Findlay Performs

CITY OF FINDLAY

Findlay Performs connects the performance of City departments to the City's Strategic Plan. Our Journey framework is a map for the City's overall direction and lays out our Vital Few Objectives.

Key Performance Indicators, or KPIs, are a critical tool in the City's ability to: demonstrate progress on its goals; provide leadership with the information to make data-driven decisions as it allocates resources; and share the information necessary to tell the organization's story. This performance data will provide service delivery and operational effectiveness measurements and will serve as a report card to demonstrate the City's pledge to hold our service delivery to a high standard.

Included in this report are 45 performance indicators that were identified by City departments as "key" or "most important" in determining success or improvement of city services. Depending on the nature of the data, these measures are reviewed either monthly, quarterly or annually by department staff and City administration leadership.

As of October 1, 2023 (unless otherwise noted)

Contents (click a link below)

KPI Dashboard (click on a KPI for more detail)

*Overtime incurred is higher than the 3 year average due to staffing needs in the Fire and Police Departments. The City is actively recruiting and hiring.

*Crime Incidents appear higher due to the decrease experienced during the pandemic in 2020, as well as the transition to a new, more comprehensive, data collection system at the beginning of 2020. As we accumulate more data, the metrics will be adjusted accordingly.

SAFETY

Police	*Police*	*Police*	*Fire*
violent crimes	non-violent crimes	average response time	average response time
15.9	**99.5**	**5:23**	**4:06**
average incidents per month through Q3 2023	average incidents per month through Q3 2023	minutes in 2023 YTD	minutes in 2023 YTD
slightly above 3 yr. average*	below 3 year average*	quicker than target	quicker than target

SERVICES

Water	*Sewer*	*Public Works*	*Airport*	*Engineering*
safe drinking water	regulatory compliance	pothole repairs	hangar capacity	lane miles paved
100%	**100%**	**1.6 days**	**107%**	**17.3**
days in compliance	days in compliance	average time to complete	capacity filled	miles paved in 2023
meets target	meets target	quicker than target	better than target	on track for target

PARKS & RECREATION

FINANCIAL

The Cube	*The Cube*	*Marathon Diamonds*	*City*	*City*
ice usage	public skate	field usage	ratio of actual to budget	overtime
67.8%	**97**	**68%**	**0.94**	**$619K**
average capacity utilized YTD	participants per session YTD	average capacity utilized YTD	ratio for Q3 2023	incurred YTD
better than target	better than target	better than target	better than target	above 5 year average*

Back to contents

2023 Journey

CITY OF FINDLAY

MISSION

Enduring stewardship dedicated to service and safety for citizens, promoting Findlay as the premier place for opportunity and growth.

VALUES

ACCOUNTABILITY

TRUST

PROFESSIONALISM

COMMITMENT

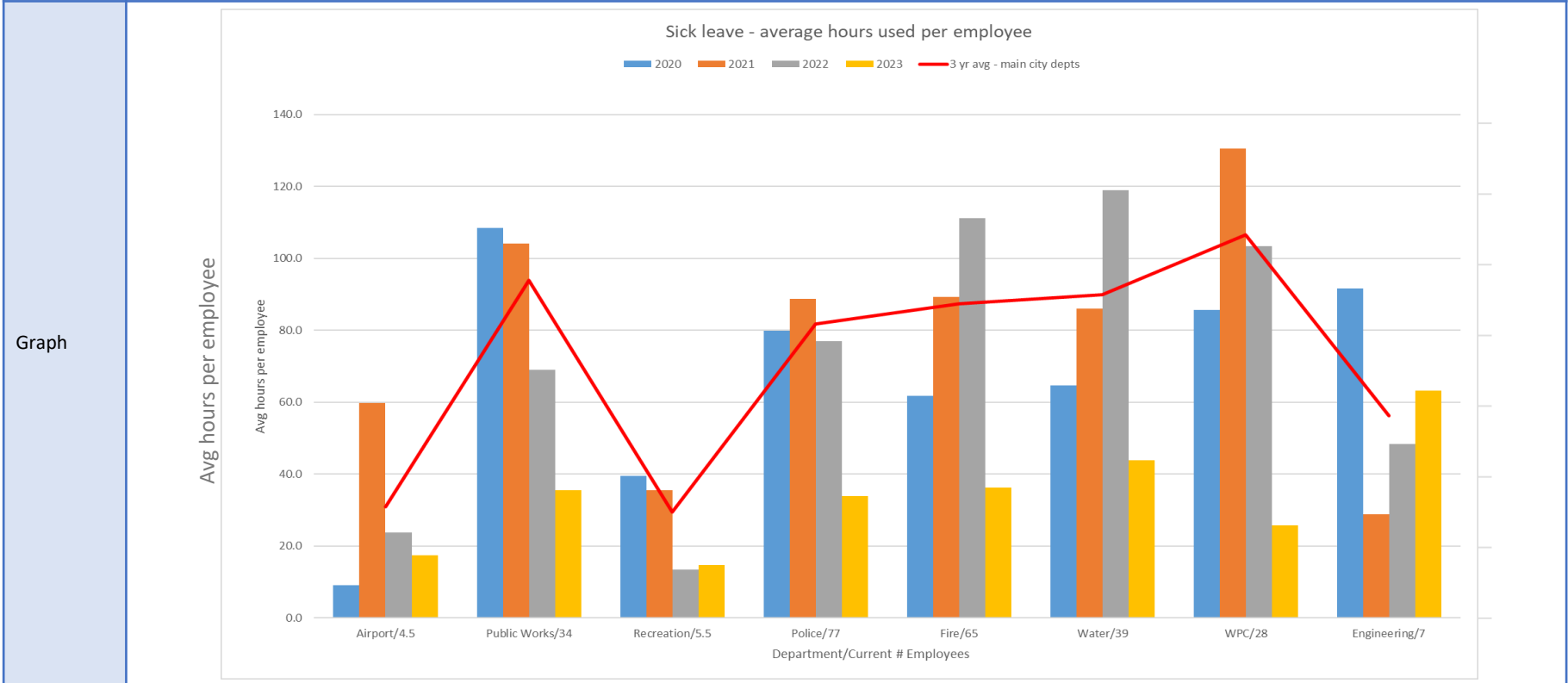EXCELLENCE

DEDICATION

SAFETY

DIVERSITY

2024 Vision

BE:

- A great place to Live, Learn, Work, and Play
- Vibrant world class community
- Best in class in economic development
- An employer of choice

DO:

- Promote successful flood mitigation
- Preserve financial stability and leverage opportunities
- Lead local government innovation
- Maintain excellent infrastructure
- Maximize our resources

HAVE:

- Inclusive and welcoming community
- Strong innovative partnerships
- Collaborative pillars of citizens, business and education
- Open, effective community engagement
- Valued community/customer satisfaction
- Highly skilled, driven, competent workforce

