CITY OF McKINNEY, TEXAS

Agenda

City Council Work Session

Monday, December 3, 2018 | **5:30 PM** | **Council Chambers, 222 N. Tennessee Street, McKinney, TX 75069**

CALL TO ORDER

DISCUSS REGULAR MEETING AGENDA ITEMS

WORK SESSION ITEMS

18-1026 Staff Report on Performance Management Update

Attachments: Strategic Plan 2018 Update to Council Presentation

COUNCIL LIAISON UPDATES

EXECUTIVE SESSION

In Accordance with the Texas Government Code:

A. Section 551.071 (2). Consultation with City Attorney on any Work Session, Special or Regular Session A. Section 551.071(2) Consultations with Attorney on any Work Session, Special Session, or Regular Session agenda item requiring confidential attorney/client advice necessitated by the deliberation or discussion of said items (as needed)

B. Section 551.072. Deliberations about Real Property

- Sheraton Hotel and Conference Center

C. Section 551.087. Deliberation Regarding Economic Development Matters

- Project Cloud

ACTION ON EXECUTIVE SESSION

ADJOURN

Posted in accordance with the Texas Government Code, Chapter 551, on the 30th day of November, 2018 at or before 5:00 p.m.

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Melissa Lee
Deputy City Secretary

In accordance with the Americans with Disabilities Act, it is the policy of the City of McKinney to offer its public programs, services, and meetings in a manner that is readily accessible to everyone, including individuals with disabilities. If you are a person with a disability and require information or materials in an appropriate alternative format; or if you require any other accommodation, please contact the ADA Coordinator at least 48 hours in advance of the event. Phone 972-547-2694 or email contact-adacompliance@mckinneytexas.org. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility. ADA grievances may also be directed to the ADA Coordinator or filed online at http://www.mckinneytexas.org/ada.

18-1026

TITLE: Staff Report on Performance Management Update

COUNCIL GOAL: Operational Excellence
(2C: Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture)

MEETING DATE: December 3, 2018

DEPARTMENT: Organizational Development & Performance Management

CONTACT: Lisa Davies, Performance Manager

RECOMMENDED CITY COUNCIL ACTION:

- Review

ITEM SUMMARY:

- Staff is reporting on Performance Management initiative efforts for FY2019.
- Staff is reporting on the performance status of the adopted City Council Strategic Plan, goals, and department level objectives for FY2018.

BACKGROUND INFORMATION:

- The City Council historically meets every year to review strategic goals.
- City staff creates goals and objectives to support City Council Strategic Plan.
- On May 16, 2017, the City Council adopted FY2018 Strategic Planning Goals and objectives presented by staff.

BOARD OR COMMISSION RECOMMENDATION:

- [N/A]

SUPPORTING MATERIALS:

Strategic Plan 2018 Update to Council
Presentation

City Council 2018 Strategic Plan Status Update
Dec 3, 2018

150 CMO/Dept-level objectives were included in the FY2018 Strategic Plan
146 were achieved (97%), to include many that carried over into the new FY

The following 4 department-level goals were not met during the fiscal year:

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1. Complete transient hangar by 2Q18 (Airport)
   60 days of rain created weather delays.
   The expected completion date is Jan 2019.

2. Staffing to avoid excessive overtime using NFPA Life Safety Handbook (MFD)
   Because of competing priorities, coupled with the high cost of additional staffing and the fact that we are not experiencing excessively high overtime, this was not pursued.

3. Place rapid response unit in service by 2018 (MFD)
   Because of the significant staffing and equipment cost, this was not pursued.

4. Increase warrant service by 1% over next year (Municipal Court)
   There are two significant reasons for cancelling this goal.

   (1) When it was established, the Marshal's Office was fully staffed (1 FT Marshal + 3 FT Deputies + 1 Temp Deputy). During the FY, a FT Marshal went on a prolonged military deployment and the Temporary Marshal's term ended.

   (2) Legislative changes had a significant impact on warrant issuance and service.
   Per Procedural Law H.B. 351/S.B. 1913 (Sept 2017) and Article 45.045 Code of Criminal Procedure, the court is required to provide notice and hold a hearing on the defendant's failure to satisfy a judgment according to its terms. Conducting a hearing before issuance of a Capias Pro Fine is an additional safeguard because of its potential to prevent indigent defendants from being arrested over matters of money. Show Cause Hearings potentially allow consideration of a defendant's ability to pay and allow judges an opportunity to consider the circumstances surrounding failure to discharge the judgment through alternative means.

