

# The Untapped Potential of Best Practice Benchmarking

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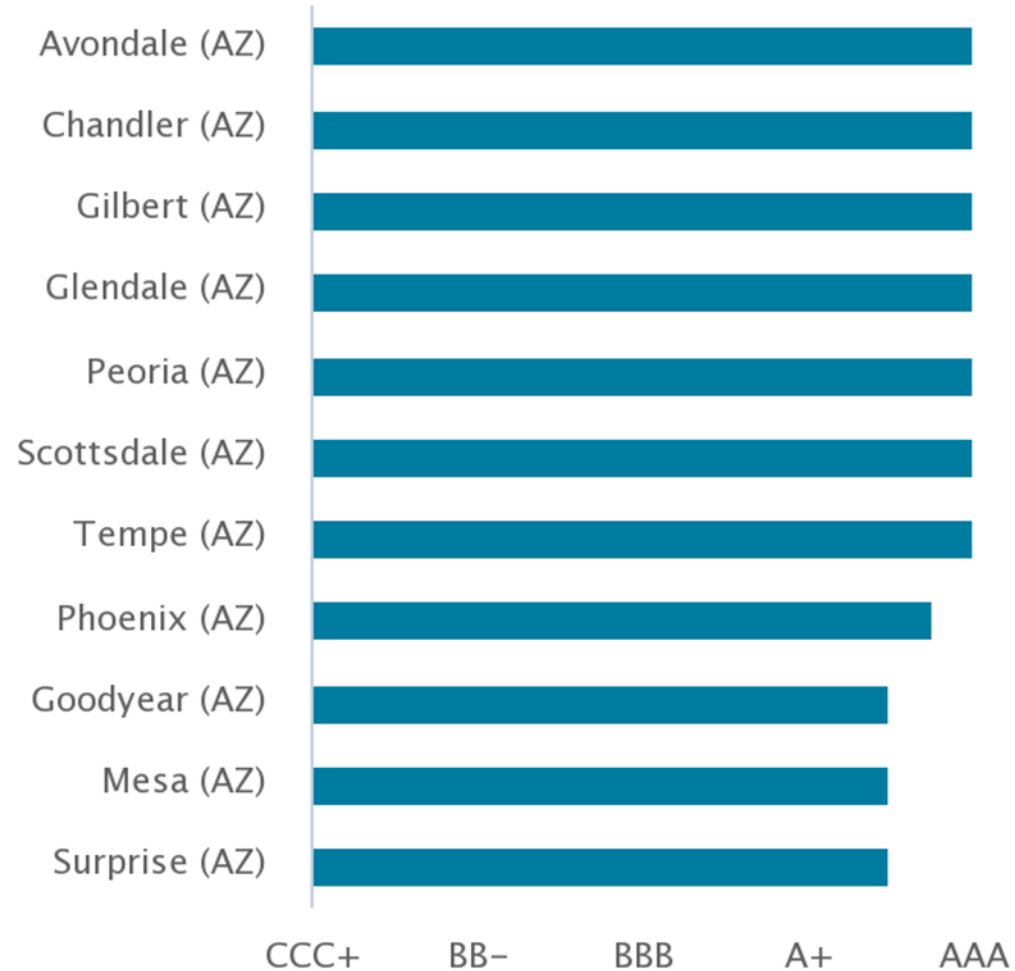
# A Common Example of Benchmarking

Property Crime Clearance Rates (%)							
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Mesa</b>	30%	33%	29%	31%	28%	28%	27%
<b>Gilbert</b>	22%	25%	25%	23%	24%	26%	22%
<b>Scottsdale</b>	23%	27%	30%	26%	21%	25%	22%
<b>Surprise</b>	24%	21%	24%	26%	20%	19%	20%
<b>Peoria</b>	21%	21%	21%	18%	17%	20%	19%
<b>Chandler</b>	17%	18%	22%	17%	19%	18%	18%
<b>Avondale</b>	22%	20%	17%	14%	16%	15%	14%
<b>Goodyear</b>	21%	17%	16%	14%	14%	17%	14%
<b>Phoenix</b>	17%	17%	16%	14%	12%	12%	13%
<b>Tempe</b>	13%	12%	12%	12%	9%	9%	11%
<b>Glendale</b>	6%	10%	19%	17%	19%	17%	10%
<b>Source</b>	Self-reported by participating Valley Cities. Calendar year.						

Source: *Valley Benchmark Cities FY 2019-20 Appendix*. Posted at <https://www.transformgov.org/valley-benchmark-cities>

# FY19/20 Bond Rating

General Obligation Bond Rating of each city



Source: *Valley Benchmark Cities FY 2019-20 Trend Report*. Posted at <https://www.transformgov.org/valley-benchmark-cities>

# Major Types of Benchmarking in Local Government

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		Also Known As...	
METRICS BENCHMARKING	Compares performance results reflected in performance measures or metrics	Results benchmarking; data benchmarking; comparative performance measurement; relative performance evaluation	Indicators benchmarking
BEST PRACTICE BENCHMARKING	Compares methods and practices of top performers with methods and practices of others	Process benchmarking	Ideas benchmarking

# Are You Playing Offense or Defense?

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## It's defense if...

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- You react to the discovery of a negative performance gap as if it is an attack on you or your operation.
- You are preoccupied with having a “level playing field”—rather than with learning new ideas.
- You often complain that comparisons are unfair.
- You only want to compare to other communities just like yours.



# It's offense if...

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- The reason you benchmark is you want to get better.
- You are preoccupied with finding good ideas.
- You follow up with performance leaders to learn about their practices.
- You are willing to brainstorm and experiment.



# Defense or Offense?

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You are preoccupied with having a “level playing field” and only want to compare to other communities just like yours.

