



McKinney First

Performance Management

Aligning Operations and Resources to Council Strategic Goals

Performance Management Framework

How are we
doing it?
Are we
measuring
what matters?

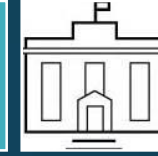


2016 McKinney City Council Goals & Strategies



Direction for Strategic & Economic Growth

Operational Excellence



Maximize the Development Potential of the McKinney National Airport

Financially Sound Government



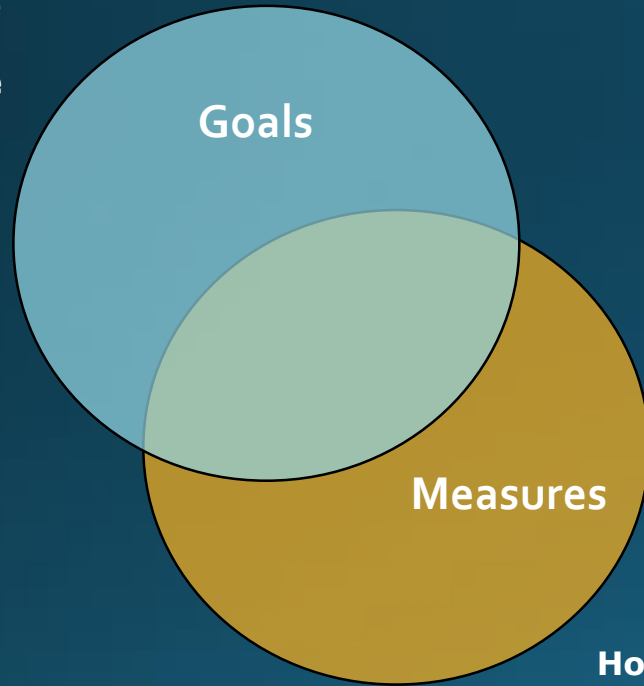
Enhance the Quality of Life in McKinney

Safe & Secure Community



Aligning Operations and Resources to Citywide Goals

Performance Management Framework



What are we doing?
How will we reach our objectives?

How are we doing it?
Are we measuring what matters?

March
2016

City of McKinney
Development Services

221 N. Tennessee St.
McKinney, TX 75069

Phone: 972.547.7400
Fax: 972.547.2604

Hours:
8 am - 5 pm
Mon-Fri

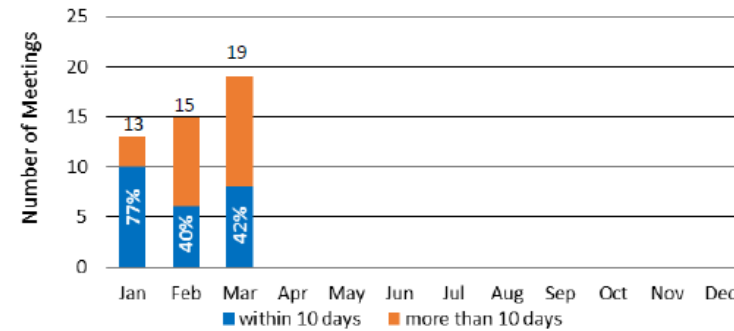
In this Edition

Development Services Division Performance Report

McKinney's Development Services Division, including the Building Inspections, Code Compliance, Engineering and Planning Departments, strives to provide excellent services and customer experiences. Our progress in achieving these goals is consistently monitored internally and publicly reported monthly via this document.