Staff Report to City Council: Performance Management

Lisa Davies

Performance Manager

December 3, 2018

Performance Management (PM) Overview

- Launch of PM initiative in 2017
- Incremental improvement in 2018
- Rigor and discipline added for 2019
- Example of tracking and using data
- Score card for FY that ended in Sept

2017 – The Roll-Out Phase

- Launched PM initiative in early 2017
- It included tracking system and dashboard
- It also included first-ever department-level KPIs

2018 – The Refinement Phase

- Hired full-time Performance Manager
- Captured first year lessons learned
- Refined tracking system and dashboard
- Linked department objectives to budget
- Focused on training, communication, etc.

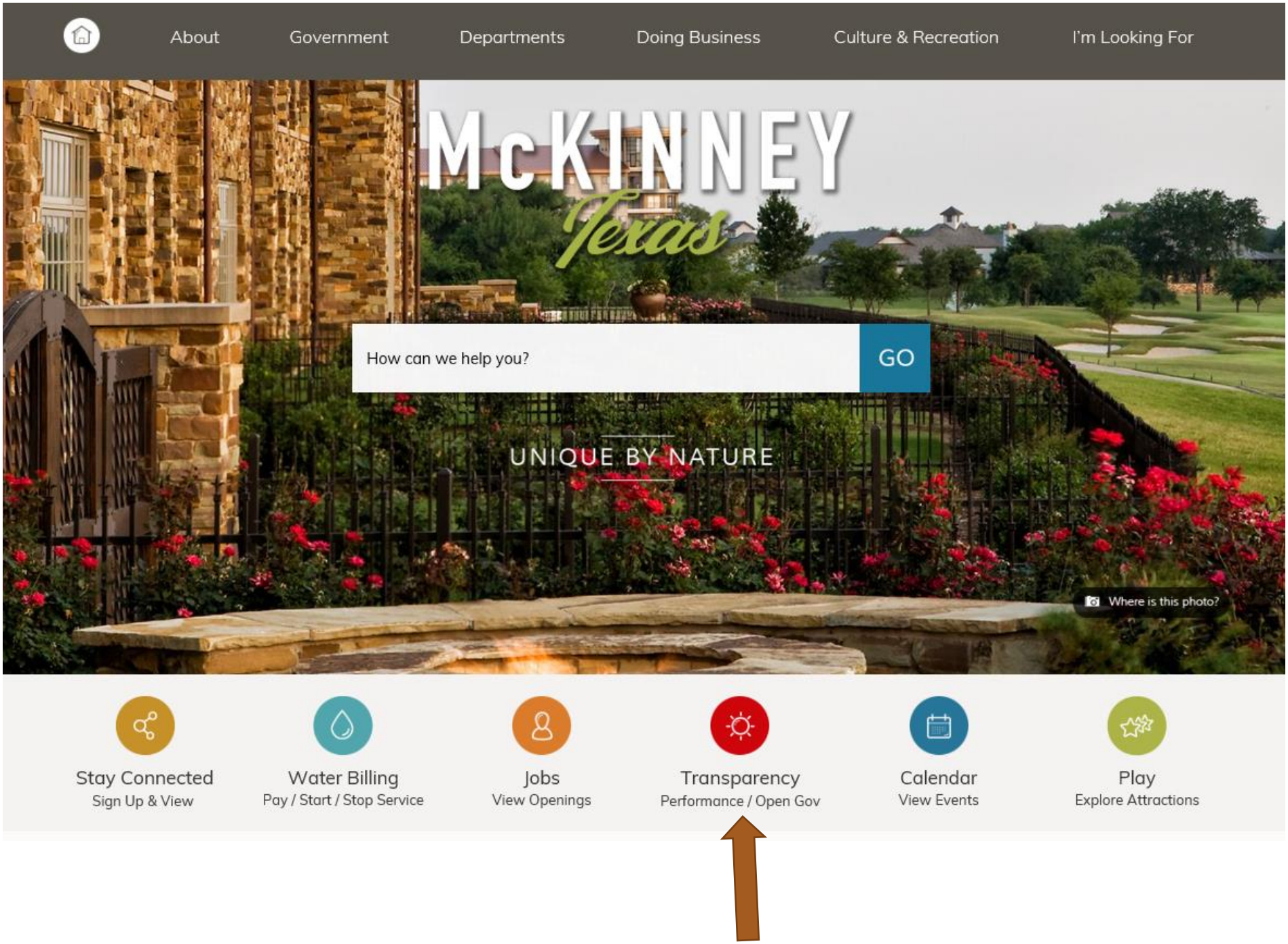
2019 – The Rigor & Discipline Phase

- Added SMART test for all department objectives
- Standardized, condensed and clarified plan
- Improving transparency and enhancing dashboard
- Modifying system to add automatic data updates
- Expanding quantity and improved quality of KPIs
- Moving to quarterly, disciplined reporting
- Launching innovation academy mid-year

Public Transparency and Use of Data

- We will continually make it easier for citizens to find and view public information

- We will continually stress the need to use data to make decisions, improve services, etc.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Government
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I'm Looking For
McKINNEY
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How can we help you?
GO
UNIQUE BY NATURE
Where is this photo?
Stay Connected
Sign Up & View
Water Billing
Pay / Start / Stop Service
Jobs
View Openings
Transparency
Performance / Open Gov
Calendar
View Events
Play
Explore Attractions

McKINNEY Texas

How can we help you? GO

Agendas
Apex Centre
Bicycle Boulevards
Budget
Concrete Batch Plants
Craig Ranch Hotel
Davis at the Square
Downtown Parking
Financial Transparency
Hot Topic Q&As
Legal Updates
McKinney National Airport
Municipal Annexations
North Texas Municipal Water District
Open Records Requests

Transparency

Open Government

This page was created to make it easy to find information on City Council priorities and relevant news for citizens. The page features updates on major city projects with links to additional information and details and links to transparency features on the city website.

City Council Goals and Department Performance

Transparency Center
Airport
City Administration
New - City Council
Development Services
Economic Development
Finance
New - Legal
Miscellaneous
Transportation

Learn About City Activities

The City of McKinney holds transparency to be one of its highest values. The city offers substantial transparency measures in an ongoing effort to provide a more open government, and continues to add more ways residents can learn about city activities.

- Agendas and Minutes
- Annual Report
- Budget
- Check Registers
- Citizen Feedback Box Locations
- City Council Goals
- City Council Meetings
- City Council Videos

Contact Us

City Manager
Email

222 N. Tennessee St.
McKinney, TX 75069
Map

P.O. Box 517
McKinney, TX 75070

P: 972-547-2607

→ Staff Directory

Open Government

Quick Links

- Open Records Requests
- Citizen Feedback Box Locations
- Comprehensive Plan
- Planning Case Lists
- Budget

VIEW ALL

McKinney First: Performance Management

Agendas
Apex Centre
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Craig Ranch Hotel
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Performance

Performance

The performance insight tracking tool on this page offers a look into how city departments are performing against City Council and department goals. City Council goals and strategies, dubbed "McKinney First," are the building blocks for a successful city. Tracking performance against these goals enables leadership to work toward top priorities and helps residents better understand the results their tax dollars create.

