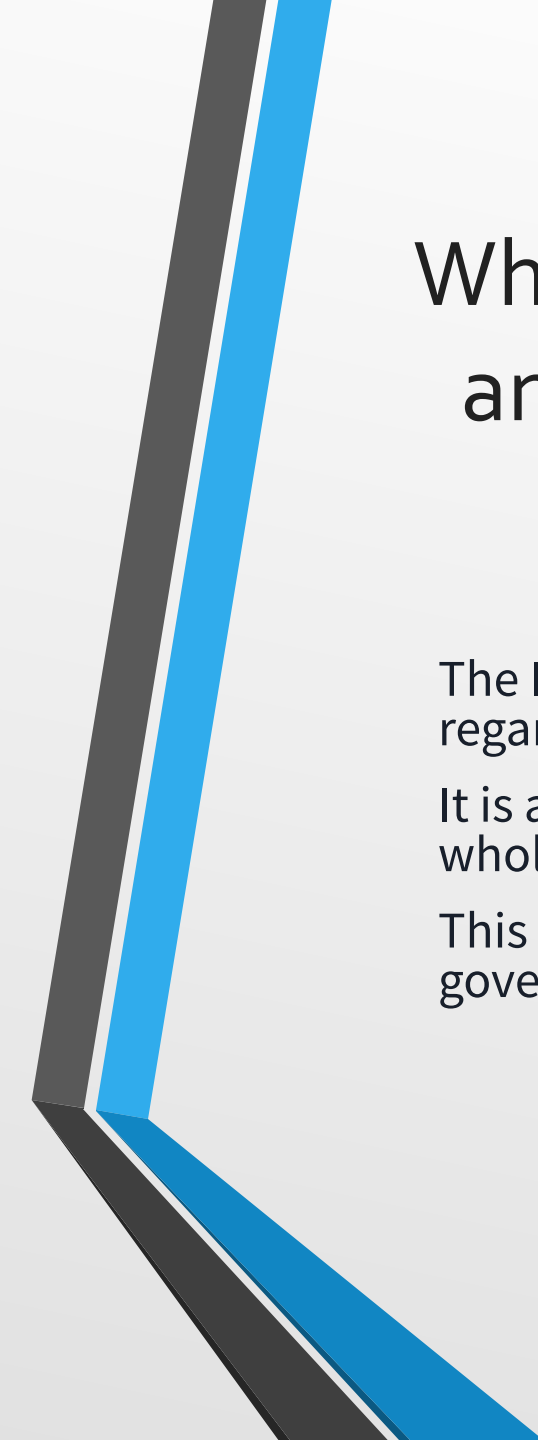# Key Performance Measurement Initiative at the City of Des Moines