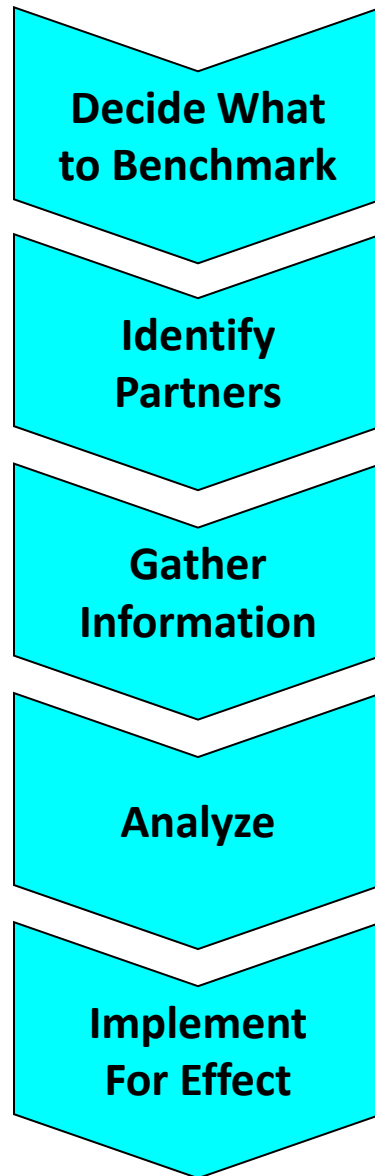
You are preoccupied with finding good ideas.



# Best Practice Benchmarking

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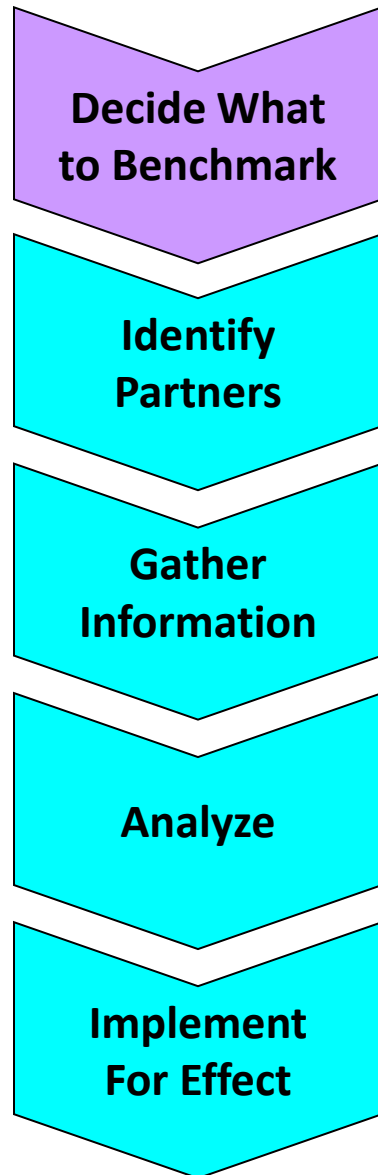




# The Best Practice Benchmarking Model

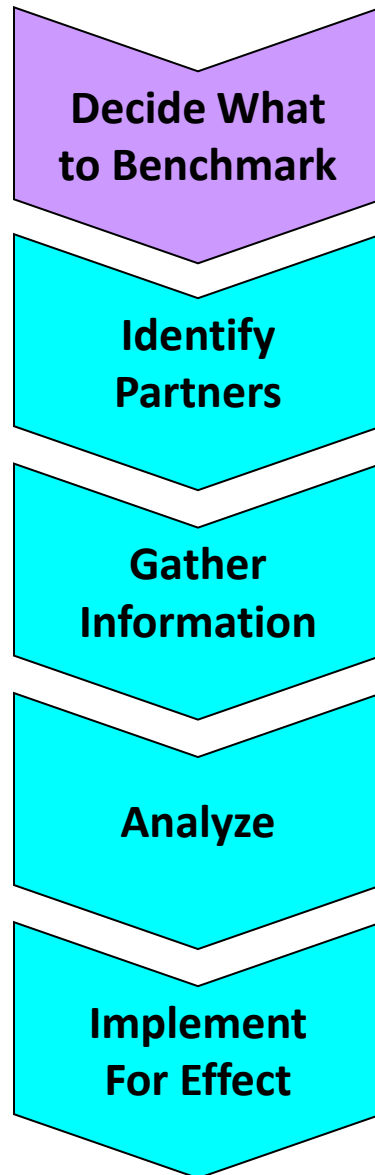
**Diagram Source:** Adapted from Bengt Karlof and Svante Ostblom, *Benchmarking: A Signpost to Excellence in Quality and Productivity* (New York: John Wiley & Sons, 1993).