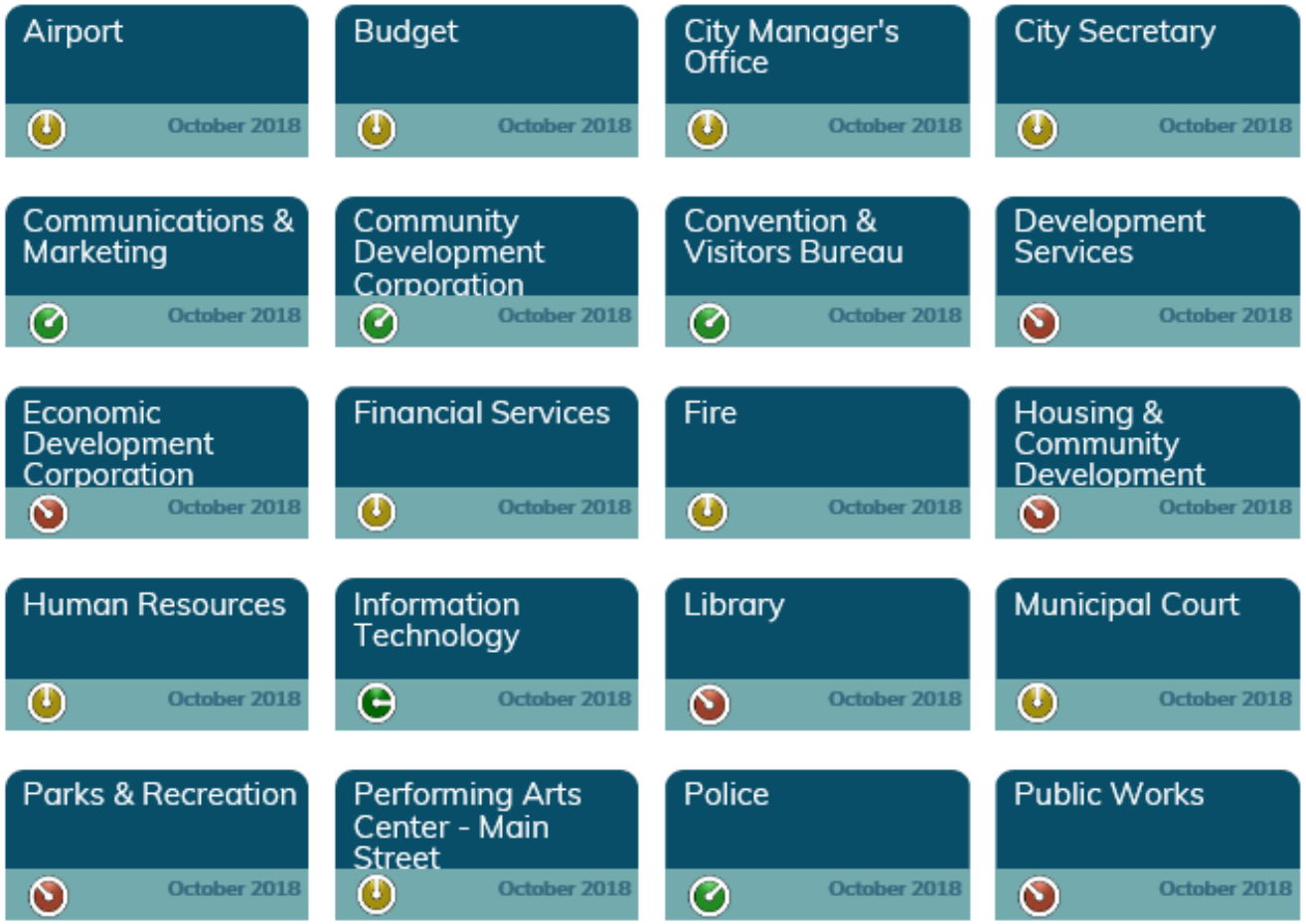
- View the complete Goals and Strategies document for 2017-2018 PDF
- View the complete Goals and Strategies document for FY 2019 PDF

McKinney First: City Council Goals and Strategies

Status	Goal
✓	Direction for Strategic & Economic Growth
!	Operational Excellence
✓	Maximize the Development Potential of the McKinney National Airport
!	Financially Sound Government
!	Enhance the Quality of Life in McKinney
!	Safe & Secure Community

