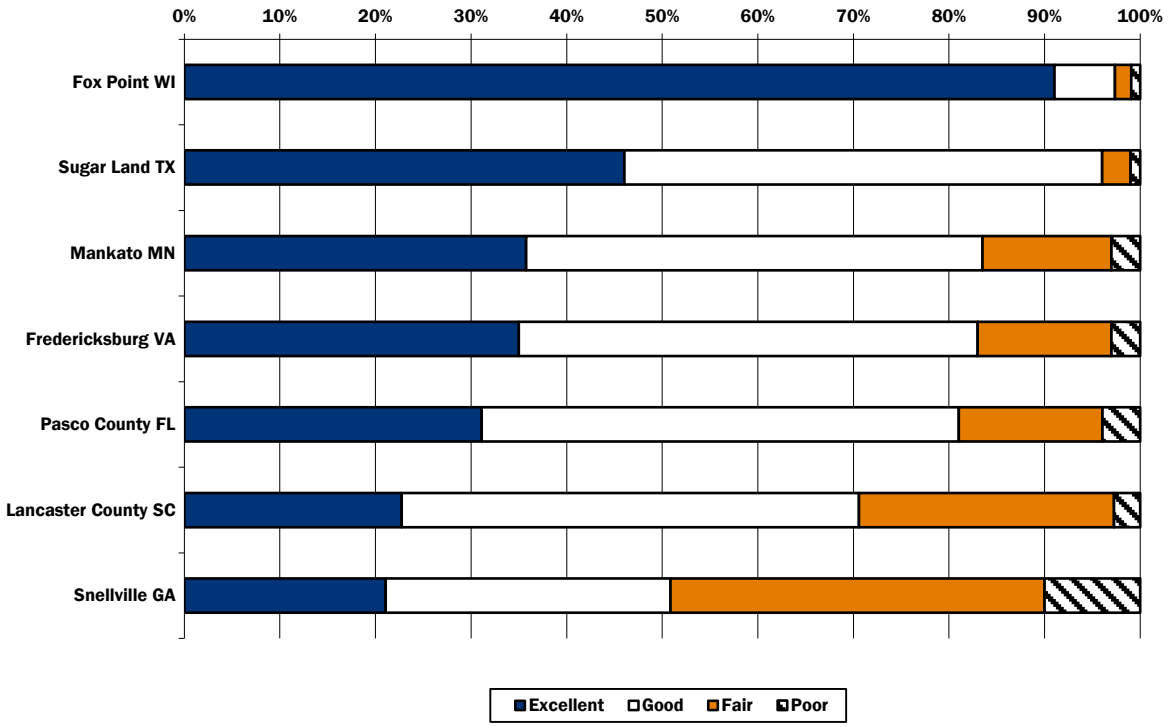
Figure 14-4. Intermediate Outcome Measure: Recycling Material Collected as a Percentage of Total Solid Waste Collected



*The town of Windsor, CT, reported that the local government collects recycling material only; regular refuse is collected by other entities.

	Recycling material collected as percentage of total solid waste collected
CPM 101	
Mean	27.1%
Median	23.5%
CPM 101 & Comprehensive	
Mean	19.1%
Median	16.6%

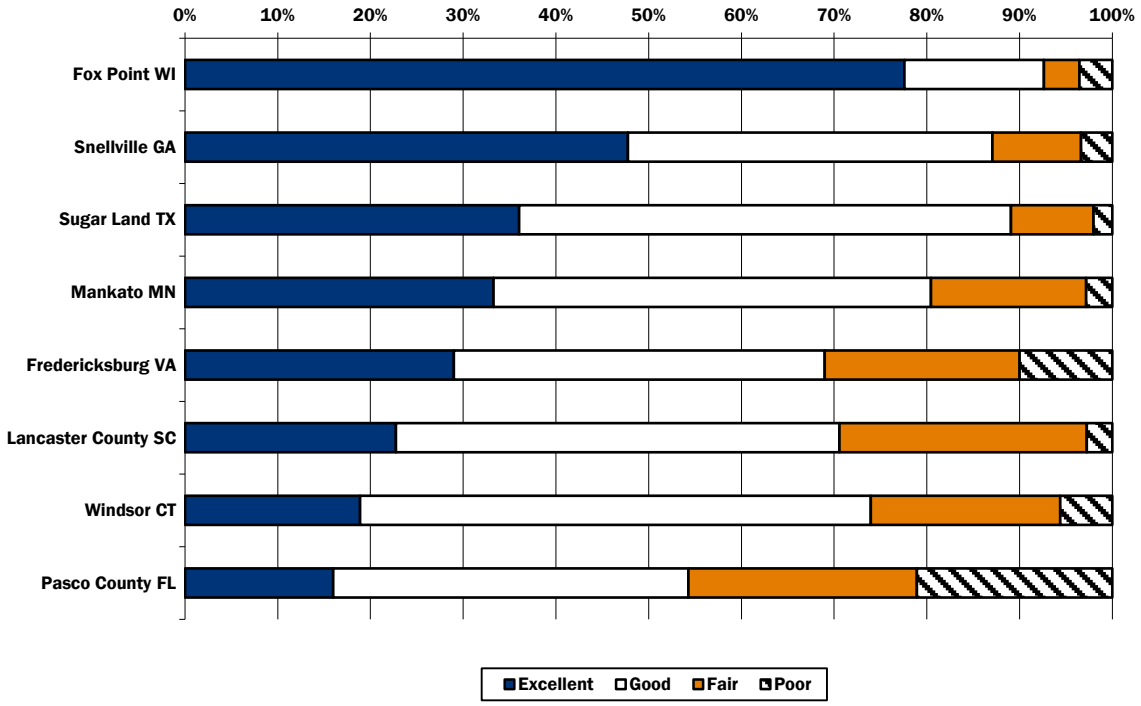
Figure 14-5. Outcome Measure: Citizen Satisfaction with Residential Refuse Collection Services



	Excellent	Good	Fair	Poor
CPM 101				
Mean	40.4%	39.9%	16.1%	3.5%
Median	35.0%	47.8%	14.0%	3.0%
CPM 101 & Comprehensive				
Mean	46.0%	40.9%	9.8%	3.2%
Median	42.0%	46.2%	8.0%	2.9%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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



	Excellent	Good	Fair	Poor
CPM 101				
Mean	35.2%	42.0%	16.5%	6.4%
Median	31.1%	43.6%	18.6%	3.5%
CPM 101 & Comprehensive				
Mean	42.3%	40.2%	11.6%	5.9%
Median	38.5%	40.6%	10.4%	3.5%

Click to view definitions, raw data information, and figure-specific explanatory notes.

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

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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).

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 that those whose service is funded through tax revenues.