By: Shanna(Shahnoza) Kurbonshoeva and Tiffany Mar

What is the key performance measures initiative and why is it important for public institutions?
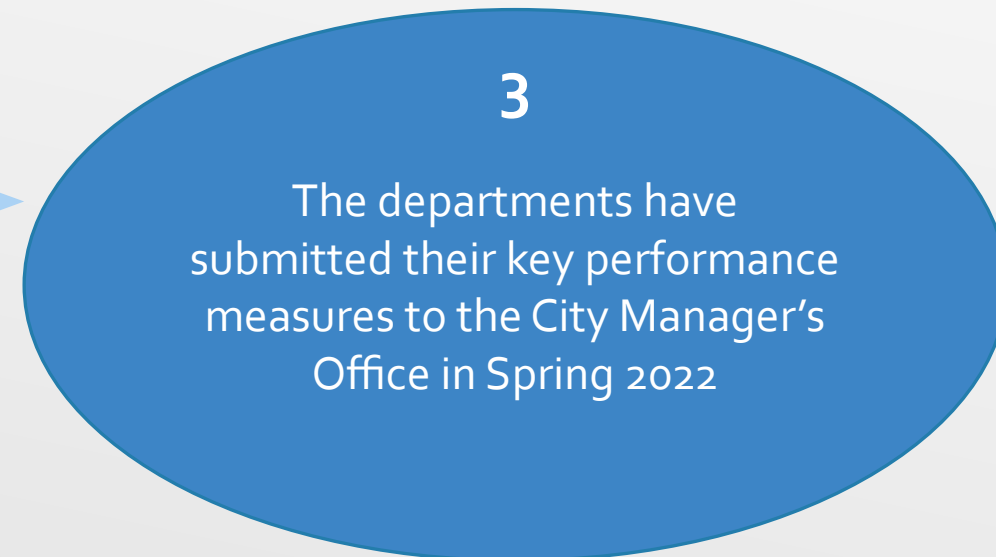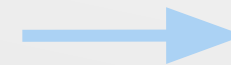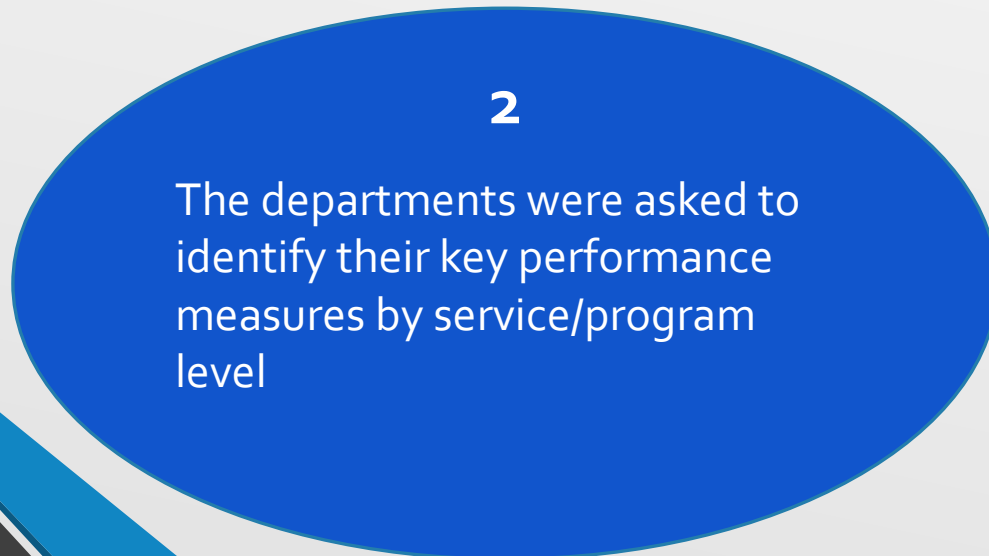
The Initiative aims to streamline the process of collecting, analyzing, and reporting data regarding the performance of Des Moines city's departments.

It is a vital process that helps the city leadership to evaluate performance of the city as a whole and/or within specific departments using metrics to measure against set goals.

This process enhances transparency with the public regarding the efficiency of the local government in providing their services.
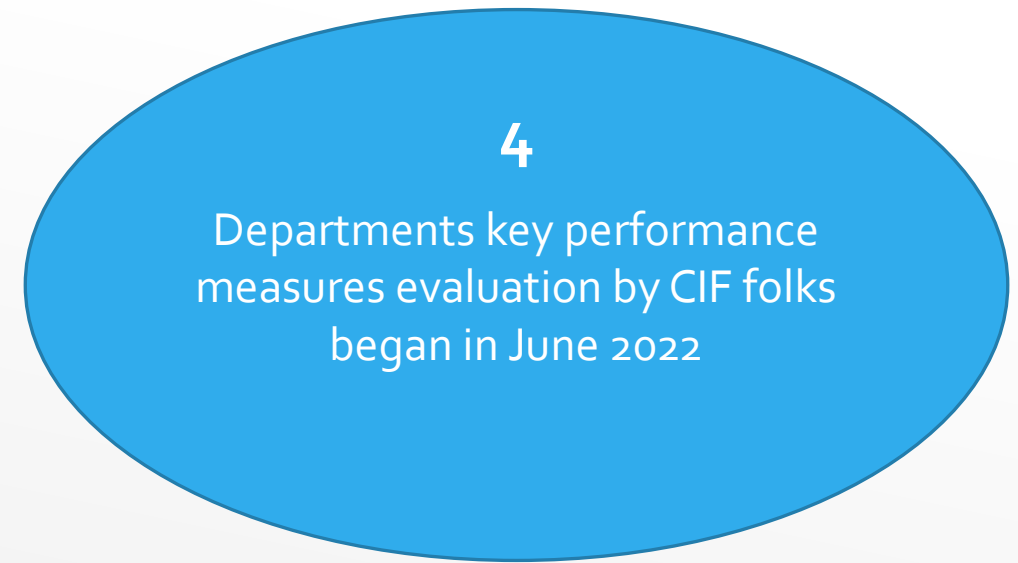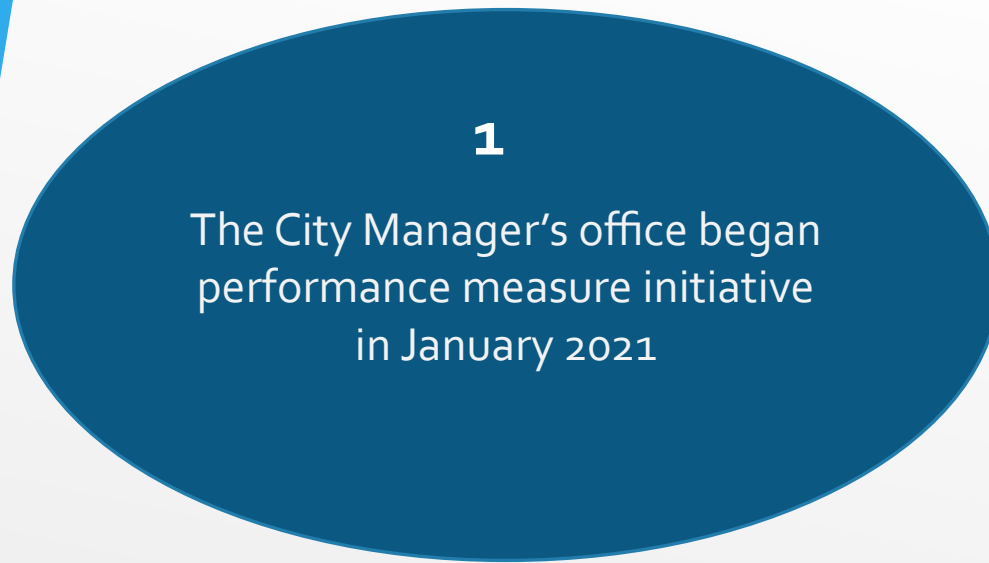
Performance Measurements Initiative Execution Plan