Department Performance Measurement

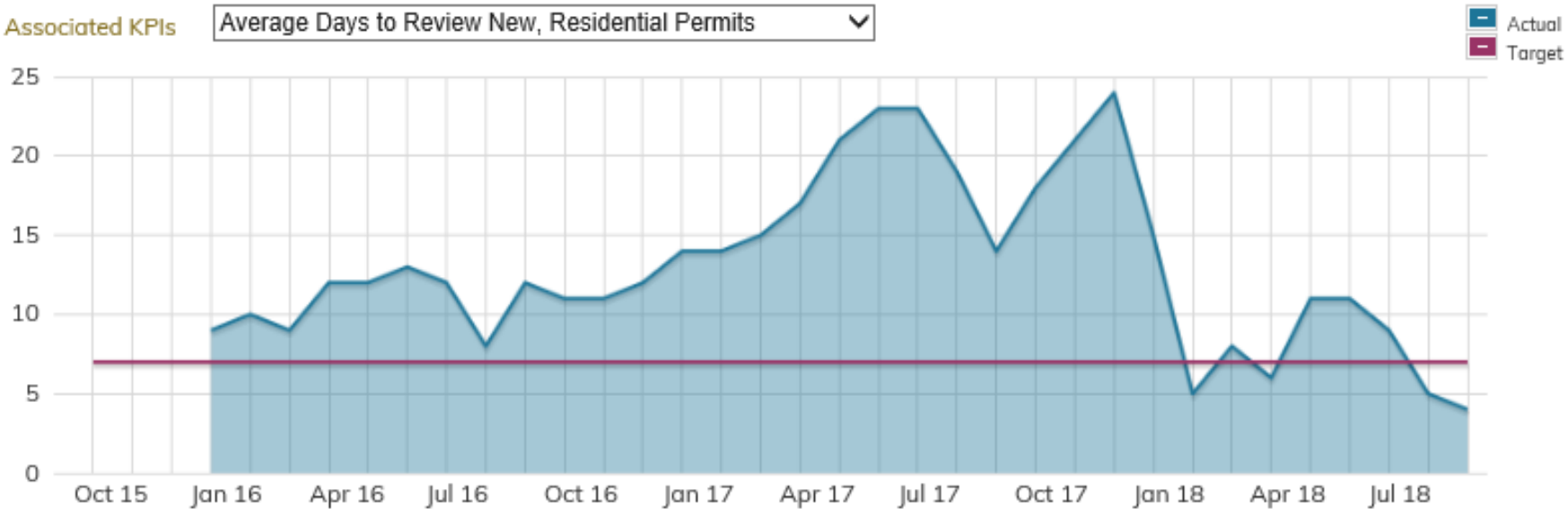
Go to the tabs below to view performance details for each department.



Building Inspections
Operational Excellence - Building Inspections
Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture - Building Inspections

Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture - Building Inspections

Associated KPIs: Average Days to Review New, Residential Permits



