



# You've Got Performance Measures, Now What?

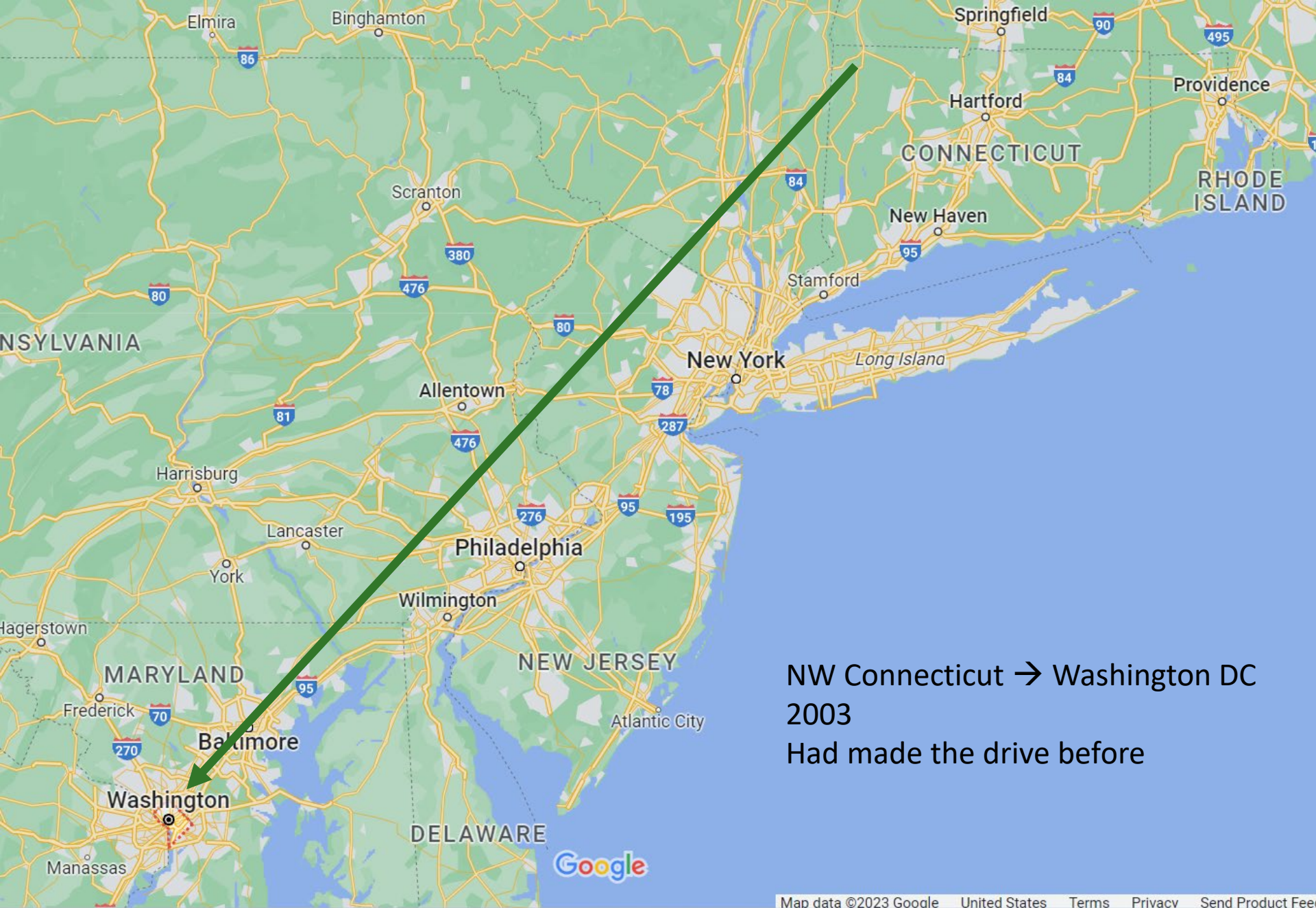
NAVIGATING THE WHAT WORKS CITIES CERTIFICATION PROCESS AS A >100K CITY

---

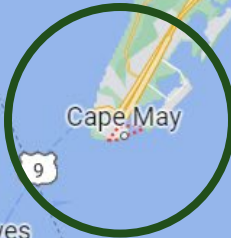
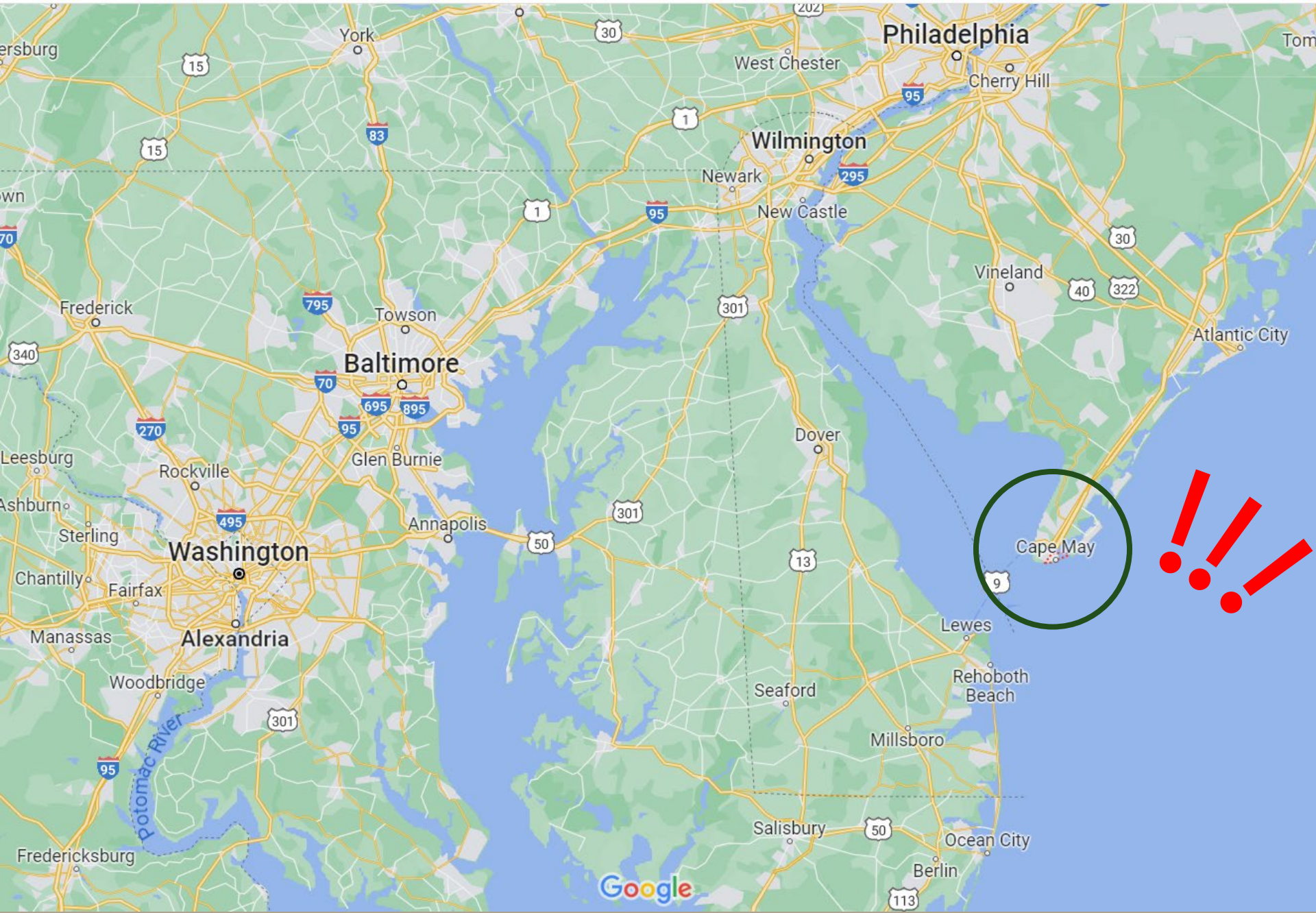
THURSDAY, OCTOBER 24, 2024

DALE MARKEY-CRIMP, ASSISTANT TO THE CITY ADMINISTRATOR, CITY OF ISSAQUAH, WA





NW Connecticut → Washington DC  
2003  
Had made the drive before



# What happened?

Knew the destination – super clear

Had the tools – Mapquest, road atlas, multiple adults in the car/caravan

Made assumptions about the road markers we would see

Had obstacles we anticipated and planned to avoid (going through Baltimore) → led to not as well researched alternatives (Garden State Parkway)

We got there...but it took 3+ extra hours.