1
The City Manager's office began performance measure initiative in January 2021

2
The departments were asked to identify their key performance measures by service/program level

3
The departments have submitted their key performance measures to the City Manager's Office in Spring 2022

4
Departments key performance measures evaluation by CIF folks began in June 2022

Approach to analyzing and publishing departments performance measures(KPMs) under the supervision of city manager's office

Research best practices in publishing KPMs in the field

Identify the currents stage of departments' KPMs

Analysis of KPMs with Arc Insights/Excel and request for additional data from the departments

Creation of web pages with Revize for departments KPMs Initiative and data visualization embedding when it is applicable

Final review and request for editing from the departments on their KPMs web pages. Official Publication of KPMs Initiative on the city of Des Moines website
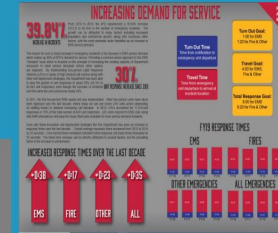
KPMs Best Practices in Other Cities

4 cities (Boston, Arlington, San Diego and San Francisco) were identified as having exemplary KPM publications on their website and budget books

Departments were categorized into 3 stages based on their KPMs and data reported

Good Progress- strategic and measurable KPMs, targets identified, quality data reported

Making Progress – measurable KPMs, targets identified, some data reported

Early Stage – weak KPMs, no quality data, no targets identified

Departments KPMs and data were visualized based on their current stage

Departments Current Stage	Method of Analysis and KPMs Visualization
Early Stage	Revize Table with KPMs and Additional Comments section (no data reported)
Making Progress	Revize table with KPMs, targets, additional comments and some years data columns
Good Progress	KPMs, targets and additional comment section in a table format. KPMs data visualized and embedded with Arc Insights, additional data conditioning and analysis performed on Excel

KPMs Initiative Home Page

CIVIL AND HUMAN RIGHTS PERFORMANCE MEASURES

The Civil & Human Rights Commission endorses laws to protect against discrimination and promotes equality and protection of human rights for all in Des Moines through education, advocacy, community engagement, and investigations of civil rights violations. To improve the department's services and understand its impact on the community, CHR recently began developing a new initiative to measure its impact.

Below are examples of the performance measurements the department intends to collect data on.

Check back in Spring 2023 for further updates.

Performance Measures	Additional Comments
Investigations completed within 365 days from the complaint filing date	The department aims to address cases promptly; measuring the cases' duration would help them reach their goal.
Intakes are responded to within seven days	The department wants to ensure intakes are being processed and responded to within a short period of time (7 days).
At least 12 outreach events throughout the year, including tabling, community dialogues, and know your rights presentation	CHR conducts different community events to bring more awareness about human rights and discrimination in the City of Des Moines.

Early Stage

Below are examples of the Performance Measurements the department intends to collect data on.

Check back in Spring 2023 for further updates.