Airport FBO Division	
	Maximize the Development Potential of the McKinney National Airport - FBO
	Continually Maintain National Recognition for Excellence in Fixed Base Operations
	Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation - FBO

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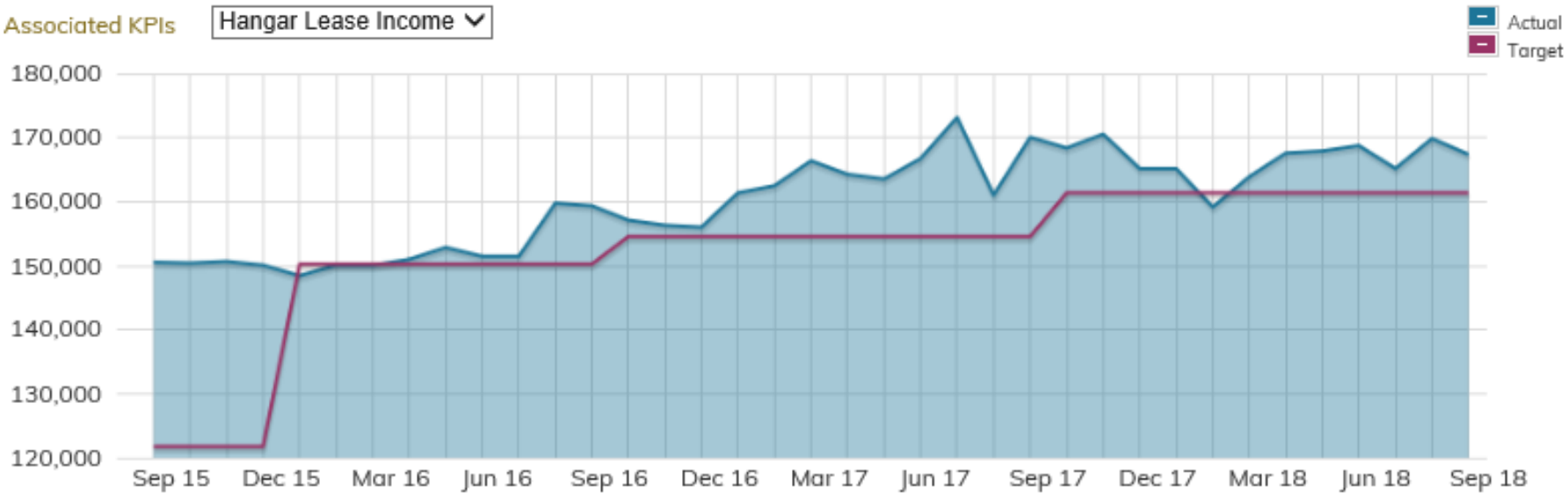
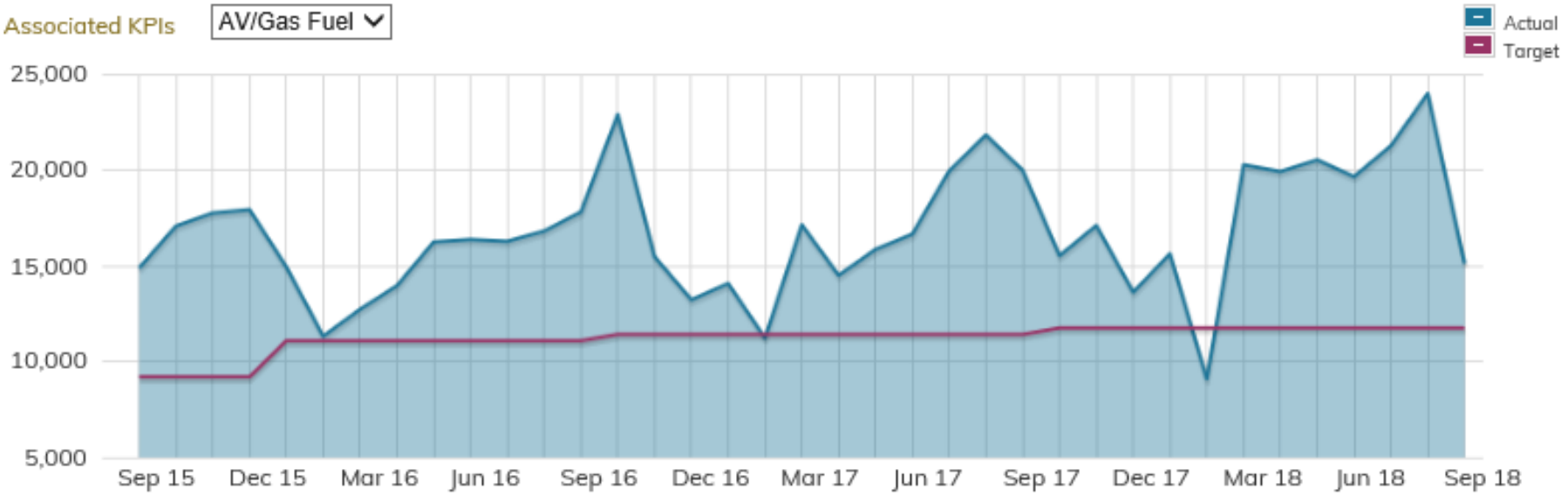
Associated KPIs: Hangar Lease Income