# Purpose

Share how one organization went from **having performance measures** to **caring** about them and **pursuing** them.

# Outcomes

---

At the end of this presentation:

1. You can self-define where your own City is in the data-driven journey
2. You've got an idea about how to make performance measurement more meaningful, relevant, and actionable in your organization
3. This is **NOT** about establishing performance measures.



# City of Issaquah, WA

---

- Population: ~40,000, 12 sq. miles
- Org size: 250 FTE across 10+ departments
- Strong Mayor, 7 member City Council





# Our Issaquah Strategic Plan + Internal “Wheel”



# Adoption of Performance Measurement Plan

---

55 measures across all goal areas and combination of departments/divisions

Mix of program actions, outputs, short/med/long-term community-level outcomes

Staff sentiment mixed

Imperfect...but GETGO

# Implementing Performance Measures

---

## YEAR 0

## YEAR 1

## YEAR 2

- Gathering historical data (where available)
- Just getting in the practice of gathering, cleaning, analyzing, and sharing
- Annual reporting = this isn't a fad/phase
- Aligned to our Community Survey questions
- Annual reporting to Council ahead of budget conversations → more data, progress, goal requests from Council

**BUT SOMETHING WAS MISSING!**



# Sharing data, but...

---

- Not seeing progress in performance
- Focused on sharing, not analysis
- Constantly asking “why these measures?”

# What Works Cities Certification

---



What Works Cities Certification, founded by Bloomberg Philanthropies and led by Results for America, helps local governments use data and evidence at scale, to tackle their most pressing challenges and improve residents' lives.

# What Works Cities Certification



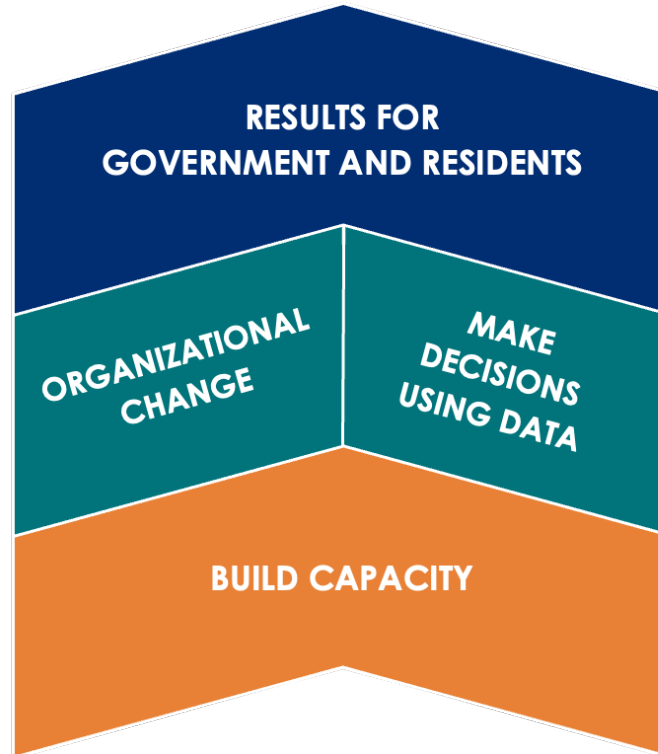
## 43 Criteria in Eight Foundational Practices:

Data Management  
Rigorous Evaluations  
Leadership & Capacity  
Open Data  
Performance & Analytics  
Data Driven Budget & Finance  
Results-Driven Contracting  
Stakeholder Impact

City deploys its services or programs **more efficiently or effectively** using data & evidence.

City **deepens its investment** in data & evidence practices, staff, and resources.

**Improved city capacity** to use data & evidence, achieved directly as a result of WWC activities (progress towards Certification).



**Residents experience improved outcomes** from city's data-informed services, programs, or policies.

City uses data & evidence to **make different, or newly justify, decisions** about its services, programs, or policies.