# An Example of Best Practice Benchmarking in Local Government



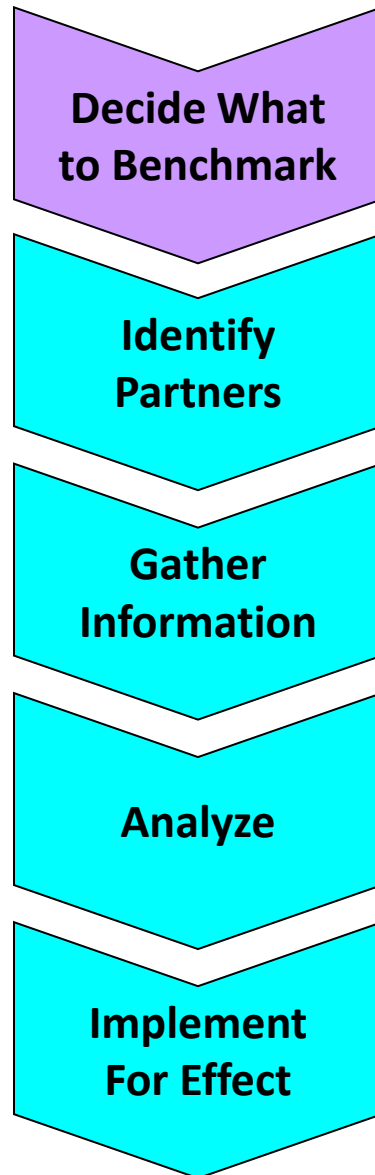
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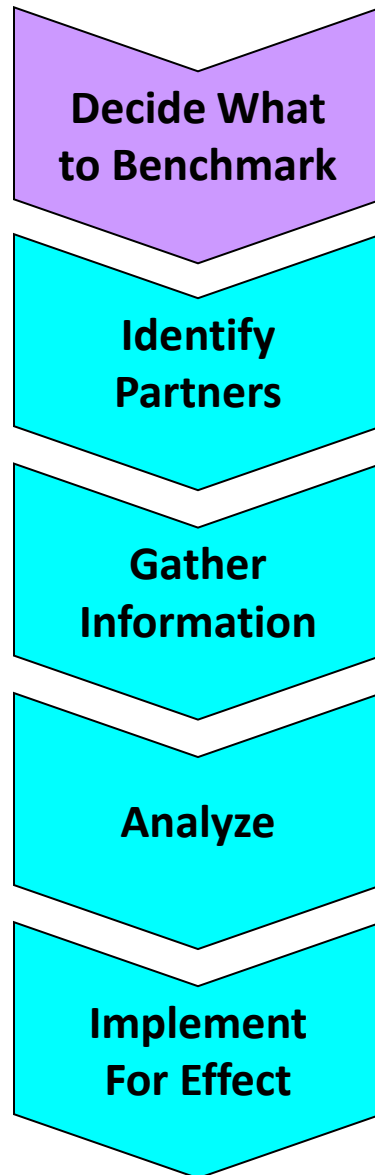
- 9 North Carolina cities sponsored project
- 100+ municipal processes nominated as project focus

# An Example of Best Practice Benchmarking in Local Government



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- 100+ municipal processes nominated as project focus
- **Selected focus: “Development Review Process”**

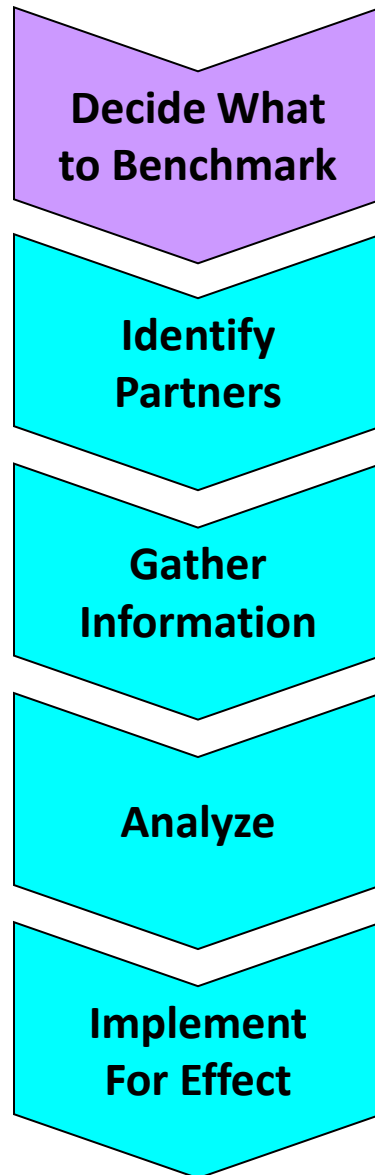
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**Excellence in Development Review. What does it mean?**

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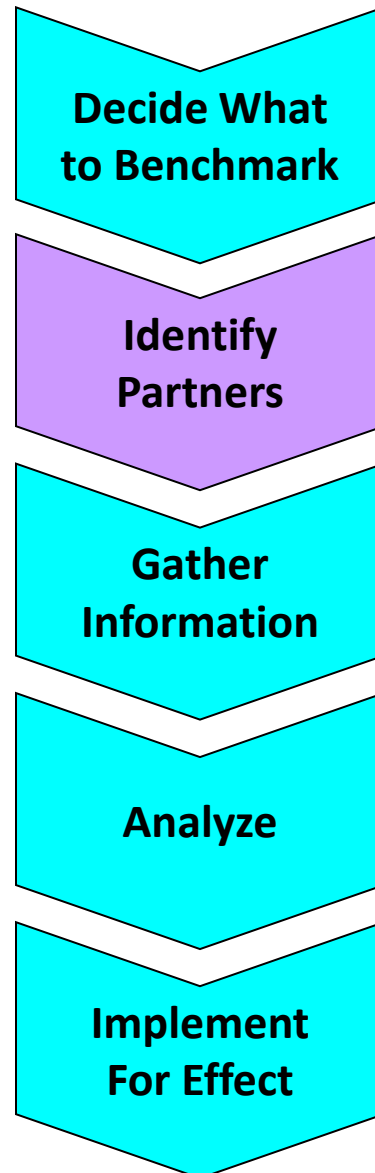
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**Excellence in Development Review. What does it mean?**

- **Fast**
- **Thorough**
- **Fair**



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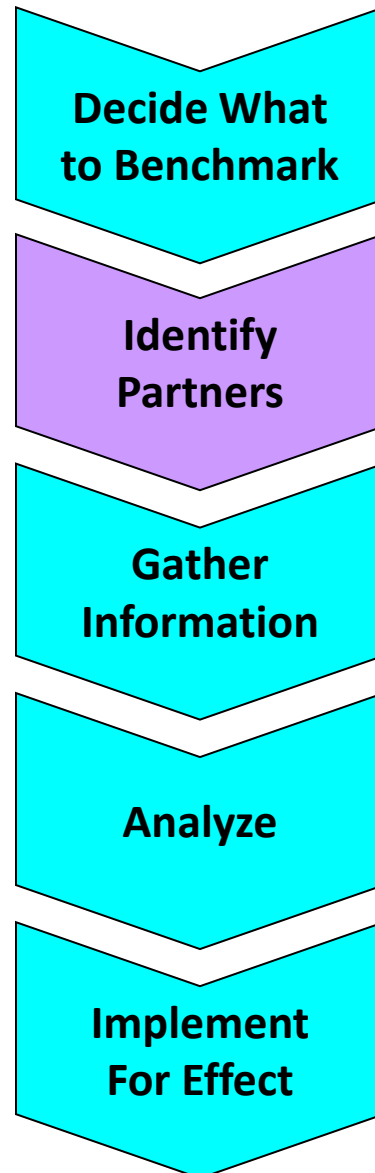
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## Multi-stage process