Airport FBO Division	
	Maximize the Development Potential of the McKinney National Airport - FBO
✓	Continually Maintain National Recognition for Excellence in Fixed Base Operations
✓	Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation - FBO

Continually Maintain National Recognition for Excellence in Fixed Base Operations

Associated KPIs AV/Gas Fuel



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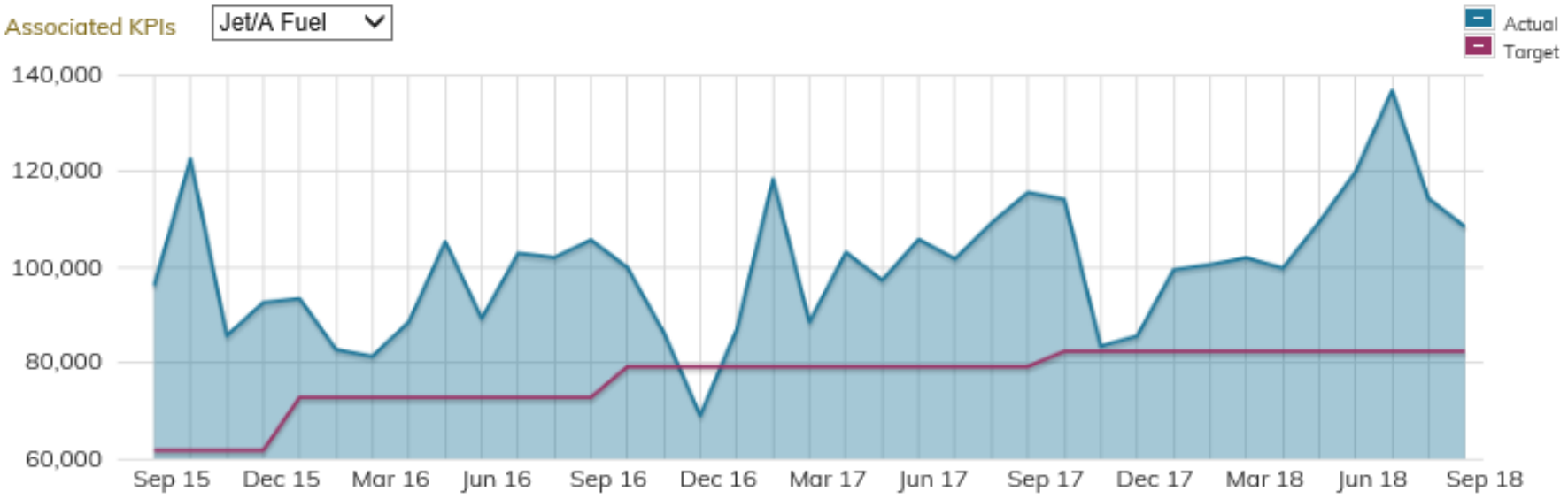
Continually Maintain National Recognition for Excellence in Fixed Base Operations

