



November 5, 2014

TO: Larry Davis, Budget & Evaluation Director
FROM: Haywood Cloud, Jr. Budget & Management Analyst
SUBJECT: 2012-2013 Benchmarking Report

The North Carolina School of Government annual “Final Report on City Services for Fiscal Year 2012-2013” was recently published and this memo highlights a few of the 12-13 service comparisons.

Overview

In the fall of 1995, fourteen municipalities and counties in North Carolina agreed to participate in a collaborative benchmarking project that would measure the performance and cost of each jurisdiction and compare them with one another. Since that time, the benchmarking project has evolved and now includes fifteen municipalities. The Final Report on City Services for Fiscal Year 2012-13 now includes 13 service areas (Core Parks & Recreation Services were added using data starting with the fiscal year ending June 30, 2013). The report provides summaries of the services and unique factors impacting service delivery for the municipality profiled as documented in the reports from previous years. In addition to cost details, the report also includes data on the municipality and the service population in order to provide context. After all data is collected, a final report is compiled and distributed to municipalities.

The full report is available from the Budget and Evaluation Department and includes detailed service profiles, comparison data from other jurisdictions, and performance measures.

Service Areas

- Residential Refuse Collection
- Household Recycling
- Yard Waste/Leaf Collection
- Police Services
- Emergency Communications
- Asphalt Maintenance and Repair
- Fire Services
- Building Inspections
- Fleet Maintenance
- Central Human Resources
- Water Services
- Wastewater Services
- Core Parks & Recreation

Participating Municipalities

- Apex
- Asheville
- Burlington
- Cary
- Charlotte
- Concord
- Durham
- Greensboro
- Greenville
- Hickory
- High Point
- Salisbury
- Wilmington
- Wilson
- Winston-Salem

Highlights

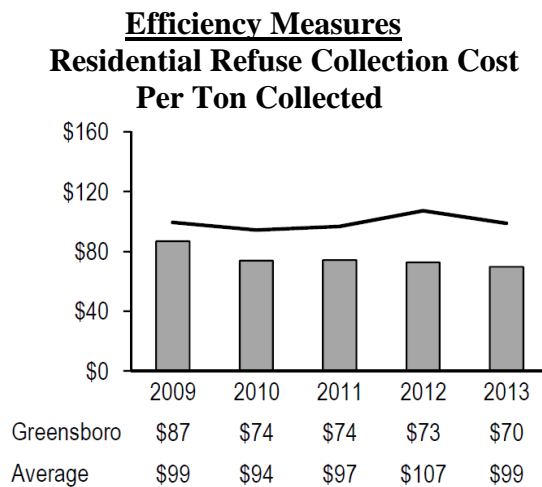
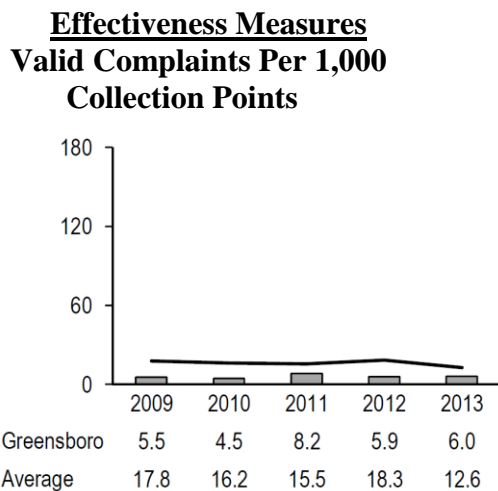
Below are some highlights from the FY 12-13 Final Report.

The report is not only a snapshot of the City of Greensboro's participation in the study, but it also provides pertinent information that illustrates how resource allocation comparisons over time, and how the measurement of efficiency and effectiveness can encourage continuous improvement in the public sector.

Infrastructure Result Area

Residential Refuse Collection

Although the City of Greensboro's valid complaints per collection point increased from 5.5 in 2009-10, to 6.0 in 2012-13, they still remained below the average of 12.6. When measuring collection costs per ton collected, since 2009-10, Greensboro's cost has decreased by \$17. After some fluctuation, average cost for all participants has returned to \$99 in FY 12-13.



The city's Residential Refuse collection services valid complaints per 1,000 collection points, and cost per ton collected have a favorable comparison to the average. Overall, the city's performance in the area of Refuse Collection this year was better than average in 8 out of 9 benchmark measurements.