- |                        |  |
|------------------------|--|
| 1. Expert panel        | 3. Contact the 161 nominees for information                                  |
| 2. Solicit nominations | 4. Narrow list to top 2 or 3 (key qualities: “fast,” “thorough,” and “fair”) |
| -Local govts           | 5. Secure cooperation  |
| -Other experts         |  |



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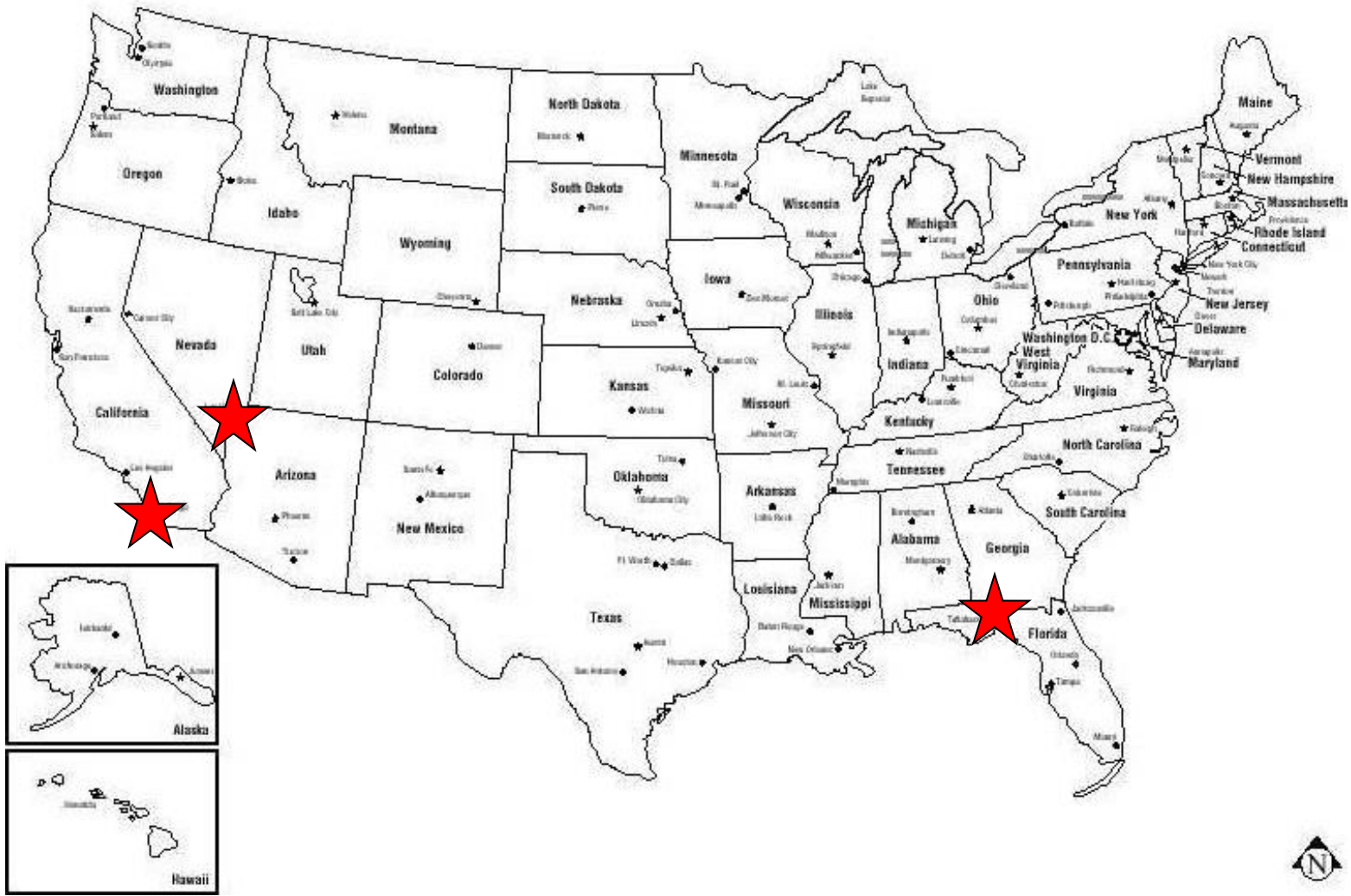
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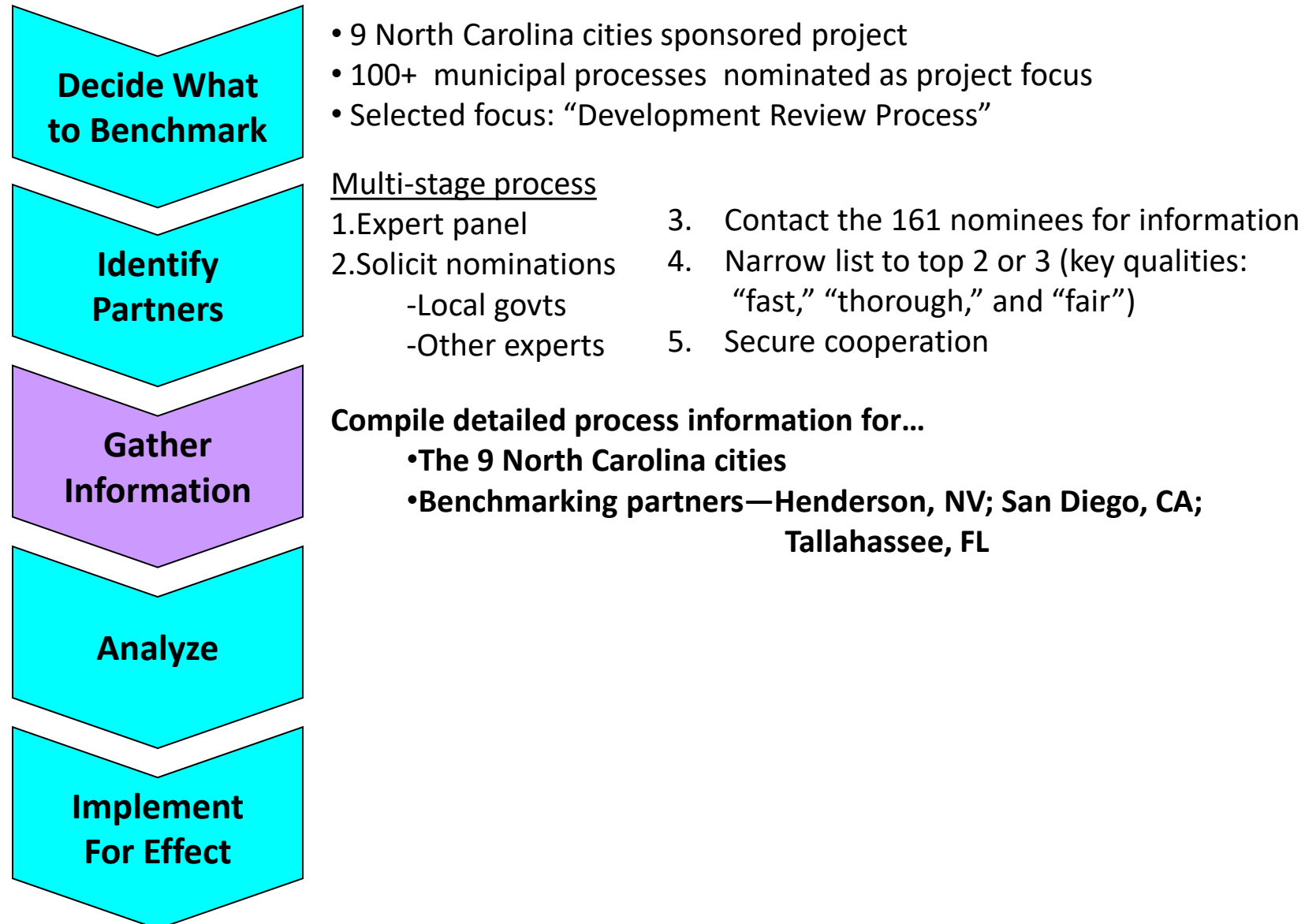
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Benchmarking partners—**Henderson, NV; San Diego, CA; Tallahassee, FL**