Vital Few Objectives	Measure	2023 Target	2023 Initiatives
Financial Vision - prudently manage the financial resources of the City			
VFO— Manage Revenue	Actual/Forecast ratio (Monthly)	1.00	2023-9 — Improve financial systems & processes
VFO— Manage Expenses	Actual/Budget ratio (Monthly)	1.00	
VFO— Manage Reserves	Actual/Policy Minimum Ratio	1.00	
Customer/Stakeholder - provide outstanding services to the community & foster strong partner relationships			
VFO—Achieve Excellent Community Satisfaction	Quality of Life Survey Score (Biennially)	3.0	2023-5—Improve Zoning/Zoning Enforcement
VFO— Continue Strong, Innovative Partnerships	Partner Engagement Index Score	1.00	2023-6—Offer Improved Service to Citizens/Customers 2023-7—Champion Community Initiatives
Operations & Service - optimize our operations, facilities, and equipment			
VFO—Achieve Public Service Excellence	Performance Standards by Department (KPIs)	Various	2023-1—Improve Technology and Communication 2023-2—Improve Public Safety
VFO—Enhance Infrastructure Including Equipment	Capital Expenditure as a % General Revenue	20%	2023-3– Improve/Optimize City Infrastructure 2023-4 Improve /Optimize City Facilities
People Investment - create a safe and healthy workplace and promote a positive work culture			
VFO—Improve Employee Satisfaction	Annual Survey Score	3.5	2023-8—Employee Recruitment & Development
VFO—Promote an Accident Free Workplace	10% Reduction of 5-Year Avg. of reportable/ recordable incidents	11	
VFO—Promote an Accident Free Workforce	10% Reduction of 5-Year Avg. of Lost Days	125	
VFO—Support a Healthy	10% increase in Wellness	90%	

4

Dept.	ENTERPRISE
KPI Measure	Actual vs. Budget – YTD Ratios
Rationale/ Definition	We monitor the rate of spending as a ratio to the budget to try to stay below budget. The year-to-date (YTD) actual spend is compared to the pro-rated budget, based on a uniform spend assumption.
Frequency	Quarterly (YTD amounts at end of each quarter)
Data Source	Financial summary data
Graph	
Other/ comments	Our target spending is a .95 level. This provides us with flexibility to allocate additional funds to capital improvements and/or increase cash reserves.

Q3 2023 Actual Spend vs. Budget

Ratio Actual to Budget

Key Operational Departments: Police, Fire, Recreation, Engineering, Streets, Airport, Water, WPC, Total General Fund

Legend: Spending Level | Unspent Budget | Target (.95)

Dept.	ENTERPRISE	ENTERPRISE
KPI Measure	Safety: # of Reportable Incidents	Safety: # of Lost Days (due to injury)
Rationale/ Definition	Tracking the number of incidents each year allows us to examine trends and take steps to reduce injuries and accidents in the workplace.	The days lost due shows the cost and productivity that is lost due to injuries and accidents in the workplace.
Frequency	Quarterly	Quarterly
Data Source	Bureau of Workers Compensation data	Bureau of Workers Compensation data
Graph		
Other/ comments	The target is a 10% reduction from the 5 year average; not to exceed the previous year's target incidents.	The target is a 10% reduction from the 5 year average; not to exceed the previous year's target incidents. In 2019, the majority of the lost days are attributed to 1-2 incidents.

Reportable Incidents

Reportable incidents — Target - to stay under

# of Incidents

2018: 11, 16 (target)
2019: 15, 14 (target)
2020: 6, 13 (target)
2021: 17, 11 (target)
2022: 12 (target)
2023: 12, 11 (target)

Lost Days

Lost Days — Target - to stay under

Lost Days

2018: 45, 125 (target)
2019: 422, 194.2 (target)
2020: 16, 214.8 (target)
2021: 101, 197.4 (target)
2022: 15, 159 (target)
2023: 20, 119.8 (target)

(Scroll or page up/down to see more departmental KPIs)

Dept.	ENTERPRISE
KPI Measure	Overtime
Rationale/ Definition	We monitor overtime costs by comparing to a 5-year quarterly average.
Frequency	Quarterly
Data Source	Overtime summary
Graph	
Other/ comments	Our target for comparison is a 5-year average. Higher levels of overtime are generally caused by weather related events (e.g. flooding, snow, etc.) 2020: Overtime is high in the 4th quarter related to COVID-19 (sick time, quarantines) 2022: Overtime is high in the 2nd quarter due to multiple CRT callouts. 2023: Overtime is high due to staffing needs in the Police and Fire Departments. The City is actively hiring to remedy this.

Overtime costs - City-wide

Dept.	ENTERPRISE
KPI Measure	Employee Sick Time Usage
Rationale/ Definition	We monitor sick time usage in order to curb any possible abuse. It is compared to a 3-year average.
Frequency	Biannually
Data Source	Sick time usage data
Graph	
Other/ comments	Our target for comparison is a 3-year average. Sick leave can also include sick leave hours taken as part of FMLA. The Fire department usage is higher due to the 24 hr. shifts. This KPI is updated after the mid-year and end-of-year marks. 2020: Some departments have high usage related to FMLA leaves (such as maternity/paternity) and coronavirus related leaves.

Sick leave - average hours used per employee

2020   2021   2022   2023   3 yr avg - main city depts

Avg hours per employee

Department/Current # Employees

Dept.	POLICE
KPI Measure	# of Violent & Non-Violent Crimes
Rationale/ Definition	We monitor crime incidents as compared to a 3-year average in order to examine changing trends. Communities are evaluated on the number of non-violent and violent crimes committed in their jurisdiction. This measure allows us to prudently direct resources.
Frequency	Monthly
Data Source	Police Statistics
Graph	
Other/ comments	Our target for comparison is a 3-year monthly average. Violent crimes include: homicide, rape, robbery and aggravated assault. Crime Incidents are running higher than the 3 year average. They appear higher due to the decrease experienced during the pandemic in 2020, as well as the transition to a new, more comprehensive, data collection system at the beginning of 2020. As we accumulate more data, the metrics will be adjusted accordingly.
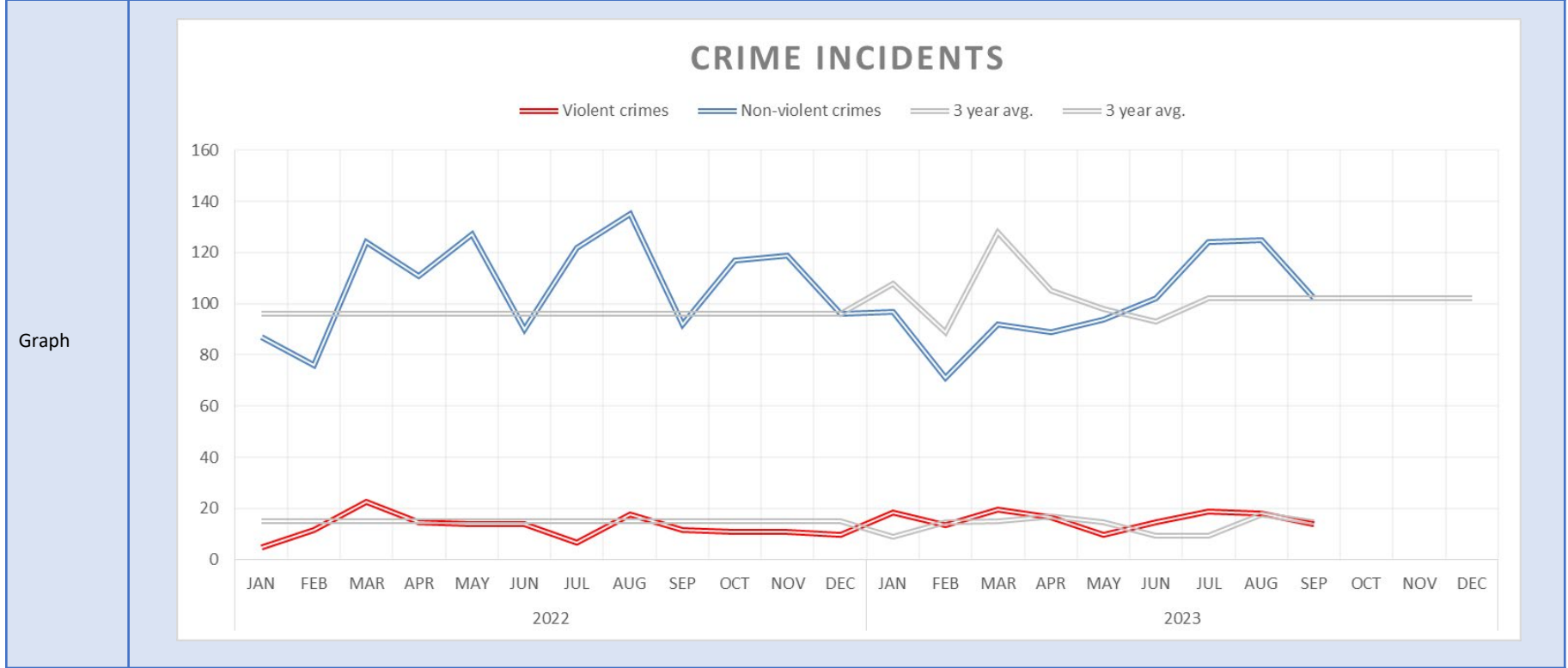
Dept.	POLICE
KPI Measure	# of Traffic Accidents
Rationale/ Definition	We monitor traffic accidents as compared to a 3-year average. This measure allows us to determine effective resource allocation to enforce laws related to motorists and pedestrians.
Frequency	Monthly
Data Source	Police Statistics
Graph	
Other/ comments	Our target for comparison is a 3-year monthly average.

