

Strategic Plan Performance Measures

Performance measures are specific metrics for each aspect of performance to be monitored. In March 2017, the City of Lawrence’s Critical Success Factor (CSF) teams began the process of developing performance measures for each of the seven CSFs in the City’s newly adopted Strategic Plan. After defining what success looks like to various stakeholder groups, each team explored ways of measuring progress toward those definitions of success. The result was a list of the various aspects of each CSF to be monitored.

Once the aspects of performance to be monitored have been determined, relevant performance measures can be developed. When developing performance measures, it is important to build some context into each measure whenever possible. For example, the number of businesses in Lawrence is not a useful measure on its own – it is just a number from which we cannot tell if progress is being made. Adding context grounds the data, making it more useful (i.e., percent change in the number of new businesses locating to Lawrence).

The aspect of the CSF being measured, relevant performance measures, data source, and reporting frequency are presented in the following tables.

Effective Governance and Professional Administration

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
Transparency and Access to Information				
Effectiveness of City communication	<ul style="list-style-type: none">Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the effectiveness of City communication	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Availability/timeliness of information	<ul style="list-style-type: none">Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the availability/timeliness of info provided by the City	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Licensing Responsiveness	<ul style="list-style-type: none">Average processing time for licensing requests	City Clerk	Quarterly	City Clerk Division

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
Social media engagement	<ul style="list-style-type: none"> Percent change in social media active monthly users 	New	Monthly	City Manager's Office
Direct communication efforts	<ul style="list-style-type: none"> Open rates of all direct communication efforts 	New	Monthly	City Manager's Office
Customer service	<ul style="list-style-type: none"> Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the quality of customer service provided by the City Percent of utility billing survey respondents who are "very satisfied" or "satisfied" with the quality of customer service provided by Utility Billing division Average speed of answer on the Utility Billing customer service line 	Citizen Survey/Utility Billing Division	2 years on election cycle beginning 2019	City Manager's Office/Utility Billing Division
Civic Engagement				
Citizen involvement	<ul style="list-style-type: none"> Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the City's efforts to keep residents involved 	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Voter turnout	<ul style="list-style-type: none"> Voter turnout rate 	STAR	Every election	City Manager's Office
Diverse community representation on City Advisory Boards and Committees	<ul style="list-style-type: none"> Percent female appointees (target = community composition) Percent racial/ethnic minority appointees (target = community composition) 	Measurement tool to be developed	Late 2017 and every other year thereafter	City Manager's Office
Professional Administration				
Engagement in professional associations	<ul style="list-style-type: none"> List of relevant professional associations that Department Directors are members of 	Measurement tool to be developed	Annually	City Manager's Office
Value of City taxes/fees	<ul style="list-style-type: none"> Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the overall value received for City taxes/fees 	Citizen Survey	2 years on election cycle beginning	City Manager's Office

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
			2019	
Quality of life	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of life in the City 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Quality of City services	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of City services 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Supervisory training	<ul style="list-style-type: none"> Percent of supervisors that have completed at least one quarterly supervisory training Percent of supervisors that have completed more than one quarterly supervisory training 	HR	Annually	Human Resources Division
Employee turnover	<ul style="list-style-type: none"> Employee turnover rate 	HR	Annually	Human Resources Division
Employee engagement	<ul style="list-style-type: none"> Percent of employee survey respondents who “strongly agree” or “agree” that morale is good in their department 	Employee Survey	3 years	City Manager’s Office
Employee empowerment	<ul style="list-style-type: none"> Percent of employee survey respondents who “strongly agree” or “agree” that adequate facilities, equipment, personnel, and other resources are available to them 	Employee Survey	3 years	City Manager’s Office
Internal services customer satisfaction	<ul style="list-style-type: none"> Percent of employee survey respondents who are “very satisfied” or “satisfied” with the overall quality of internal services 	New (Employee Survey)	3 years	City Manager’s Office
City Commission Leadership	<ul style="list-style-type: none"> City Commission leadership as gauged by employee survey and citizen survey 	Employee Survey/Citizen Survey	Employee Survey: 3 years Citizen	City Manager’s Office