# Benchmarking Partners



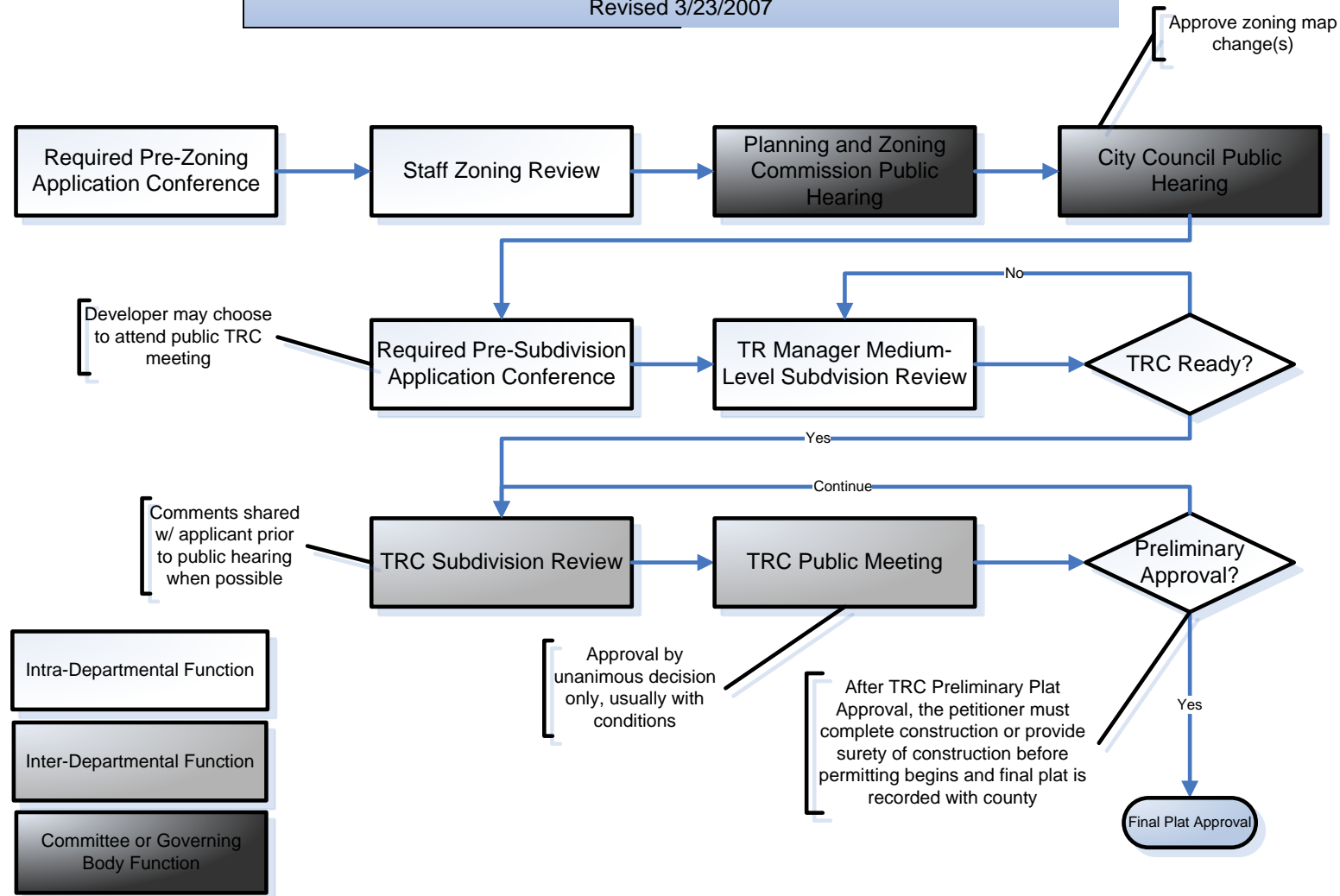
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# DRAFT City of Asheville Development Review Process