Dept.	POLICE
KPI Measure	Average response time – Priority Calls
Rationale/ Definition	Quick response times to emergency calls are key to police effectiveness. People expect the police to respond in a timely manner. That is why response times to emergency/in-progress calls are evaluated.
Frequency	Monthly
Data Source	CAD Incidents Unit Response Report
Graph	
Other/ comments	Our target is 6 minutes. The target is based on prior year data and the desire to set an assertive, yet realistic goal.

Average response time - Priority Calls

Legend: Average response time | Target

Response minutes
10.00
8.00
6.00
4.00
2.00
0.00

Jan/471 Feb/441 March/506 April/559 May/568 Jun/538 July/559 Aug/523 Sept/484 Oct Nov Dec

2023

Month/# calls

(Scroll or page up/down to see more departmental KPIs)

Dept.	POLICE
KPI Measure	Crime prevention and community outreach activities
Rationale/ Definition	The Crime Prevention/Community Outreaches are a vital aspect of the function of the Findlay Police Department. These include activities by the Crime Prevention Officer as well as school walk-throughs/visits by officers, in addition to any other outreach an officer does.
Frequency	Monthly
Data Source	Police Statistics
Graph	
Other/ comments	We are comparing to the 3-year monthly average. These activities include: school visits, class presentations, school walk-throughs, Crime Stopper meetings, Block Watch meetings, Coffee with a Cop, etc. Activity is lower in the summer months due to school being out of session. 2020: Activity is low due to school being out of session related to COVID-19.

Crime Prevention/Community Outreach Activities

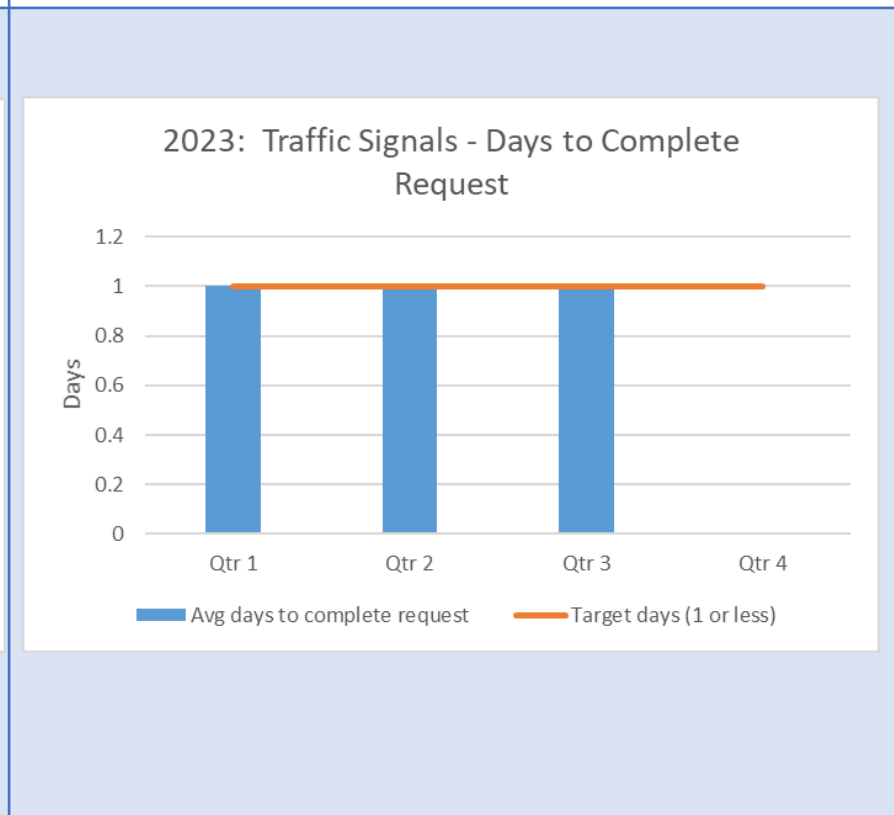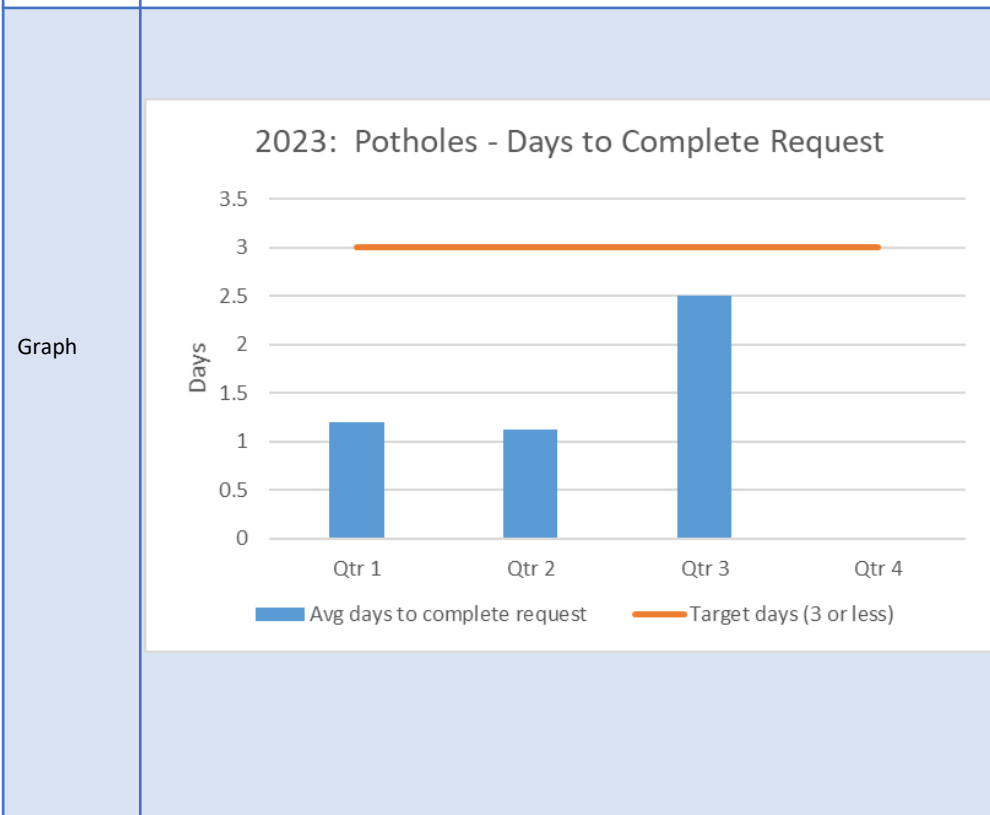| Dept.	FIRE	FIRE
KPI Measure	Response Time and Turnout Time	Average Response Time & Turnout Time
Rationale/ Definition	Quick response is vital to the effectiveness of the fire department. We strive to meet standards set by the NFPA (National Fire Protection Association).	We also monitor our average response times to examine trends and identify efficiency areas to be addressed.
Frequency	Monthly	Monthly
Data Source	Response Time Breakout Summary	Response Time Breakout Summary
Graph		
Other/ comments	Response time goal: To arrive on scene in less than 5 minutes on 90% of emergency calls. Turnout time goal: To be en route in less than 1 minute on 90% of emergency calls. Response time: Time from alarm at station to arrival at scene Turnout time: Time from alarm at station to vehicle in motion to scene	Our target response time is less than 5 minutes. Our target turnout time less than 1minute. Response time: Time from alarm at station to arrival at scene Turnout time: Time from alarm at station to vehicle in motion to scene

