

ROLE 3: DEFINE OR MEASURE PERFORMANCE

Practice 3b. Collect data: Collect performance measurement data.

Kansas City, Missouri, City Auditor (www.kcmo.org): With the assistance of professional survey and market research firms, the City Auditor's Office has collected data from citizens in general and from owners and managers of businesses in Kansas City on satisfaction with city services, perceptions of community conditions, and priorities for future emphasis. Data collected on general citizen perceptions has focused on such things as how citizens rate Kansas City as a place to live, raise children, and work, and perceptions of specific conditions such as the cleanliness of streets and how safe they feel at day and night in their homes, in their neighborhoods, and in City parks. Information gathered on perceptions of business owners and managers has focused more on Kansas City as a place to do business. In addition to perceptions of quality of life and satisfaction with specific services and services overall, in 2000, 2001, and 2002 citizens were asked about such things as their overall image of the city, value received for city taxes and fees, how well the city was planning for growth, the quality of the city's leadership, and the effectiveness of city communication with the public.

The Auditor's Office has commissioned citizen surveys a number of times since the mid-1990s, with surveys done in consecutive years from 2000 through 2002. The Auditor's Office devotes an average of about 950 staff hours to a citizen survey project. Through the 2001 survey, the City Auditor issued survey results in separate Special Reports. The 2001 survey results were also included in the Fiscal 2001 *City Services Performance Report* (see 5b). The 2002 survey results were included in the Fiscal 2002 *City Services Performance Report*, and not reported on separately. In 1999, the City Auditor's Office conducted a survey of business owners and managers. The citizen surveys and the business survey were phone surveys. The 1999 business survey, with 400 respondents, had a margin of error of ± 5 percent, and the 2002 citizen survey, with 1,200 respondents had a margin of error of ± 3 percent, both at the 95 percent confidence level. While results were only reported citywide, calls were placed to get 200 households responding from each of the city's six council districts, to help achieve a representative sample.

In 2001, a series of four focus groups were held with business owners and managers. The 2001 focus groups, while not providing statistically precise data as surveys can, provided more in depth information about issues of interest to business owners. For example, they were asked to provide examples of positive and negative experiences with specific services in Kansas City, Missouri, and to brainstorm a list of aspects of each service discussed that affect their overall satisfaction with the service. The 1999 business survey was used both to construct the samples for the four 2001 focus groups (to form groups of small and large businesses that had indicated satisfaction and dissatisfaction with the overall quality of city services), and to determine the services to be discussed in the focus groups. The 2001 focus group discussions focused on six major types of services identified as most important to Kansas City businesses in the 1999 business survey.

In the annual citizen surveys from 2000 through 2002 commissioned by the City Auditor's Office, many questions asked were the same as questions asked by the same survey research firm in 18 other communities in the Kansas City metropolitan area, and in other comparably-sized

cities in the Midwest. Also, the respondent rating scale was changed from a four points to five points so Kansas City results would be comparable to those in other communities. That allowed the City Auditor's Office to report benchmarking data on citizen satisfaction and perceptions, showing clearly how Kansas City residents' views of their city and its services compared with other people's views of their own communities (see 5b).

The following reports are available from the City Auditor's website (www.kcmo.org/auditor):

- *Survey of Kansas City Businesses*, February 2000
- *Kansas City Citizen Survey*, April 2000
- *2000 Kansas City Citizen Survey*, November 2000
- *City Services Performance Report for Fiscal Year 2001 & Survey*, March 2002
- *2001 Business Focus Group Report*, March 2002
- *City Services Performance Report for Fiscal Year 2002*, March 2003