Subdivision w/ Rezoning, w/o Annexation, 30 units

Revised 3/23/2007



UNC

SCHOOL OF GOVERNMENT

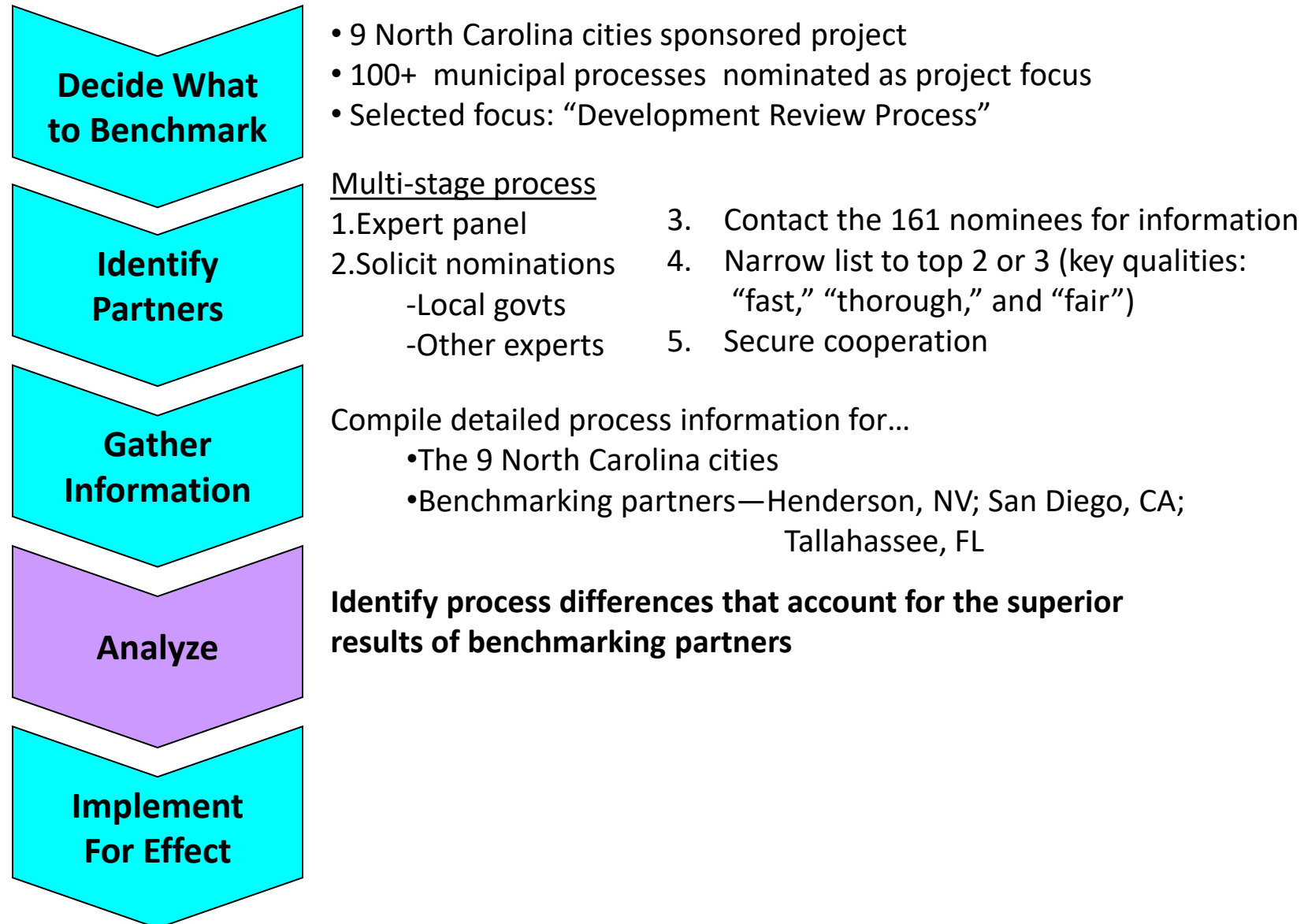




Site Visit Team at the Development Services Center of the City of Henderson, Nevada