(Scroll or page up/down to see more departmental KPIs)

Dept.	FIRE
KPI Measure	Daily manpower level
Rationale/ Definition	Having the appropriate level of personnel on duty daily is key to the effectiveness of the fire department. The optimal level is 15 or more, which allows for a dedicated ladder truck company. The daily minimum level is 14. This number does not include fire prevention personnel or the Fire Chief.
Frequency	Monthly
Data Source	Fire Department
Graph	
Other/ comments	The target for days at ideal level is 75%. Note: June & July one additional vacation slot is open. This drops the manpower to minimum most days. 2022 manpower numbers lower due to retirements and extended sick leave. In 2023 we are planning ahead to extend offers to 8 over the course of the year and an additional 2 early 2024. This will balance additional planned retirements and allow time for 10 week fire academy as needed.
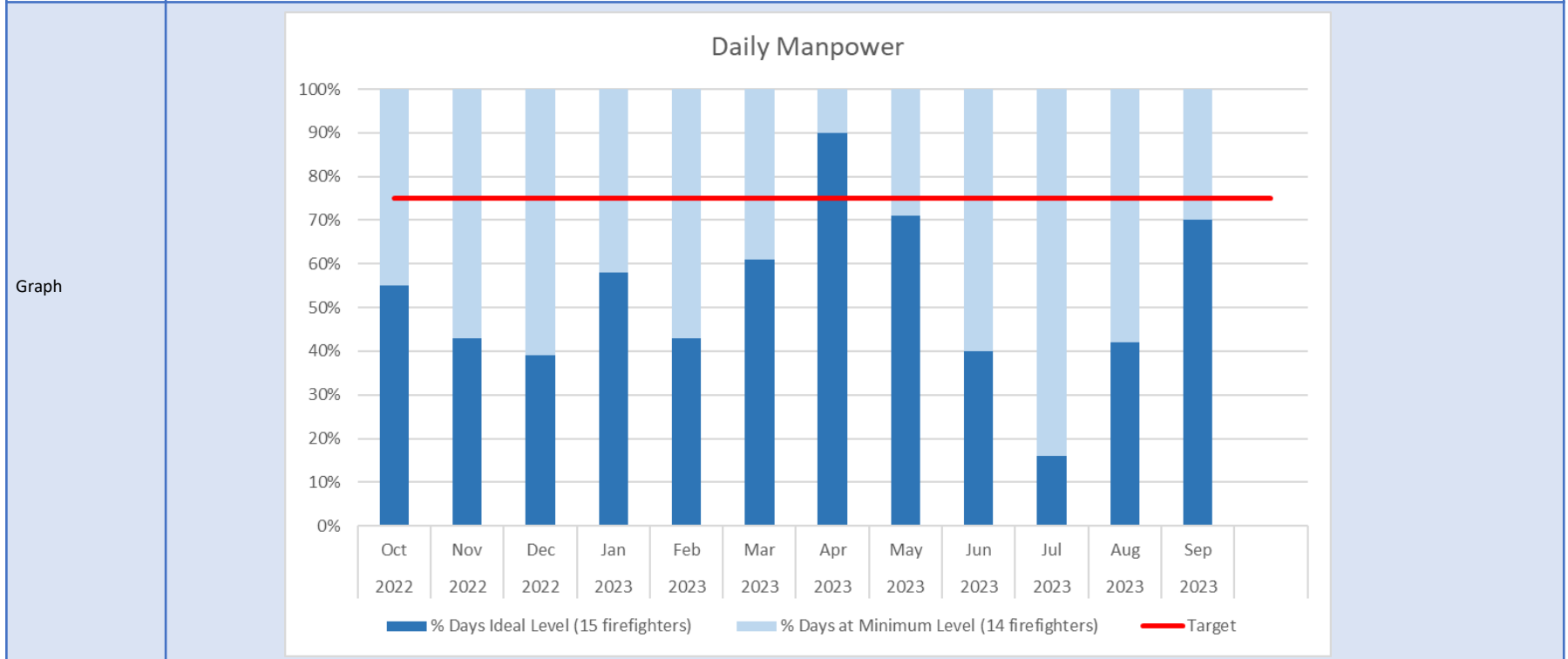
Daily Manpower

% Days Ideal Level (15 firefighters) — % Days at Minimum Level (14 firefighters) — Target