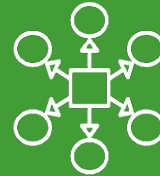
# What Works Cities Certification

---

# A City's Certification Journey

---

The What Works Cities Process



Submit  
Self-Assessment

Join the  
Certification  
Community

Submit  
Documentation  
for Validation

Develop  
Action Plan

Share Progress  
Updates

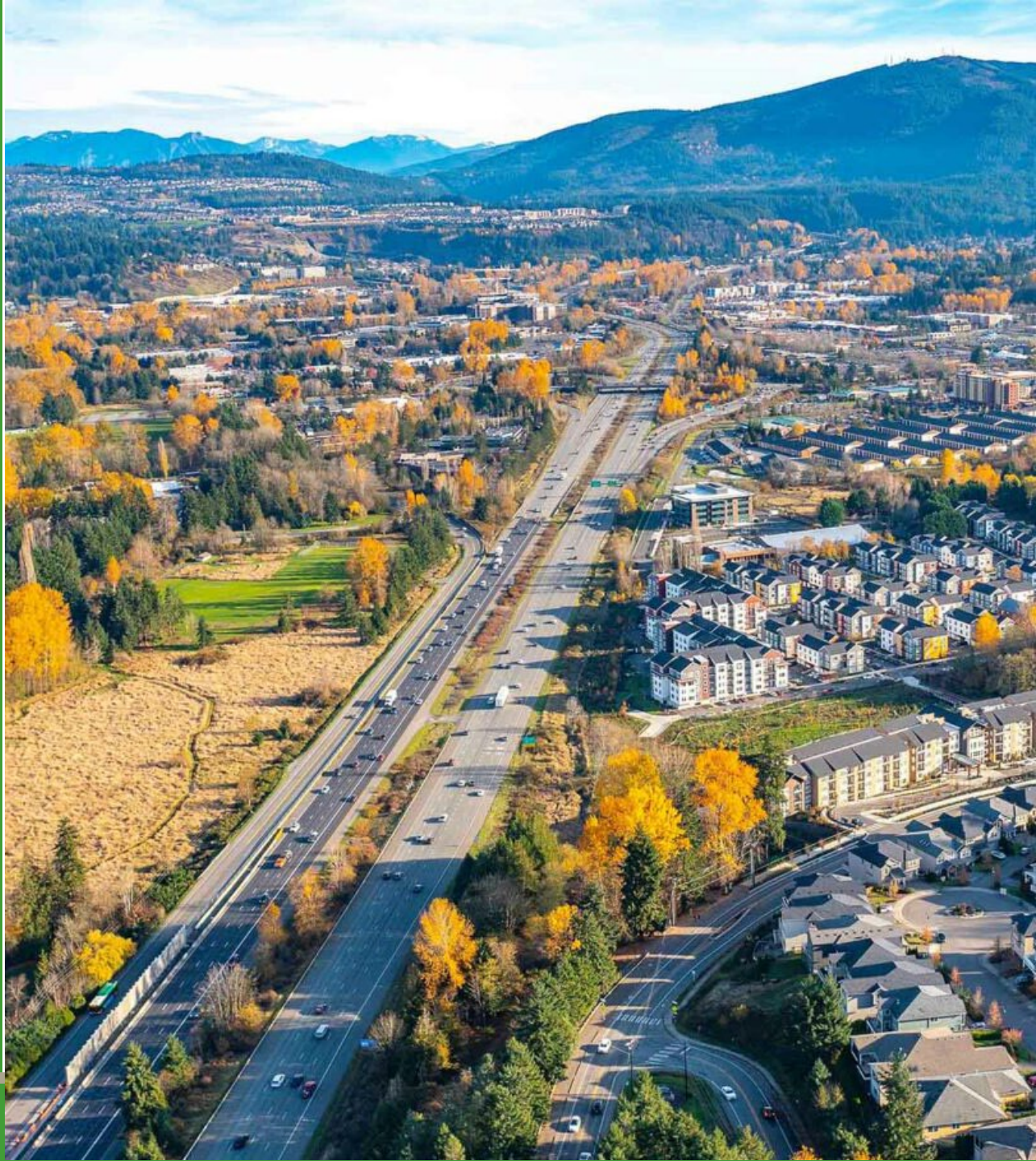
Achieve  
Certification



Okay, but  
how?