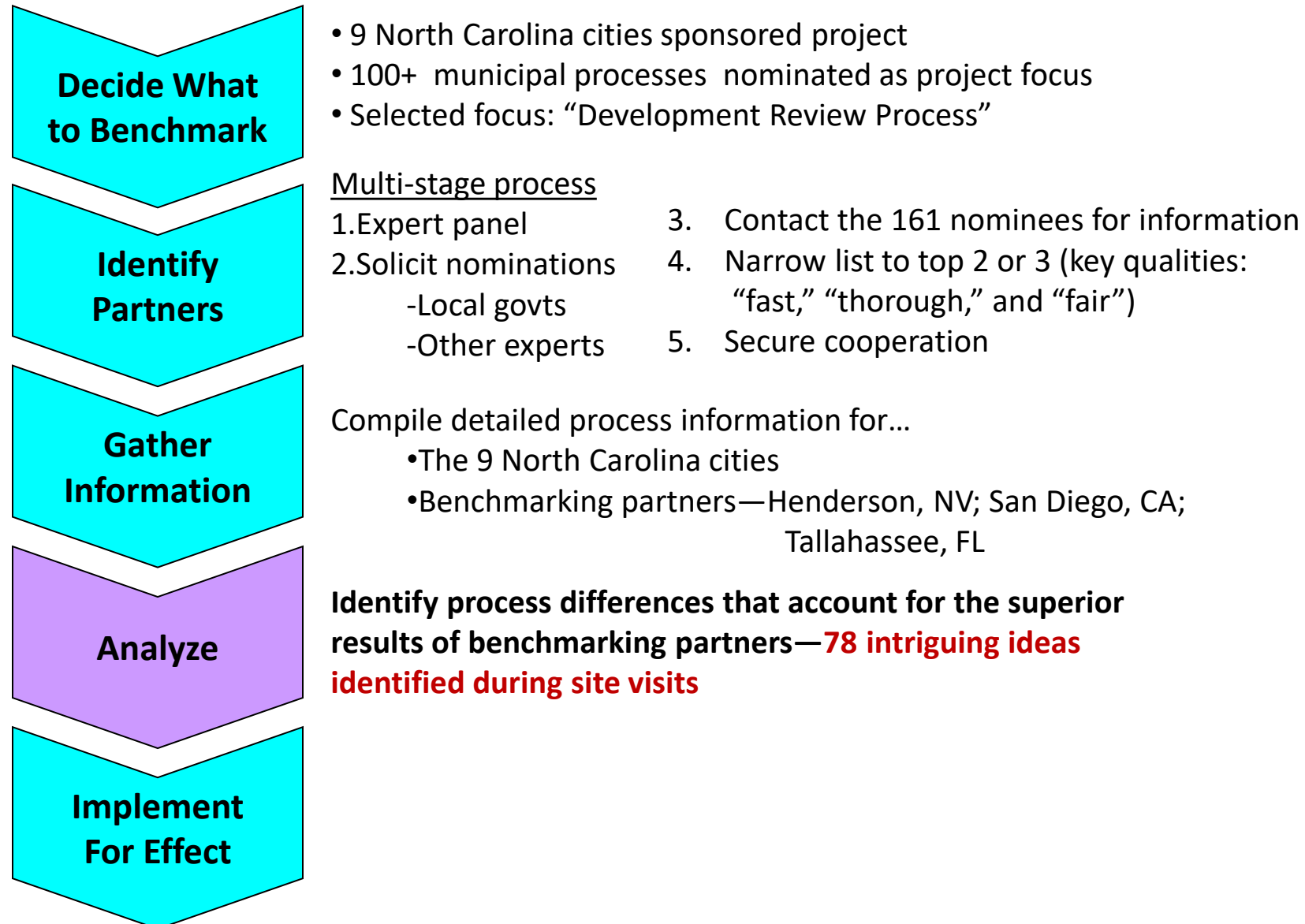


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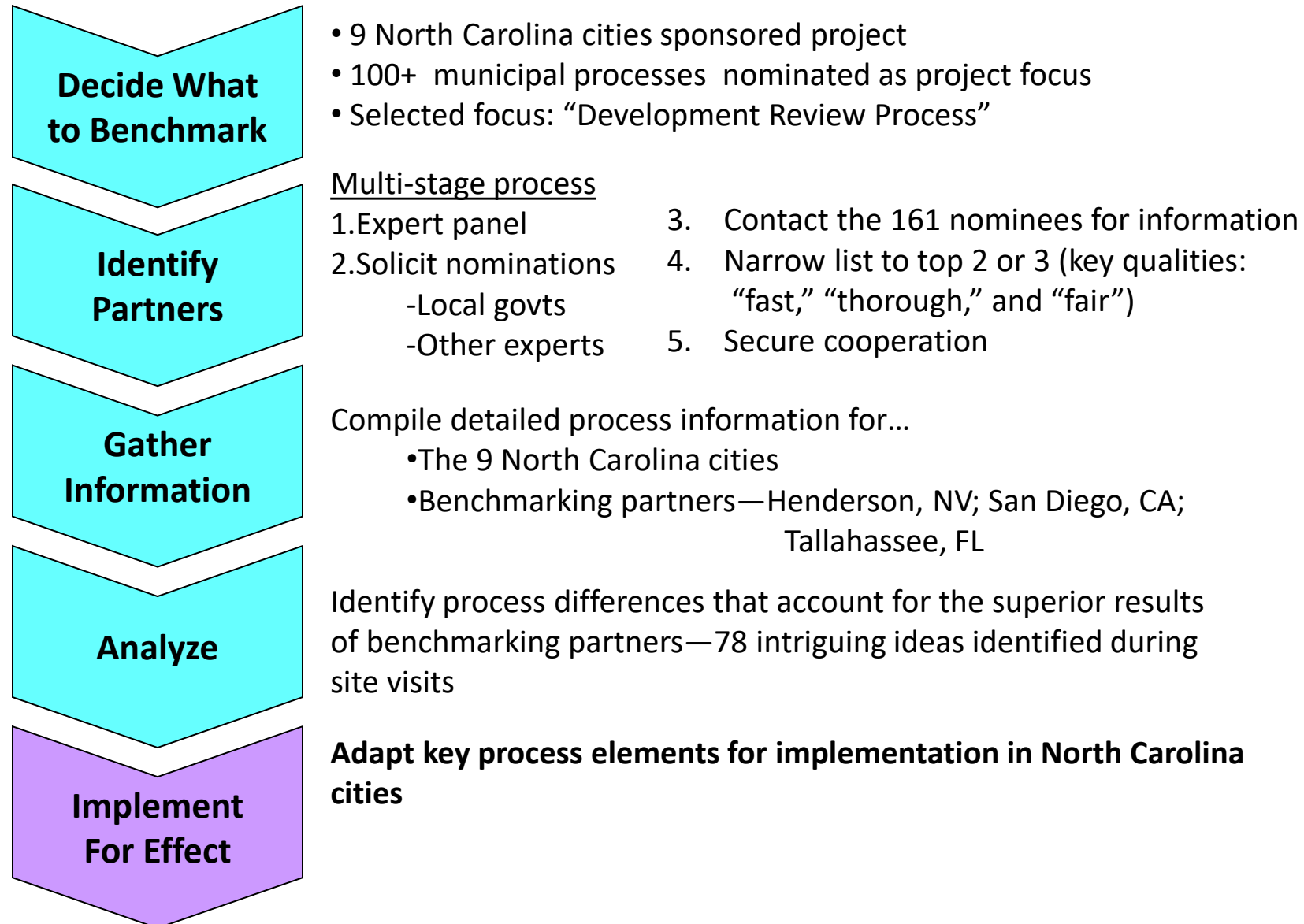