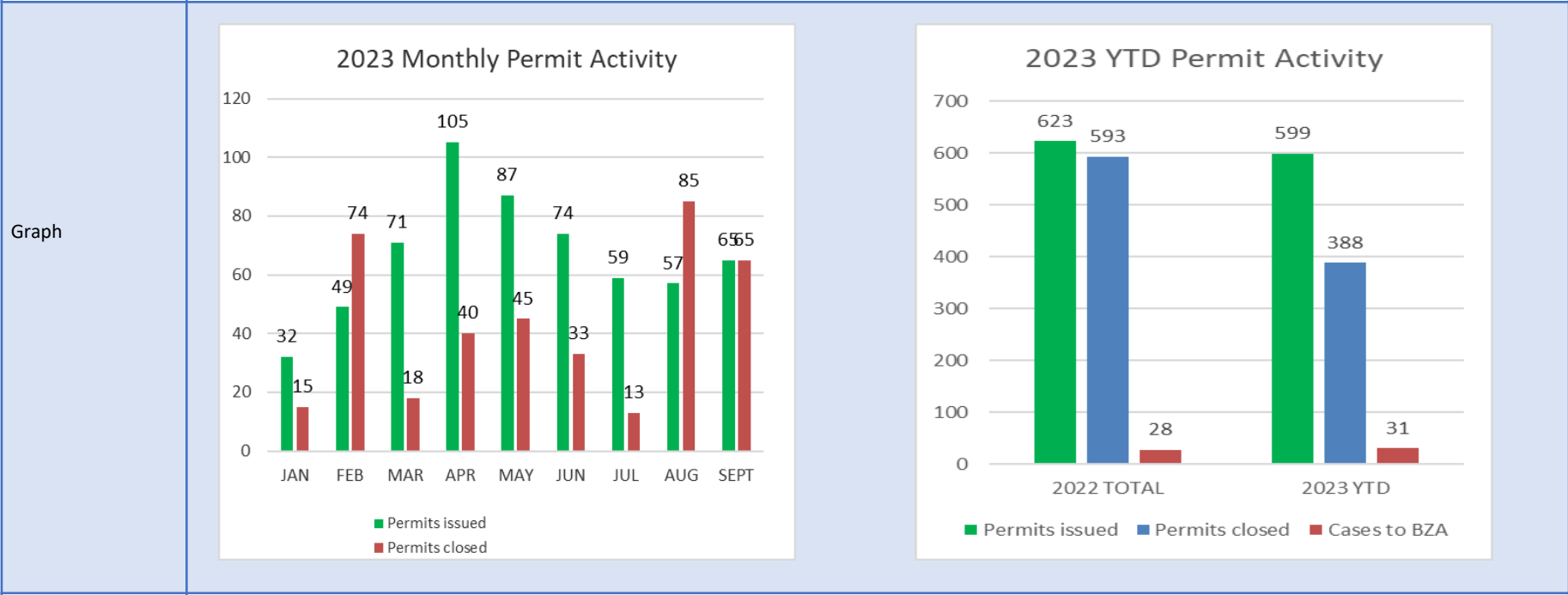| Dept.	PUBLIC WORKS	PUBLIC WORK5
KPI Measure	Potholes – Days to complete request	Traffic Signals – Days to complete request
Rationale/ Definition	We strive to respond to and repair reported problems in a timely manner.	We strive to respond to and repair reported problems in a timely manner.
Frequency	Monthly	Monthly
Data Source	Work order data	Work order data
Graph		
Other/ comments	Target is 3 days or less. The quarterly average of number of pothole requests is 7.	Target is 1 day or less. The quarterly average of number of traffic signal requests is 9.

Dept.	PUBLIC WORKS
KPI Measure	Damaged signs – Days to complete request
Rationale/ Definition	We strive to respond to and repair reported problems in a timely manner.
Frequency	Monthly
Data Source	Work order data
Graph	
Other/ comments	Target is 4 days or less. The quarterly average number of sign repairs is 3.3. Note: If digging is needed to replace a sign, there is a 2 day wait for an OUPS check.

2023: Damaged Signs - Days to Complete Request

Avg days to complete request — Target days (4 or less)

Dept.	RECREATION	RECREATION
KPI Measure	Average # of participants per day of offered public skate	"Learn to Skate" program participants
Rationale/ Definition	To measure level of participation in our offered programs.	To measure level of participation in our offered programs
Frequency	Monthly	Seasonally
Data Source	Recreation department data	Recreation department data
Graph		
Other/ comments	No public skate offered in April due to dry floor events.	2020: Activities ceased for a time due to COVID-19.

Dept.	Recreation
KPI Measure	# Teams – Adult Softball
Rationale/ Definition	To measure level of participation in our offered programs.
Frequency	Seasonally
Data Source	Recreation department data
Graph	
Other/ comments	Women's softball teams are new as of Fall 2023.

Dept.	RECREATION	RECREATION
KPI Measure	Ice capacity used at the Cube	Ball field capacity used at the Diamonds
Rationale/ Definition	To measure the level of use of our facilities.	To measure the level of use of our facilities.
Frequency	Seasonally	Seasonally
Data Source	Recreation department data	Recreation department data
Graph		
Other/ comments	Our target varies depending on the season. The floor is also used for dry floor events from April – August each year. 2021: No events 2021: Implemented a new scheduling software in mid 2021 and comparable usage data is not yet available. 2022: Using formula to show the use age of available hours of facility vs. 24 hr period.	Our target is 50% utilization. Fields 4 & 5 not open for use in Q1 2023. 2020: Activities lower due to COVID-19.

(Scroll or page up/down to see more departmental KPIs)

Dept.	ZONING
KPI Measure	Permit activity – Number of permits issued, closed, or submitted to the Board of Zoning Appeals (BZA) each month.
Rationale/ Definition	To measure level of permit activity in the Zoning area.
Frequency	Monthly
Data Source	Zoning department data
Graph	
Other/ comments	The Zoning Office handles all permits related to a change of use, new construction and floodplain management. Many types of construction require a permit including, but not limited to: fences, sheds, decks, signs, dwellings and grading. If a permit does not comply with the zoning code, it may be taken to the BZA for disposition.

(Scroll or page up/down to see more departmental KPIs)

Dept.	ZONING
KPI Measure	Permit violations – incidents discovered without a permit.
Rationale/ Definition	To monitor permit violations and how they are addressed.
Frequency	Monthly
Data Source	Zoning department data
Graph	
Other/ comments	Zoning strives to resolve violations by working on a solution so that a variance is not required.
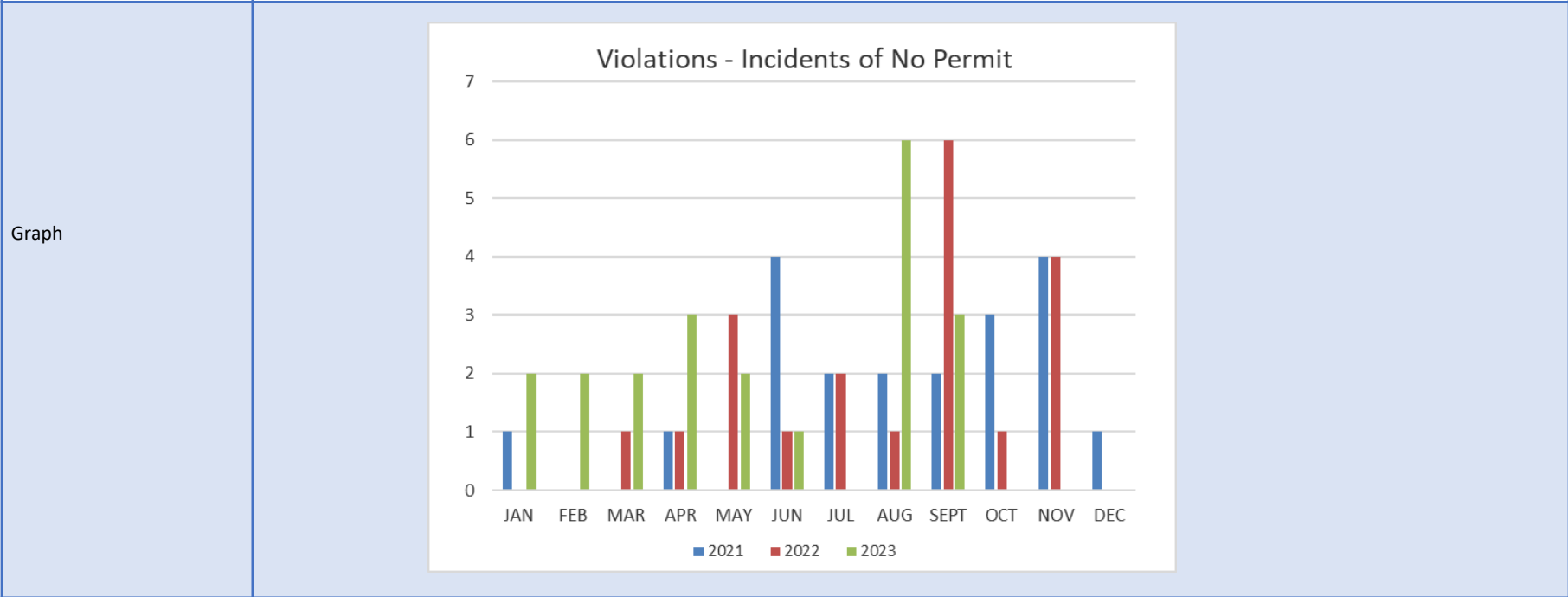
Dept.	ZONING ENFORCEMENT
KPI Measure	Zoning enforcement case activity – types of cases opened.
Rationale/ Definition	To measure the volume and nature of issues occurring.
Frequency	Monthly
Data Source	Zoning department data
Graph	