Pre-Development Meetings

% of Predevelopment Meetings Held within 10 Business Days



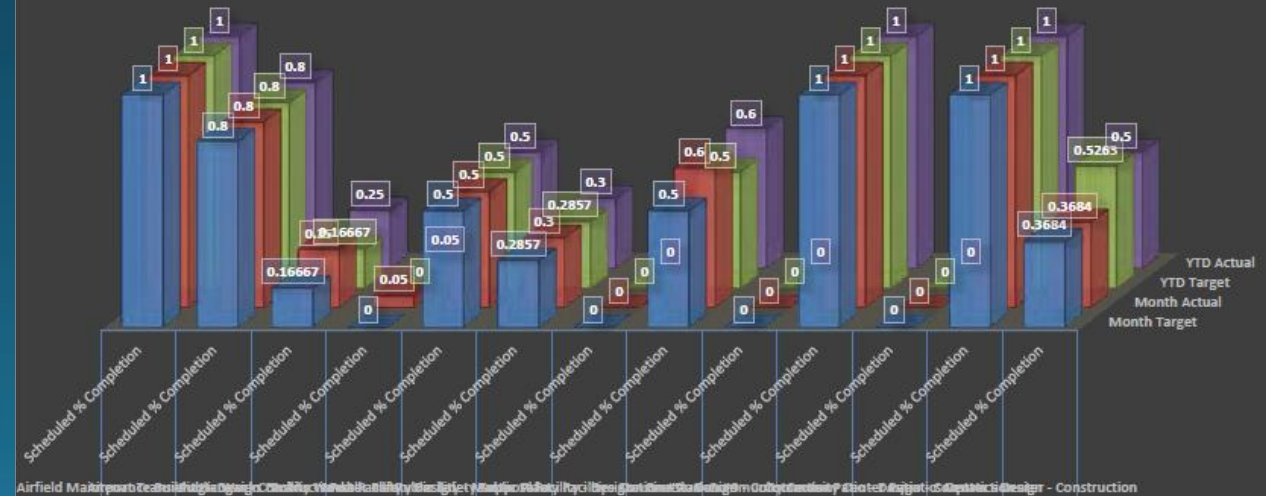
YTD

51%

target: 100%

PUBLIC WORKS ANNUAL GOALS

Month Target Month Actual YTD Target YTD Actual



Aligning Operations and Resources to Citywide Goals

Performance Management Framework

What are we doing?
How will we reach our objectives?



How can we do it better?
Are we spending time on the right projects?

How are we doing it?
Are we measuring what matters?

Division	Month				
Facility Maintenance	March				
Annual Goals & Projects					
Goal/Project	Measure	Month		YTD	
		Target	Actual	Target	Actual
Carpet and flooring replacement	Number of facilities replaced	1	0	5	3
Replace faucets and flush valves to reduce facility water consumption	Number of faucets replaced	4	1	12	28
Replace faucets and flush valves to reduce facility water consumption	Number of valves replaced	6	5	18	36
Increase energy efficiency by replacing facility HVAC units	Number of units replaced	1	7	4	7
Increase energy efficiency by replacing facility light fixtures	Number of fixtures replaced	25	22	100	36
Increase energy efficiency by replacing facility roofs with cool roofs	Number of roofs replaced	2	0	7	3
Re-painting of city facilities	Number of facilities painted	2	1	4	7
Prompt Response to Work Order requests - Low	72 Hour Response/4 Day Resolution	0.9	0.76	0.9	0.76
Prompt Response to Work Order requests - Medium	48 Hour Response/2 Day Resolution	0.9	0.64	0.9	0.64
Prompt Response to Work Order requests - High	30 Minute Response/24 Hour Resolution	0.9	0.89	0.9	0.89
MPAC Door Replacement	Project Completion - February 2016	0	1	0	1
Expand Fleet Service Center	Project Completion - April 2017	0.3	0	0.3	0
Expand Fleet Service Center	Project Completion - April 2017	0.3	0	0.3	0
MPAC Door Replacement	Project Completion - February 2016	0	1	0	1
Prompt Response to Work Order requests - High	30 Minute Response/24 Hour Resolution	0.9	0.89	0.9	0.89
Prompt Response to Work Order requests - Medium	48 Hour Response/2 Day Resolution	0.9	0.64	0.9	0.64