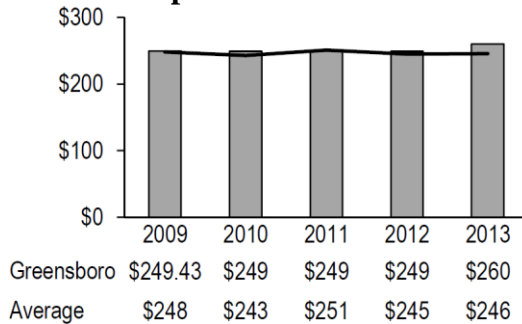
Public Safety Result Area

Police Services

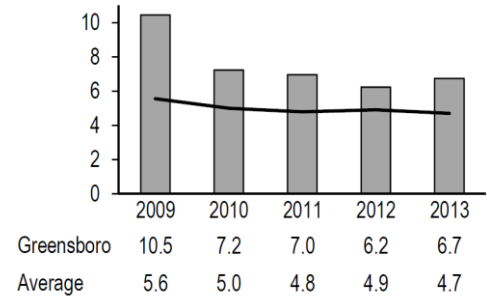
Although Greensboro's response time to high priority calls remains above the study average, the gap is shrinking. The performance gap has shrunk from approximately 5 minutes in FY 09-10 to 2 minutes in FY 12-13. The significant reduction in response times over the last five years can be attributed to a change in the policy on the definition of high priority calls. The change in the

policy increased the standard of what constitutes a high priority call, which has contributed to a gradual reduction in the number of calls that are considered high priority. The cost per capita for police services (\$260) increased by \$11 from last year (\$249), and is \$14 dollars above the average (\$246) after holding steady in the four previous years at \$249 (2009-12).

Resource Measures
Police Services Costs Per Capita
Per Capita



Effectiveness Measures
Response Time to Priority Calls
In Minutes

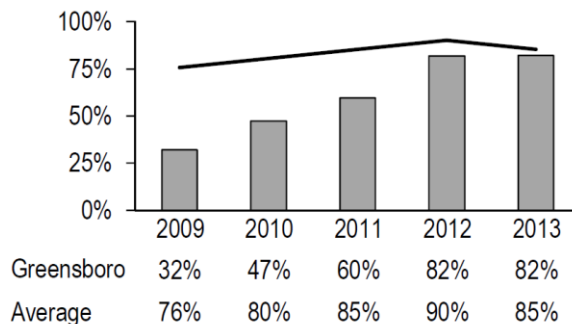


Fire Services

Of the fifteen participating municipalities, the City of Greensboro is the only city with an Insurance Service Office (ISO) rating of 1. Five of the participating municipalities had ratings of 2 (up one from last year), and eight reported ratings of 3. (same as last year).

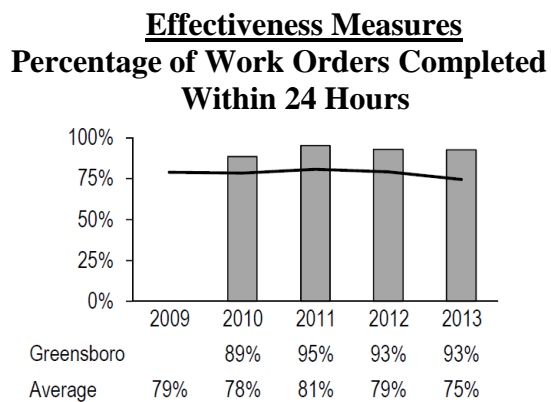
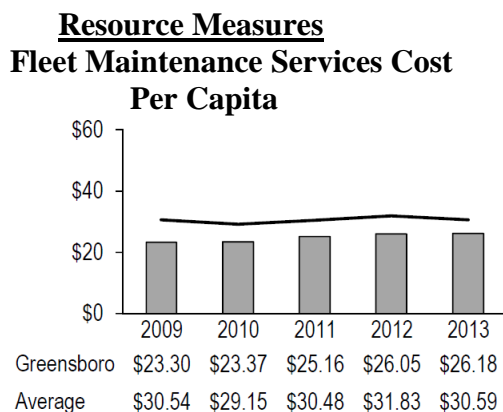
The Greensboro Fire Department performs close to the average for full call response within eight minutes of travel time. Since FY 2009-10, the department has improved its response time dramatically. This improvement is largely due to a departmental policy change regarding the dispatch of supplemental units for fire calls.

Effectiveness Measures
Percentage of Full Response
Within 8 Minutes of Travel Time



General Government Result Area
Fleet Maintenance

Unlike other service areas in the benchmarking study where some cities didn't participate, all fifteen municipalities participated in the service area of Fleet Maintenance. The maintenance of its fleet is a very important part of the City of Greensboro's ability to provide excellent customer service to its citizens. Between 2009 and 2013, the Fleet Maintenance Service Cost per Capita resource measures performed better than average every year.



Conclusion

The 2012-2013 Benchmarking report prepared by the North Carolina School of Government is the result of a successful collaboration of fifteen North Carolina municipalities. This type of report provides a great deal of data and useful information that allows each participating municipality to share information not only with the employees from the respective cities who participated in the study, but also to the general public who have expressed a growing demand for accountability and transparency in government in recent years.

The overall objective of the performance measurement project is to both develop and expand the use of performance measurement as a tool that drives local governments towards improving the delivery of the services provided. The City of Greensboro will continue to use benchmark reports in future years, looking to identify service delivery areas that should be considered for evaluation to improve efficiency and effectiveness.

For more information, or a copy of the report, please contact Haywood Cloud, Jr. in the Budget and Evaluation Department at haywood.cloud@greensboro-nc.gov.