2022 - Types of cases opened

Nuisance 0%
Dilapidated structures 6%
High grass & weeds 35%
Junk & material storage 20%
Abandoned junk motor vehicle 39%

536 cases opened in 2022

2023 - Types of cases opened

Nuisance 0%
Dilapidated structures 4%
High grass & weeds 34%
Junk & material storage 23%
Abandoned junk motor vehicle 39%

609 Cases Opened YTD

Other/ comments	
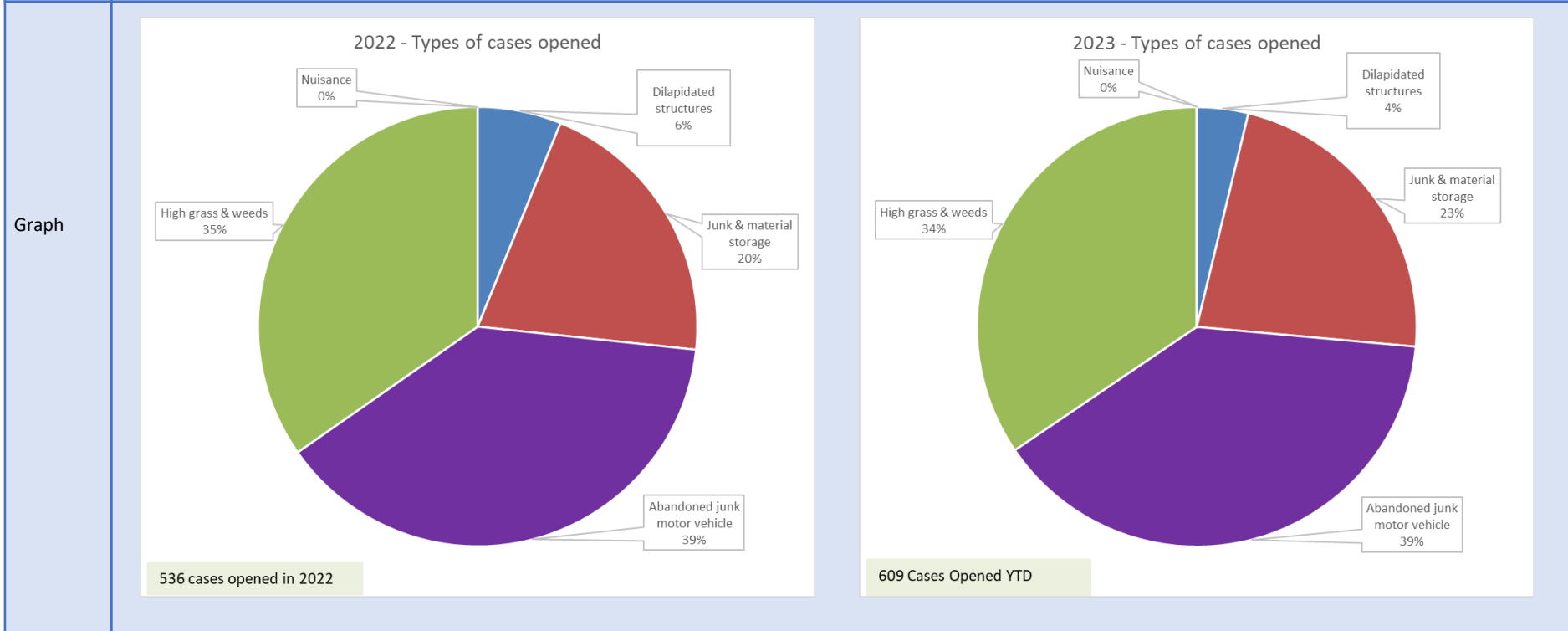
(Scroll or page up/down to see more departmental KPIs)

Dept.	**ZONING ENFORCEMENT**
KPI Measure	Case Disposition
Rationale/ Definition	To monitor cases and how they are resolved.
Frequency	Monthly
Data Source	Zoning department data
Graph	
Other/ comments	Zoning strives to resolve violations by working with property owners towards voluntary compliance and avoiding charges. If voluntary compliance is not reached, charges are filed.
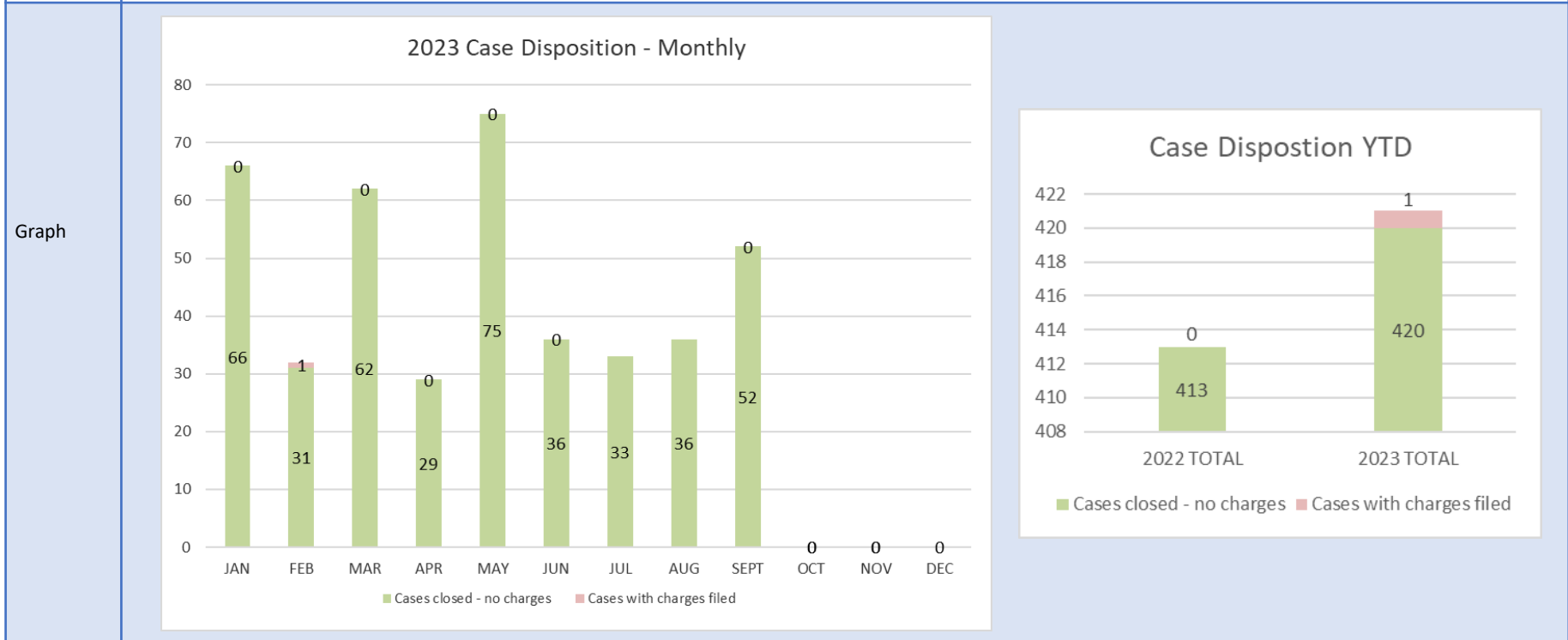
(Scroll or page up/down to see more departmental KPIs)