Aligning Operations and Resources to Citywide Goals

Performance Management Framework



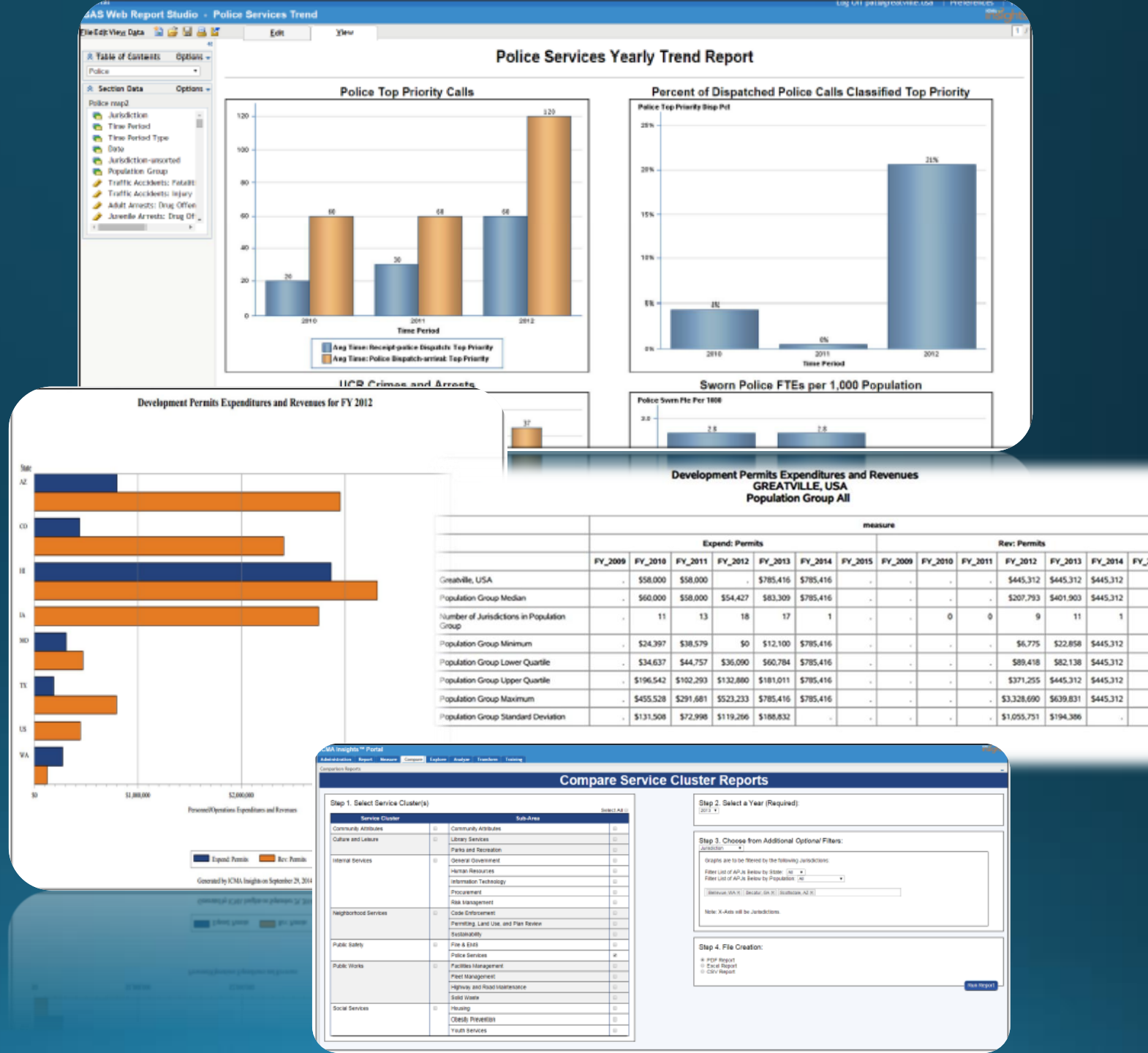
ICMA Insights

Advantages

- Introductory level of Performance Management Philosophy
- Pre-Determined Key Performance Indicators (KPI's)
- External benchmarking against other cities throughout the nation using the program
- Hosted Solution requiring little operational maintenance