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
			Survey:2 years on election cycle beginning 2019	
City Management Leadership	<ul style="list-style-type: none"> City Manager performance evaluation annually from City Commission (acceptable/unacceptable) 	City Manager's Performance Appraisal	Annually	City Manager's Office

Safe, Healthy and Welcoming Neighborhoods

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Healthy Lifestyle				
Satisfaction with Parks & Recreation	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the quality of the City’s parks & recreation system 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Health and Wellness	<ul style="list-style-type: none"> Number of Health and Wellness classes and programs offered Number of Health and Wellness class participants 	Parks & Recreation	Annually	Parks & Recreation
Recreation Programming	<ul style="list-style-type: none"> Number of special population and 50 plus programs offered Number of special population and 50 plus program participants Number of youth and adult sports programs offered Number of youth and adult sports program participants Number of learn to swim and aquatic fitness classes offered Number of learn to swim and aquatic fitness class participants 	Parks & Recreation	Annually	Parks & Recreation
Park Attendance	<ul style="list-style-type: none"> Attendance in Parks & Recreation facilities 	Parks & Recreation	Annually	Parks & Recreation
Beautification	<ul style="list-style-type: none"> Dollars spent for landscaping and beautification Dollars spent for maintenance of parks, right-of-way’s, athletic fields, and open spaces 	Parks and Recreation Department	Annually	Parks and Recreation Department
Access to parks	<ul style="list-style-type: none"> Percent of housing units located within a .5-mile 	STAR	Annually	City Manager’s

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	distance of a public park land			Office
Park land	<ul style="list-style-type: none"> Total acres of parkland and open space per capita 	New	Annually	Parks and Recreation
Bicycle paths	<ul style="list-style-type: none"> Miles of bicycle paths and lanes per 100,000 population 	New	Annually	Parks and Recreation
Overall health	<ul style="list-style-type: none"> Health Factor and Health Outcome rankings 	Robert Wood Johnson Foundation County Health Rankings	Annually	Parks and Recreation
Access to healthy food	<ul style="list-style-type: none"> Percent of population within a .25-mile distance of a healthful retail food outlet 	STAR	Annually	City Manager's Office
Safety	<ul style="list-style-type: none"> Percent of citizen survey respondents who feel "very safe" or "safe" riding a bicycle in Lawrence 	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Access to Safe and Affordable Housing				
Housing costs	<ul style="list-style-type: none"> Percent of the census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined 	STAR	Annually	City Manager's Office
Code compliance	<ul style="list-style-type: none"> Percent of code enforcement violations resolved Percent of code enforcement violations resolved within 60 days Average number of days to resolve code violations Average number of days to resolve rental violations 	Planning and Development Services Department	Annually	Planning and Development Services Department
Hazard mitigation	<ul style="list-style-type: none"> Number of residential dwellings in a floodplain 	Planning and Development Services Department	Annually	Planning and Development Services Department
Sidewalks	<ul style="list-style-type: none"> Percent of outstanding sidewalk violations brought into 	Public Works	Annually	Public Works

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	compliance	Department		Department
Safety	<ul style="list-style-type: none"> Percent of citizen survey respondents who feel “very safe” or “safe” walking in their neighborhood after dark 	Citizen Survey	3 years	City Manager’s Office
Diverse and Unique Neighborhoods				
Community cohesion	<ul style="list-style-type: none"> Percent of residents that live within one mile of a community venue that is open to the public and offers free services and/or events for residents 	STAR	Annually	City Manager’s Office
Quality of life	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of life in the City 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Neighborhood livability	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the livability of their neighborhood 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Neighborhood upkeep	<ul style="list-style-type: none"> Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the upkeep of their neighborhood 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Tree canopy	<ul style="list-style-type: none"> Tree City USA Designation 	New	Annually	Parks and Recreation