Dept.	WATER DEPARTMENT	WATER DEPARTMENT
KPI Measure	% Days Drinking Water is in Compliance	Identification of Lead and Unknown Water Service Lines
Rationale/ Definition	This is used to measure the quality of our water, as well as compliance with regulatory requirements of the State of Ohio EPA.	To track our identification of lead service lines.
Frequency	Quarterly	Annually
Data Source	Water Department Data	Water Department Data
Graph		
Other/ comments	Our target is 100%. We meet or exceed the regulatory requirements which include, but are not limited to, lead and copper levels.	Our ongoing objective is to reduce the number of Lead & Unknown service lines. Lead service lines were reduced from 54 in 2019, to 45 in 2020, to 41 in 2021, to 1 in 2023. Because of our stability and high water quality, we inspect the water lines as projects occur. (i.e. when a street is being torn up for a project, we take that opportunity to inspect the lines.)

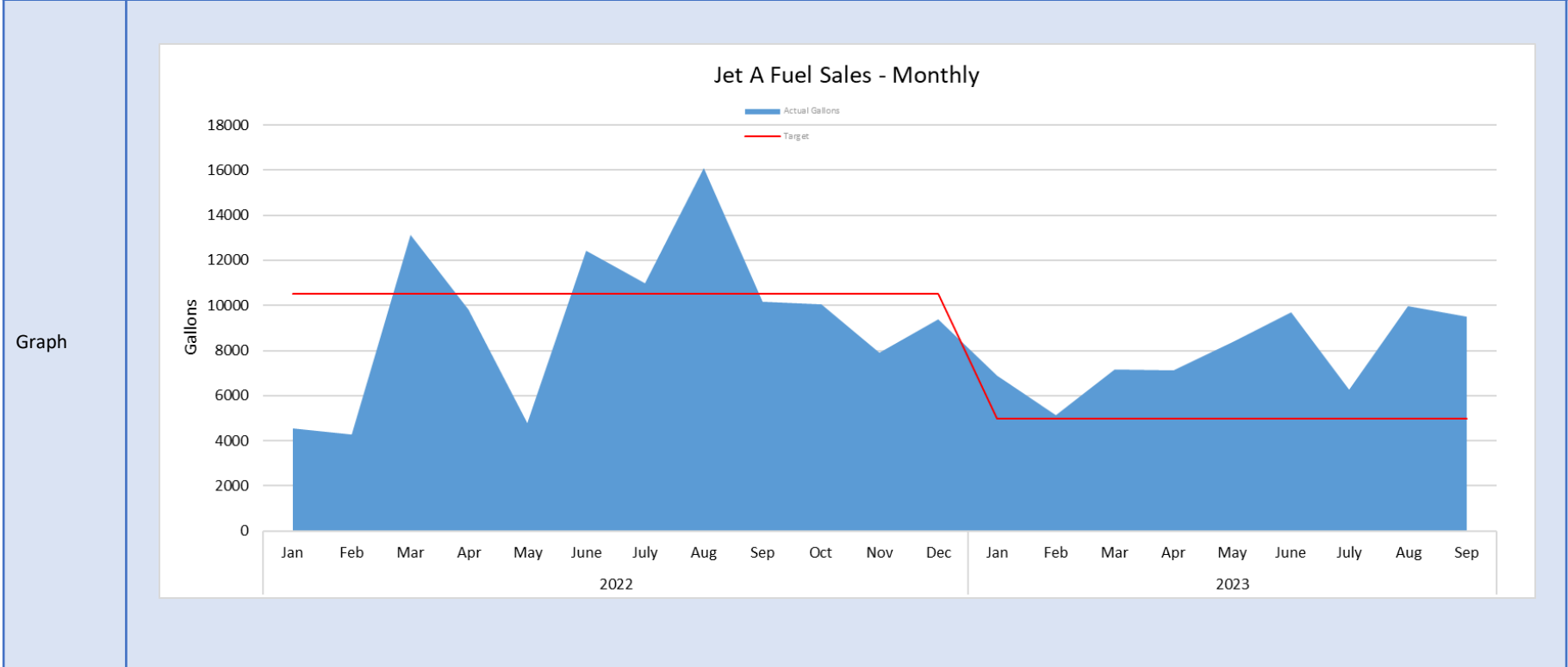| Dept.	WATER DEPARTMENT
KPI Measure	Unaccounted for Water
Rationale/ Definition	To monitor water that is unaccounted for and/or non-revenue producing.
Frequency	Monthly
Data Source	Water Department Data
Graph	
Other/ comments	All water systems have a % of water that goes unbilled – this can be due to: unavoidable leakage, use by fire department, water meter inaccuracies, unauthorized consumption, etc. The water department actively monitors and analyzes this. Note: During 2020, the Water Department worked to identify sources of water loss and analyze the related computations. Because of inconsistencies in the data, we did not maintain/report this KPI in 2020. We are continually working to identify areas to investigate further and remediate appropriately. These include: installing new meters at the water plant, continually evaluating flushing stations, and monitoring unmetered water usage in the system.

Graph content:

Unaccounted for water

Legend: Unaccounted for water — Target - 18%

Y-axis: % water unaccounted for (0.0% to 25.0%)

Data points:
- 2018: 22.0%
- 2019: 18.9%
- 2021: 11.5%
- 2022: 11.4%
- 2023 YTD: 7.9%

Dept.	WATER DEPARTMENT	WATER DEPARTMENT
KPI Measure	% of Total Fire Hydrants in Service	% of Fire Hydrants Inspected Each Year
Rationale/ Definition	To measure the level of service and usability of fire hydrants to make sure all are in good working order when needed.	To measure efforts to inspect and maintain fire hydrants. Inspections and flushing of hydrants is done to improve the quality and flow of the water.
Frequency	Quarterly	Quarterly
Data Source	Water Department Data	Water Department Data
Graph		
Other/ comments	Our goal is to keep 100% of the fire hydrants in service. The City maintains approximately 2,580 fire hydrants.	All fire hydrants are inspected each year and therefore our goal is 100%.