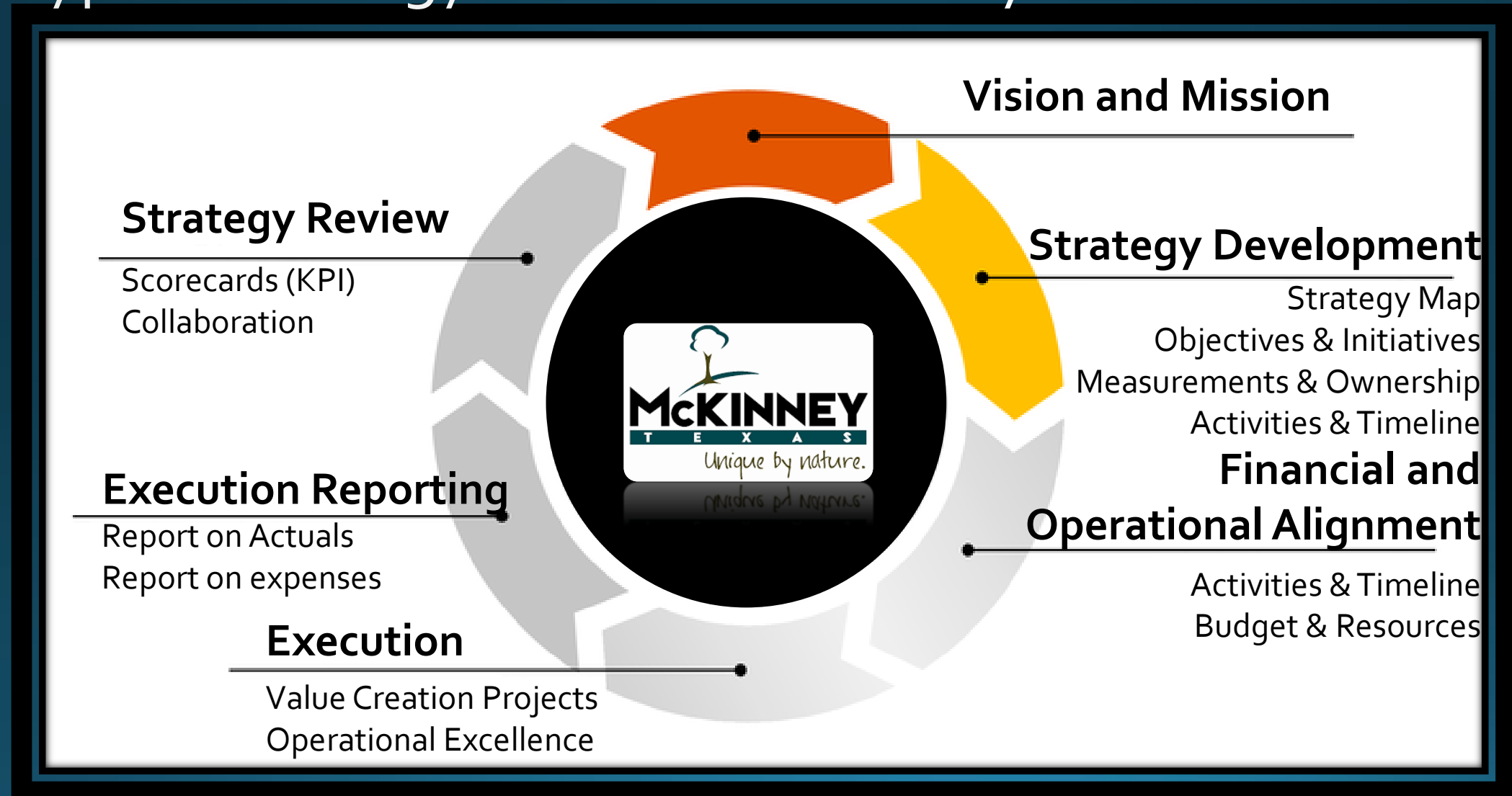
Disadvantages

- Restrictive KPI's (inability to customize performance measures to council strategic goals & city operations)
- Current lack of comparable cities to benchmark against externally
- Limited technical capabilities for reporting functions