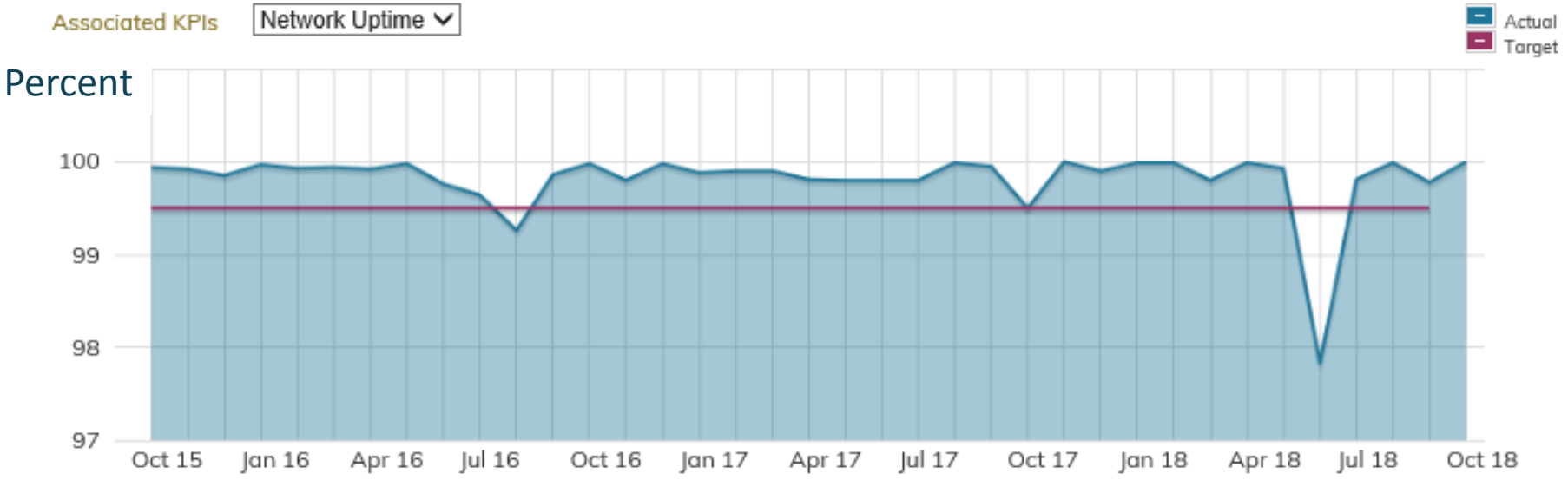
Associated KPIs: Jet/A Fuel



Goals	Information Technology
Operational Excellence	
Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture	

Identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture

Associated KPIs: Network Uptime



Score Card for FY2018

- Strategic Plan included 150 CMO/Dept. objectives
- Of the that number, 146 were achieved (97%)

  104 completed and closed
  +42 met and/or carried over
  146
- Only 4 Dept-level objectives were not achieved

Conclusion

- We rolled out our PM initiative in 2017
- We got a little better at it during 2018
- We are significantly shifted gears for 2019
- We are making good progress moving to a culture of data-based decision-making
- This is part of our broader HPO journey

Thank you for your attention.

Questions?

McKINNEY TEXAS
Unique by nature.