Dept.	WATER POLLUTION CONTROL	WATER POLLUTION CONTROL
KPI Measure	% Days in Compliance with NPDES requirements for treatment	% Days in Compliance with NPDES requirements for reporting
Rationale/ Definition	Ensure a final effluent quality for compliance with requirements specified by the U.S. EPA and the Ohio EPA.	To comply with monthly reporting – completing and submitting Discharge Monitoring Reports to the Ohio EPA.
Frequency	Quarterly	Quarterly
Data Source	WPC Department data	WPC Department data
Graph		
Other/ comments	Our target is 100% NPDES – National Pollutant Discharge Elimination System The City Of Findlay Wastewater Treatment Plant provides wastewater treatment of residential, commercial and industrial wastewater. The Wastewater Treatment Plant treats on average four (4) billion gallons a year.	Our target is 100% NPDES – National Pollutant Discharge Elimination System

Compliance: Treatment that meets or exceeds NPDES requirements

% Days in Compliance — Target - 100%

Year	% Days in Compliance
2020	100.0%
2021	100.0%
2022	100%
2023 YTD	100%

Compliance: Regulatory reporting requirements for NPDES permit

% Days in Compliance — Target - 100%

Year	% Days in Compliance
2020	100%
2021	100%
2022	100%
2023	100%

Dept.	WATER POLLUTION CONTROL	WATER POLLUTION CONTROL
KPI Measure	Footage of Sanitary & Storm Sewers Cleaned	Catch Basins Cleaned
Rationale/ Definition	To ensure we maintain our infrastructure and keep it working consistently and properly.	To ensure we maintain our infrastructure and keep it working consistently and properly.
Frequency	Quarterly	Quarterly
Data Source	WPC Department data	WPC Department data
Graph		
Other/ comments	The sanitary sewer system has over 17,000 customers and is estimated to consist of over three hundred (300) miles of sanitary sewer, several thousand manholes and approximately six thousand four hundred (6,400) catch basins. It is imperative to maintain these systems for proper drainage – especially in times of rain events. Catch Basins cleaned in 2020 & 2021 adjusted to reflect updated tracking system adopted in 2022.	

Dept.	WATER POLLUTION CONTROL	WATER POLLUTION CONTROL
KPI Measure	Footage of Sanitary & Storm Sewer Lines Televised	Sewer Problem Complaints - % that are the responsibility of the City
Rationale/ Definition	To ensure we maintain our infrastructure. We televise lines to ensure flow capacity and assess the need for repairs & maintenance.	To ensure we maintain and repair our infrastructure and swiftly address problems that are our responsibility.
Frequency	Quarterly	Quarterly
Data Source	WPC Department data	WPC Department data
Graph		
Other/ comments		Our target is for sewer complaints to be the City's responsibility no more than 10% of the time. A homeowner's private line begins a the point of connection to the sewer main.
	The sanitary sewer system has over 17,000 customers and is estimated to consist of over three hundred (300) miles of sanitary sewer, several thousand manholes and approximately six thousand four hundred (6,400) catch basins.	

Dept.	AIRPORT
KPI Measure	Jet A Fuel Sales
Rationale/ Definition	Fuel sales are the largest revenue stream for the airport, especially the sale of Jet A.
Frequency	Monthly
Data Source	Jet A Fuel Sales Data
Graph	
Other/ comments	The target is based on a review of average growth rate on the last 10 years of sales data and represents a 3% increase from 2019 sales. The airport facilitates a high volume of corporate aircraft traffic, which primarily purchases Jet A fuel.

Jet A Fuel Sales - Monthly

Dept.	AIRPORT	AIRPORT
KPI Measure	Hangar Capacity Utilized	Star Rating – airnav.com
Rationale/ Definition	To monitor the management of this revenue-generating asset.	Feedback from our customer base is an important way of measuring the level of service we offer.
Frequency	Monthly	Quarterly
Data Source	Airport Director	Airport Director/airnav.com website
Graph		
Other/ comments	Our target is 90% capacity utilized. The airport owns and maintains twenty-five hangars, with varying size and capacity. Monthly rental income provides a solid revenue stream for operations.	AirNav.com is a website that contains airport information, including the entities on the airport that offer FBO services. Users are able to rate and review The City of Findlay Airport (FBO) for other potential customers to see. Along with written reviews, users are able to give a 1-5 star rating. Our target is a 4 star rating or higher.

Dept.	ENGINEERING	ENGINEERING
KPI Measure	Lane miles paved	MS4 Compliance
Rationale/ Definition	Lane miles paved measures our progress in street maintenance and improvements.	MS4 relates to our adherence to certain USEPA standards.
Frequency	Annually	Quarterly
Data Source	City Engineer	City Engineer
Graph		
Other/ comments	The lane miles paved each year is based on projects in the Capital Plan and availability of other funding sources in a given year. Data for 2020 is increased due to Safety, ODOT, and CDBG/OPWC funds being awarded. The target is the 5 year average of miles paved. The number does not include alleys that were paved. Data for 2017 used in creating targets is an outlier due to ODOT performing Urban Paving.	Our target is 100% compliance. MS4 stands for Municipal Separate Storm Sewer System. The MS4 standards relate to storm water runoff, erosion, and water quality. It is to protect surface water such as Blanchard River, Eagle Creek, etc.

Back to contents

Dept.	ENGINEERING	ENGINEERING
KPI Measure	Projects: # Planned vs. # Bid	% of Projects closed at or below bid and/or estimate
Rationale/ Definition	This measure shows our ability to be pro-active and get planned projects out to bid timely.	This measure tracks our ability to keep costs within project estimates.
Frequency	Quarterly	Annually
Data Source	City Engineer	City Engineer
Graph		
Other/ comments	We develop and follow a 5-year capital plan (revised annually) which includes multiple year grants, etc. Each year the projects are planned by quarter based on nature of the project and to obtain optimal pricing.	Updated at end of year.

(Scroll or page up/down to see more departmental KPIs)

Dept.	TAX	TAX
KPI Measure	Processing Time	Past Due Collections
Rationale/ Definition	Processing efficiency is a key element of a productive tax department.	We continually pursue and monitor past due accounts to maximize collection of past-due taxes.
Frequency	Annually	Monthly
Data Source	Tax Administrator	Tax Administrator
Graph		
Other/ comments	Target due dates are set at the beginning of the year for major processing tasks related to that year's tax collections.	Trendline is based on a 3 year average.

(Scroll or page up/down to see more departmental KPIs)

Dept.	COMPUTER SERVICES
KPI Measure	Help Desk Tickets: Average response time and average service time
Rationale/ Definition	Tracking response and service times measures our efficiency and ability to resolve issues in a timely fashion, thereby minimizing any loss of employee productivity.
Frequency	Monthly
Data Source	Help Desk Ticket System
Graph	
Other/ comments	The target is to respond to and resolve issues in less than 240 minutes (4 hours). Response time is: ticket submission → first response; and service time is: ticket submission → problem resolution.