Strategy to Execution

Typical Strategy to Execution Lifecycle



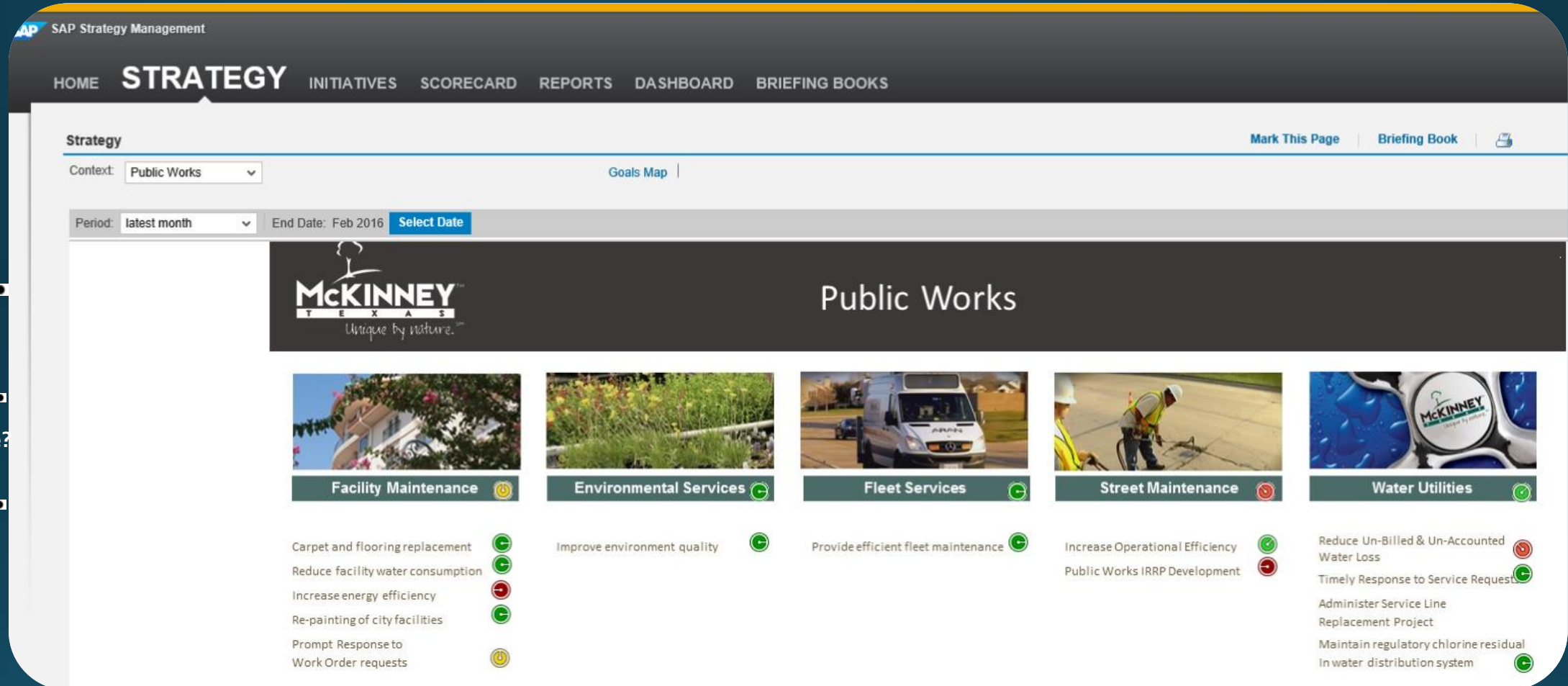
Strategy must be clear and measurable

Effective communication. What to achieve? How to measure it?

What is the area for improvement

What do we want to achieve?

How is achievement measured and tracked?



Communicate Strategies and customized KPIs with better reporting features and functionality