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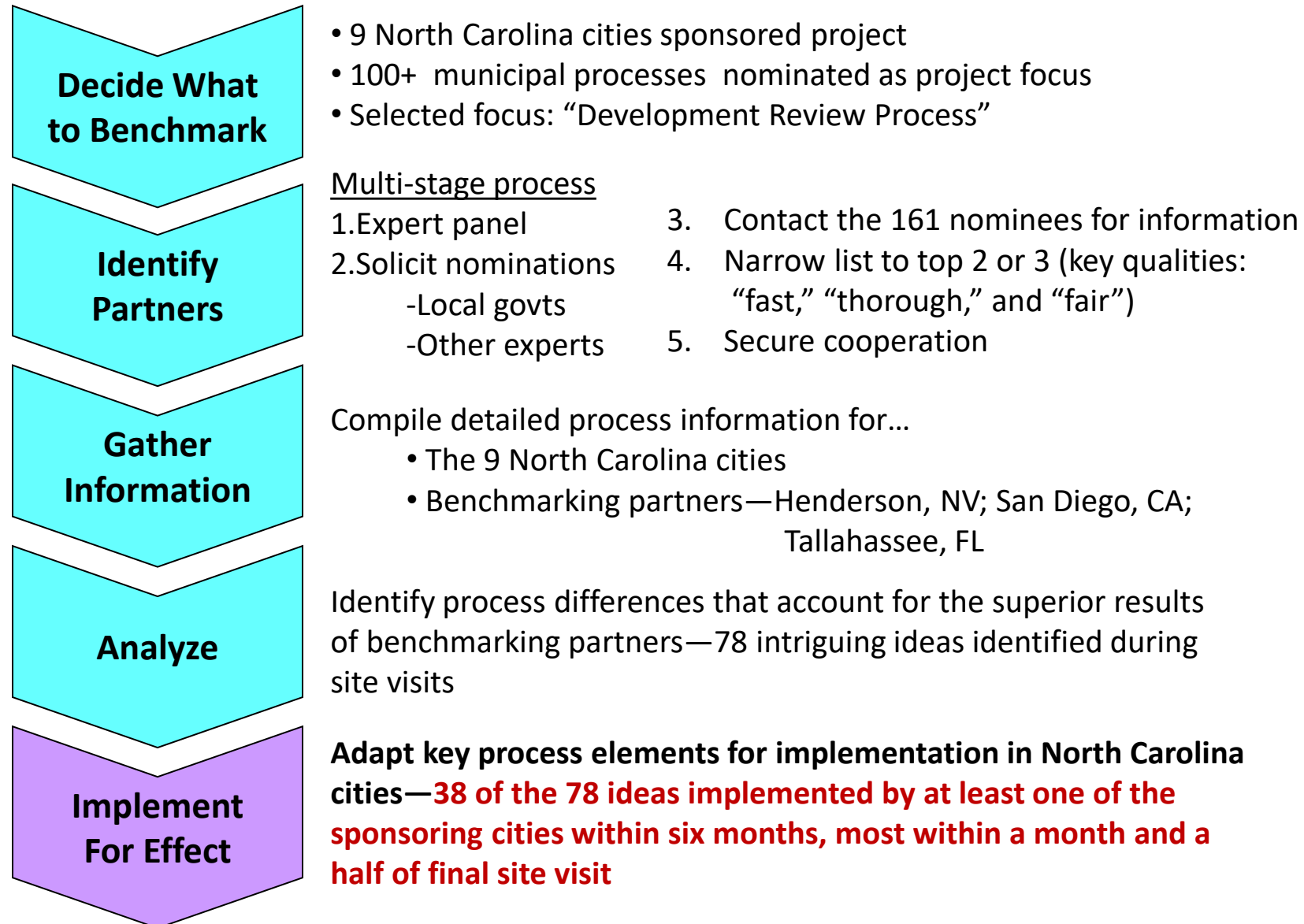
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# Strategic Issues

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- Defense or Offense?
- Comparison outside your comfort zone

The question in each case is this: *“Are you willing to push yourself to figure out how to make your services better or more efficient than they are right now?”*

# References

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- Ammons, David N., and Dale J. Roenigk. 2015. "Benchmarking and Interorganizational Learning in Local Government." *Journal of Public Administration Research and Theory*, 25 (1): 309-335.
- Ammons, David N., Ryan A. Davidson, and Ryan M. Ewalt. 2009. *Development Review in Local Government: Benchmarking Best Practices*. Chapel Hill, NC: School of Government/University of North Carolina and Alliance for Innovation.
- Ammons, David N. 2009. "Benchmarking the Development Review Process," *Public Management Bulletin*, No. 4. Chapel Hill, NC: University of North Carolina, School of Government.  
<https://www.sog.unc.edu/publications/bulletin-series/public-management-bulletin>

The Promise of Best Practice Benchmarking

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# The End