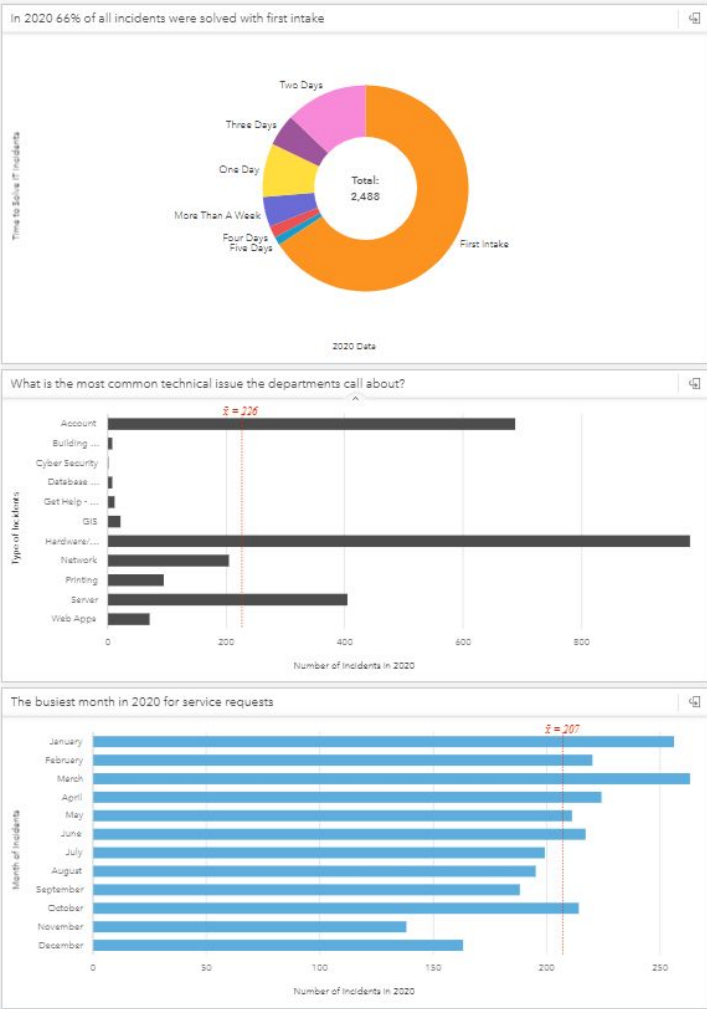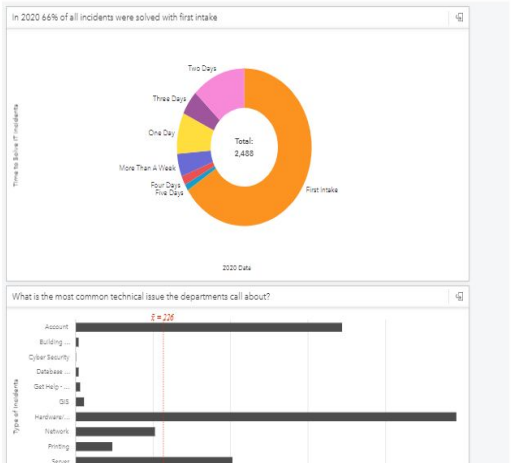| Performance Measures	2019	2020	2021	Target	Additional Comments
All Des Moines residents will have safe access to a quality park or green space within a 10-minute, or roughly 1/2 mile, walk home by 2050.	69%	70%	74%	100%	This is a national-level initiative and a standard that leading Park and Recreation systems strive for. It was adopted as part of our comprehensive plan, LiveDSM, because City leaders agree that maintaining physical and mental health is critical to the well-being of residents and fully recognize the vital role our parks and trails play in providing resources related to public health.
Des Moines residents will have access to programming provided by our department a minimum 345 days of the year, or 95%.	N/A	N/A	N/A	Achieve 95% by 2025 (placeholder until 2019 and 2020 data is compiled)	Programming is essential to supporting diverse activities, which are also a key factor in maintaining physical and mental health that is critical to the well-being of residents. Programming supports a sense of community and identity that builds pride in our great city.
% of volunteers who rate their experiences as "excellent" using a scale of "excellent," "good", and "average."	N/A	N/A	63%	75%	Measuring volunteer satisfaction can give insight into the volunteer's perception of the organization and their perceived value of the work.

Making Progress

Good Progress

Recommendations for the departments based on best practices and current stage of the KPMs initiative

Identify strategic and measurable KPMs that aligns with the department's mission and services

Identify software to help automate and organize data collection

Assign a person to oversee data collection, data management process in the department for KPMs