---

# Case Study: Issaquah, Washington



# Issaquah, WA

Population: ~40,000, 12 sq. miles

Org size: 280 FTE across 10+ departments: full-service city including police, jail, court, utilities, planning, economic development, parks and community services

Strong Mayor, 7-member City Council

Costco and REI Headquarters, Providence-Swedish Hospital, technology sector employees



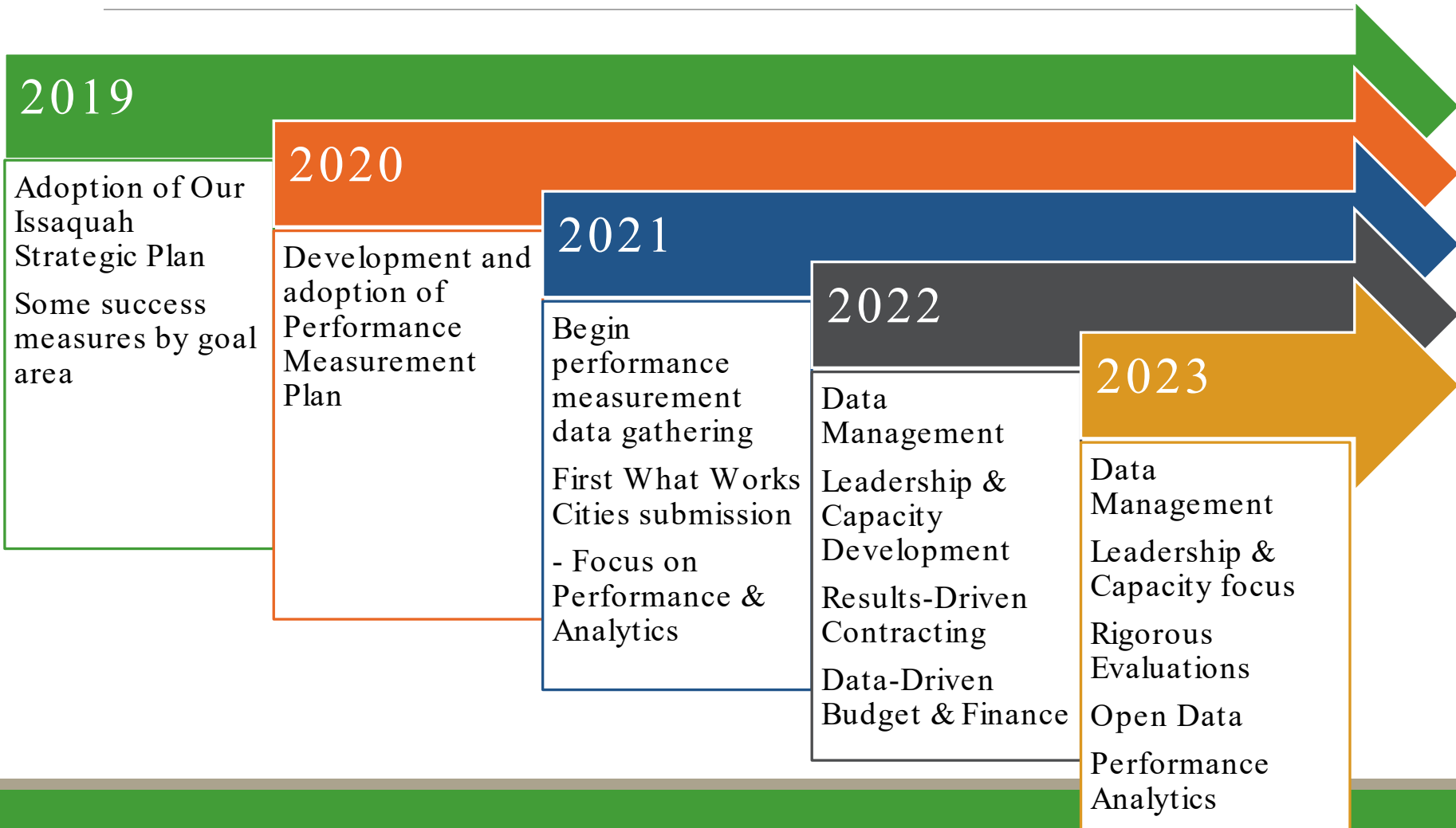
# Issaquah, WA: WWC Approach

---

1. Assess agency data maturity.
2. Identify, understand, and nurture bright spots.
3. Establish relationships, high expectations, and a culture of consistency.
4. Develop and evolve the program to meet the diverse needs.