Innovative Infrastructure and Asset Management

The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Transportation Options				
Walkability	<ul style="list-style-type: none"> Percent of roadway length with sidewalks on both sides Percent of crosswalks that are ADA accessible 	STAR	Annually	City Manager's Office
Connectivity	<ul style="list-style-type: none"> Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the connectivity sidewalks/paths 	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Transit Access	<ul style="list-style-type: none"> Percent of population within a quarter (1/4) mile of transit stop 	New	Annually	Transit Administrator
Ridership	<ul style="list-style-type: none"> Percent change in overall public transportation ridership 	New	Annually	Transit Administrator
Cost	<ul style="list-style-type: none"> Public transportation cost per passenger 	New	Annually	Transit Administrator
Commute mode	<ul style="list-style-type: none"> Percent of commuters using a travel mode to work other than a personal vehicle 	U.S. Census Bureau	Annually (but data lags)	City Manager's Office
Commute time	<ul style="list-style-type: none"> Mean travel time to work 	U.S. Census Bureau	Annually (but data lags)	City Manager's Office
Vehicle miles	<ul style="list-style-type: none"> Vehicle miles traveled 	STAR	Annually	City Manager's Office
Pedestrian safety	<ul style="list-style-type: none"> Number of reported pedestrian injuries per 100,000 population 	New	Annually	Public Works Department
Infrastructure, Facilities, and Assets				
Water quality	<ul style="list-style-type: none"> Drinking water compliance rate (% days) Wastewater compliance rate (% days) 	Utilities Department	Quarterly	Utilities Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> Number of City main sanitary sewer overflow 			
Treatment Efficiency	<ul style="list-style-type: none"> Drinking water gallons processed per kWh Wastewater gallons processed per kWh 	Utilities Department	Quarterly	Utilities Department
Water System Reliability	<ul style="list-style-type: none"> Number of water main breaks 	Utilities Department	Quarterly	Utilities Department
Water Conservation	<ul style="list-style-type: none"> Water produced per capita 	Utilities Department	Annually	Utilities Department
Energy efficiency	<ul style="list-style-type: none"> Percent change in City-owned public infrastructure energy use 	STAR	Annually	City Manager's Office
Pavement condition	<ul style="list-style-type: none"> Percent of lane miles with a Pavement Condition Index (PCI) rating of unacceptable 	Public Works Department	Annually	Public Works Department
Satisfaction with infrastructure	<ul style="list-style-type: none"> Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the condition of major City streets Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the value they receive for water/wastewater utility rates Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the reliability of their water service 	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Infrastructure maintenance	<ul style="list-style-type: none"> Percent of preventative fleet maintenance completed as scheduled (Quarterly) Average operational readiness of the fleet (Quarterly) Capital dollars spent to maintain current infrastructure (Annually) <ul style="list-style-type: none"> Parks and Recreation Public Works Utilities 	Parks and Recreation Department/ Public Works Department/ Utilities Department	Quarterly/ Annually	Parks and Recreation Department/ Public Works Department/ Utilities Department
Natural and Historic Resources				
Scheduled maintenance on	<ul style="list-style-type: none"> Dollar amount of budgeted maintenance for historic city- 	Parks and	Annually	Parks and

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
historic properties	<ul style="list-style-type: none"> owned properties Dollar amount of needed maintenance for historic city-owned properties 	Recreation Department/ Planning and Development Services Department		Recreation Department/ Planning and Development Services Department
Number of historic properties and districts	<ul style="list-style-type: none"> Number of city-owned properties listed on a historic register Number of city-owned properties within a historic district 	Parks and Recreation Department/ Planning and Development Services Department	Annually	Parks and Recreation Department/ Planning and Development Services Department
Natural Resources	<ul style="list-style-type: none"> Number of acres in the floodplain that are developed Number of acres of parks maintained as nature areas or preservation areas Number of nature education classes offered Number of nature education class participants 	Parks and Recreation Department/ Planning and Development Services Department	Annually	Parks and Recreation Department/ Planning and Development Services Department
Green stormwater infrastructure	<ul style="list-style-type: none"> Percent of City's land area that has designated green stormwater infrastructure 	STAR	Annually	City Manager's Office