# Issaquah, WA: WWC Timeline



# Progress

---

**2021**

**1**

**2022**

**7**

**2023**

**26**

# Citywide Data Literacy and Training

---

**Problem:** Data maturity is uneven across organization; prevents scaling of any data-driven bright spots. Data analysis viewed as “extra work”

**“Solution”:** Build the bench and celebrate staff members interested in data and invested using it.

## Approach:

- Establish cross-departmental data-driven decision-making team (focus on data literacy and culture rather than data governance)
- Ensure approaches to data literacy and training are relevant and reflective of different work groups
- Leadership data literacy training

# DDDM Team

---

IT/GIS, Communications, Public Works, Community Planning and Development, Parks, Police, Emergency Mgmt, Executive

- Identify the staff who are interested, have influence, have capacity
- Mix of front line, analysts, managers, directors
- Shared ownership of the products we developed



# Performance Analytics

---

Problem: Citywide performance measures didn't feel relevant in a day-to-day, week-to-week, month-to-month way.

“Solution”: Define and start tracking the measures that do feel relevant and are aligned to citywide measures and goals.

Approach: Meet quarterly with work groups to build data literacy and analytics tools to quickly make meaning of the data.

# Performance Analytics

---

Define “North Star” for each major project/initiative

Determine how we’ll know if we’re “getting there”

Set goals per quarter

Develop tracking tools (where appropriate)

## 2022

As programs were approved in the budget, met with teams to establish a program/project model, create analytics tool, check in quarterly on progress.

## 2023

As a new budget item was considered: demonstrate need using data, hypothesize impact using data analytics, and set goals for program/role

# Use of Data in Public Communications

---

Problem: We communicate a lot, but we miss opportunities to increase the nutrition of our communication.

“Solution”: Build awareness around the “why” of data in public communications; source stories from underrepresented work groups.

Approach: In partnership with communications team, pilot #dataTuesdays

s to be a diverse, inclusive and eq  
achieve this has been working to bi

l was the most diverse it's ever be  
person of color and nearly 50% ic  
the previous year. As a result, our  
ographics as captured by the rece  
mber of staff that identify as a per

ss, we have more to do to reach o

resources #localgovernment



City of Issaquah - Government

September 19 ·  
Issaquah Farmers Market could not run as smoothly or provide as sea  
it our market volunteers. You may have seen them with their neon sl  
May through August, 26 volunteers gave a whopping 460+ hours of

Details: [issaquahwa.gov/market](https://issaquahwa.gov/market)



52

Like

Comments

bad work happening around tow  
ng season. This past year, Public  
, responding to 100% of reporte  
nmer, Public Works is looking to  
othole requests.

a city street let us know: [bit.ly/3I](https://bit.ly/3I)



Issaquah  
Issaquah

helps protect and care for Issaquah's natur  
in addition to improving community green

ah is covered by tree canopy, above the st  
age (27%). We've set a goal to plant 2,000



, 2023 · 1,124 Views

likes



# Lessons Learned

---

## Take a change management approach:

- Incremental and embedded in preexisting processes where possible
- Focus on addressing pain points
- Build on what we're already doing/what we already believe in

## Build the bench:

- Find and uplift department and division champions
- Embed within other change management efforts (data & equity)
- Build on what we're already doing with a clear theory of progression

Okay, but  
what about  
my agency?

---

# What Works Cities Self-Assessment

---

## What Works Cities Certification Core Criteria

### Data Management

DM1 : Implementing Data Strategy and Governance

Your local government maintains a documented list of data strategy and governance responsibilities and meets at least quarterly to carry out those responsibilities.

### Leadership & Capacity

LC1 : Executive Commitment to Data-Informed Government

Your mayor and/or chief executive consistently communicates and demonstrates to staff that governing with data and evidence is an organizational expectation.

### Performance & Analytics

PA1 : Selecting and Using Performance Metrics for Strategic Goals and Priorities

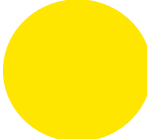
Your local government identifies strategic goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them.

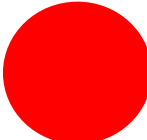
# Self-Assessment

---

Self-identify your jurisdiction's strengths, interests, and opportunities

 We already do this!

 We'd like to do this, but we're not doing it yet

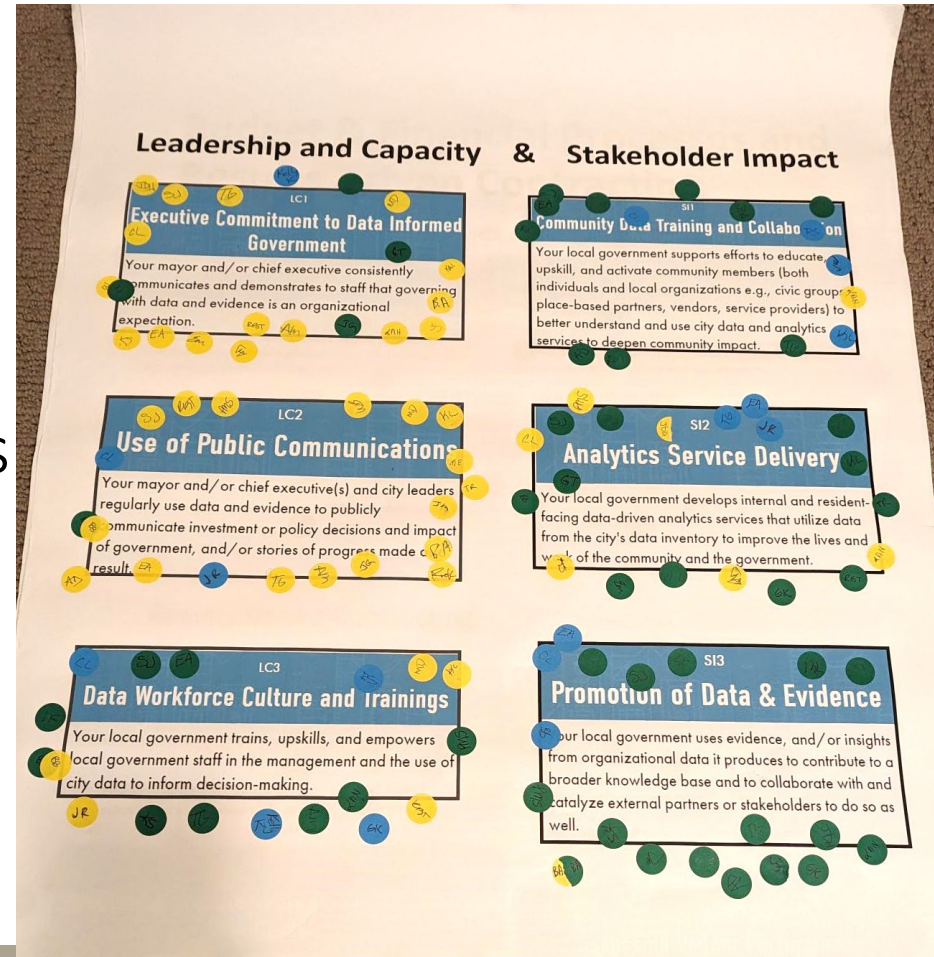
 WOAH, I don't even know how to start doing that!  
(and I might be a little intimidated by it...)



# Issaquah's Self-Assessment

What we learned:

- Adaptation of rigorously evaluated programs
- Promotion of data and evidence with partners
- Data literacy and skills
- Communicating with data
- Program evaluation



# Self-Assessment

---

Self-identify your jurisdiction's strengths, interests, and opportunities

✓ We already do this!

★ We'd like to do this, but we're not doing it yet

✘ WOAHH, I don't even know how to start doing that!  
(and I might be a little intimidated by it...)

# Q&A

---

# Thank you!

---

Dale Markey-Crimp: [dalemcrimp@issaquahwa.gov](mailto:dalemcrimp@issaquahwa.gov)