Commitment to Core Services

Core municipal services reflect legal mandates and the City’s commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Health				
Diversion rate	<ul style="list-style-type: none"> Solid waste diversion rate 	Public Works Department	Annually	Public Works Department
Recycling rate	<ul style="list-style-type: none"> Solid waste recycling rate 	STAR	Annually	City Manager’s Office
Resident satisfaction	<ul style="list-style-type: none"> Percent of citizen survey respondents that are “very satisfied” or “satisfied” with residential trash services 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Safety and Welfare				
Overall satisfaction	<ul style="list-style-type: none"> Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the quality of police, fire, and EMS 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Perception of safety	<ul style="list-style-type: none"> Percent of citizen survey respondents that feel “very safe” or “safe” in the City 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Crime rates	<ul style="list-style-type: none"> Property crime rate per 100,000 population Violent crime rate per 100,000 population 	FBI	Annually	Police Department
Clearance rate	<ul style="list-style-type: none"> Average crime clearance rate 	Police Department	Annually	Police Department
Response times	<ul style="list-style-type: none"> Average response time for Priority 1 calls- Police 	Police Department	Annually	Police Department
Response times	<ul style="list-style-type: none"> Average response time for Priority 1 calls- Structure Fires 	Fire/Medical Department	Annually	Fire/Medical Department
Response times	<ul style="list-style-type: none"> Average response time for Priority 1 calls-EMS City Limits 	Fire/Medical Department	Quarterly	Fire/Medical Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Fire services	<ul style="list-style-type: none"> Current Insurance Services Office (ISO) rating 	Fire/Medical Department	5-year	Fire/Medical Department
Fire Accreditation	<ul style="list-style-type: none"> Accreditation status 	Fire/Medical Department	5-year	Fire/Medical Department
Resident Satisfaction				
Overall satisfaction	<ul style="list-style-type: none"> Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the overall quality of life in the City Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the quality of City services 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Disproportionate Minority Contacts	<ul style="list-style-type: none"> Add Measure in Future once methodology determined county-wide by the Criminal Justice Coordinating Council 	TBD in future	TBD in future	TBD in future

Sound Fiscal Stewardship

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Fiscal Stewardship				
Bond rating	<ul style="list-style-type: none"> Bond rating 	Finance Department	Annually	Finance Department
Overall value	<ul style="list-style-type: none"> Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the value received for City taxes/fees 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Debt per capita	<ul style="list-style-type: none"> Debt per capita 	Finance Department	Annually	Finance Department
Affordability of services	<ul style="list-style-type: none"> Water and sewer charges as percent of median household income (should be less than 4.5%--EPA) 	New	Annually	City Manager’s Office
Budgeted expenditures	<ul style="list-style-type: none"> Percent of budget expended 	Finance Department	Annually	Finance Department
Liquidity	<ul style="list-style-type: none"> Days of cash 	Finance Department	Annually	Finance Department
Capital funding	<ul style="list-style-type: none"> Percent of identified capital needs funded 	New	Annually	Finance Department
Capital project completion	<ul style="list-style-type: none"> Dollar value of CIP project change amendments Dollar value of CIP project change orders 	Measurement tool to be developed	Annually	Finance Department
Forecast accuracy	<ul style="list-style-type: none"> Actual property tax collection vs original budget Actual Property tax collection vs revised budget Actual Sales tax collection vs. original budget Actual sales tax collection vs. revised budget Actual Water/sewer fee collection vs. original budget Actual water/sewer fee collection vs. revised budget 	New	Annually	Finance Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> Actual Payroll expenditures vs original budget Actual Payroll expenditures vs. revised budget 			
Audit	<ul style="list-style-type: none"> Was a Substantial finding noted 	Finance Department	Annually	Finance Department
Awards	<ul style="list-style-type: none"> Number of years GFOA and CAFR awards have been received 	Finance Department	Annually	Finance Department
Access to Information				
Availability/timeliness of information	<ul style="list-style-type: none"> Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the availability/timeliness of info provided by the City 	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Ballot initiative voter turnout	<ul style="list-style-type: none"> Voter turnout rate on ballot initiatives 	City Clerk	Election-based	City Clerk Division
Understanding of budget process	<ul style="list-style-type: none"> Percent of citizen survey respondents that “strongly agree” or “agree” that they understand the City’s budget process 	New (Citizen Survey)	2 years on election cycle beginning 2019	City Manager’s Office
Understanding of financial reports	<ul style="list-style-type: none"> Percent of citizen survey respondents that “strongly agree” or “agree” that they understand the City’s financial reports 	New (Citizen Survey)	2 years on election cycle beginning 2019	City Manager’s Office

Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Partnerships				
Partnerships	<ul style="list-style-type: none"> Number of partnerships and sponsorships received for Parks & Recreation classes and events Scholarship dollars provided to youth for participation in Parks & Recreation programs 	Parks and Recreation	Annually	Parks and Recreation
Citizen perception of collaboration	<ul style="list-style-type: none"> Percent of survey respondents that “strongly agree” or “agree” that Lawrence is a connector of local and regional partners 	New (Citizen Survey)	TBD	City Manager’s Office
Standardized components of agreements	<ul style="list-style-type: none"> Partnership agreements include standardized components Partnership agreements includes evaluation of equity 	New	Annually	City Manager’s Office

Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Individual prosperity				
Poverty level	<ul style="list-style-type: none"> Percent of residents living below the poverty line 	STAR	Annually	City Manager's Office
Free and reduced lunch	<ul style="list-style-type: none"> Percent of students qualifying for free or reduced lunch 	Kansas Department of Education	Annually	City Manager's Office
Median household income	<ul style="list-style-type: none"> Median household income 	U.S. Census Bureau	Annually	City Manager's Office
Unemployment rate	<ul style="list-style-type: none"> Unemployment rate 	Bureau of Labor	Monthly	City Manager's Office
Number of jobs	<ul style="list-style-type: none"> Jobs-to-resident ratio 	Bureau of Labor	Monthly	City Manager's Office
Personal income	<ul style="list-style-type: none"> Percent change in personal income 	U.S. Census Bureau	Annually	City Manager's Office
Employer diversity	<ul style="list-style-type: none"> Percent of workforce employed by the State 	EDC	Annually	City Manager's Office
Vibrant, Sustainable Local Economy				
Owner-occupied-housing	<ul style="list-style-type: none"> Percent of owner-occupied housing units 	U.S. Census Bureau	Annually	City Manager's Office
Assessed commercial real estate value	<ul style="list-style-type: none"> Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties (MSA-level) 	EDC	Annually	City Manager's Office
Development review cycle time	<ul style="list-style-type: none"> Average number of days to process site plans Percentage of building permits and plans processed and reviewed within 5 business days (residential) Average number of days to process building plans and permits (residential) 	Planning and Development Services Department	Annually	Planning and Development Services Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> Percentage of building permits and plans processed and reviewed within 15 business days (commercial) Average number of days to process building plans and permits (commercial) 			
Real GDP	<ul style="list-style-type: none"> Percent change in real GDP (MSA-level) 	EDC	Annually	City Manager's Office
Arts and Economic Impact	<ul style="list-style-type: none"> Arts and Economic Prosperity V Indicators 	Americans for the Arts	Annually	City Manager's Office
Special Events and Tournaments	<ul style="list-style-type: none"> Number of special events, tournaments, and meets offered by Parks and Recreation Number of participants for special events, tournaments, and meets offered by Parks and Recreation Economic impact of special events, tournaments, and meets offered by Parks and Recreation 	Parks and Recreation Department	Annually	Parks and Recreation Department
Economic development	<ul style="list-style-type: none"> Percent of survey respondents that are “very satisfied” or “satisfied” with the City’s efforts to promote economic development 	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Business vacancies	<ul style="list-style-type: none"> Percent of retail vacancies 	Planning and Development Services Department	Every 2 years	Planning and Development Services Department