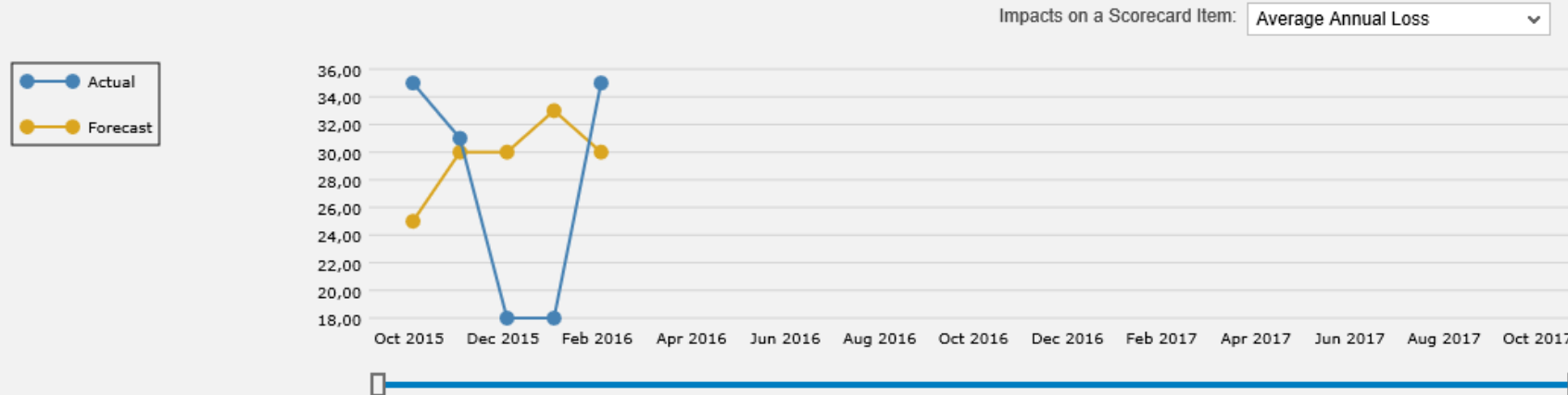
Transform adopted goals developed by City Council into living documents which can be used by staff to define, discuss, share, and update council on city performance.

Strategy must be clear and measurable

What are the initiatives? What's their impact?

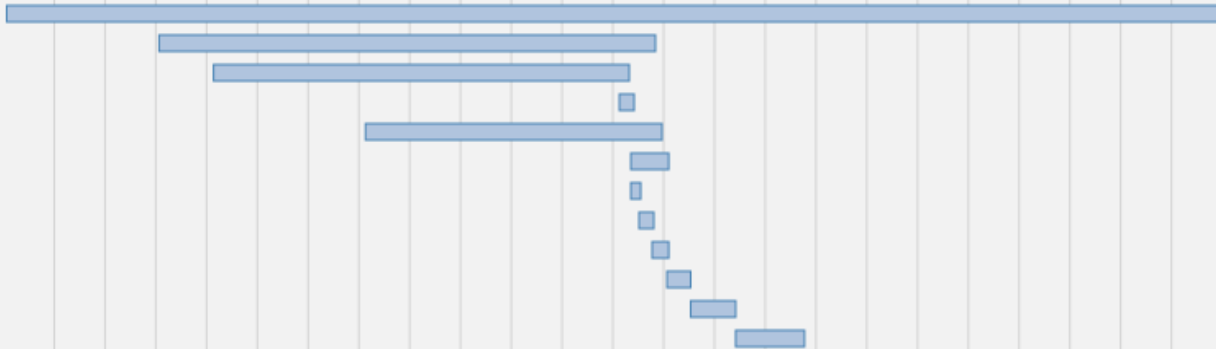
Initiative: Administer Service Line Replacement Project

Milestones Impact Diagram



Administer Service Line Replacement Project

Evaluate options for replacement
Evaluate Projected Cost with Contract Option
Evaluate Projected Cost with In-House Option
Choose option for replacement
Financial Planning
Funding for the materials
Funding for purchasing equipment
Funding for Staffing
Execution - Subdivision 1-10
Execution - Subdivision 11-30
Execution - Subdivision 31-50



Execution - Subdivision 31-50
Execution - Subdivision 11-30
Execution - Subdivision 1-10
Funding for Staffing
Funding for purchasing equipment
Funding for the materials
Financial Planning
Choose option for replacement

Drive Execution for Better Performance

- Provides the tools needed to effectively communicate and manage strategic goals, initiatives, and key performance indicators (KPIs) – from initial definition to completed execution.
- Leverage collective intelligence towards common goals by enabling management to prioritize and weight initiatives based on their impact on strategic goals, employees know how to focus their daily actions.

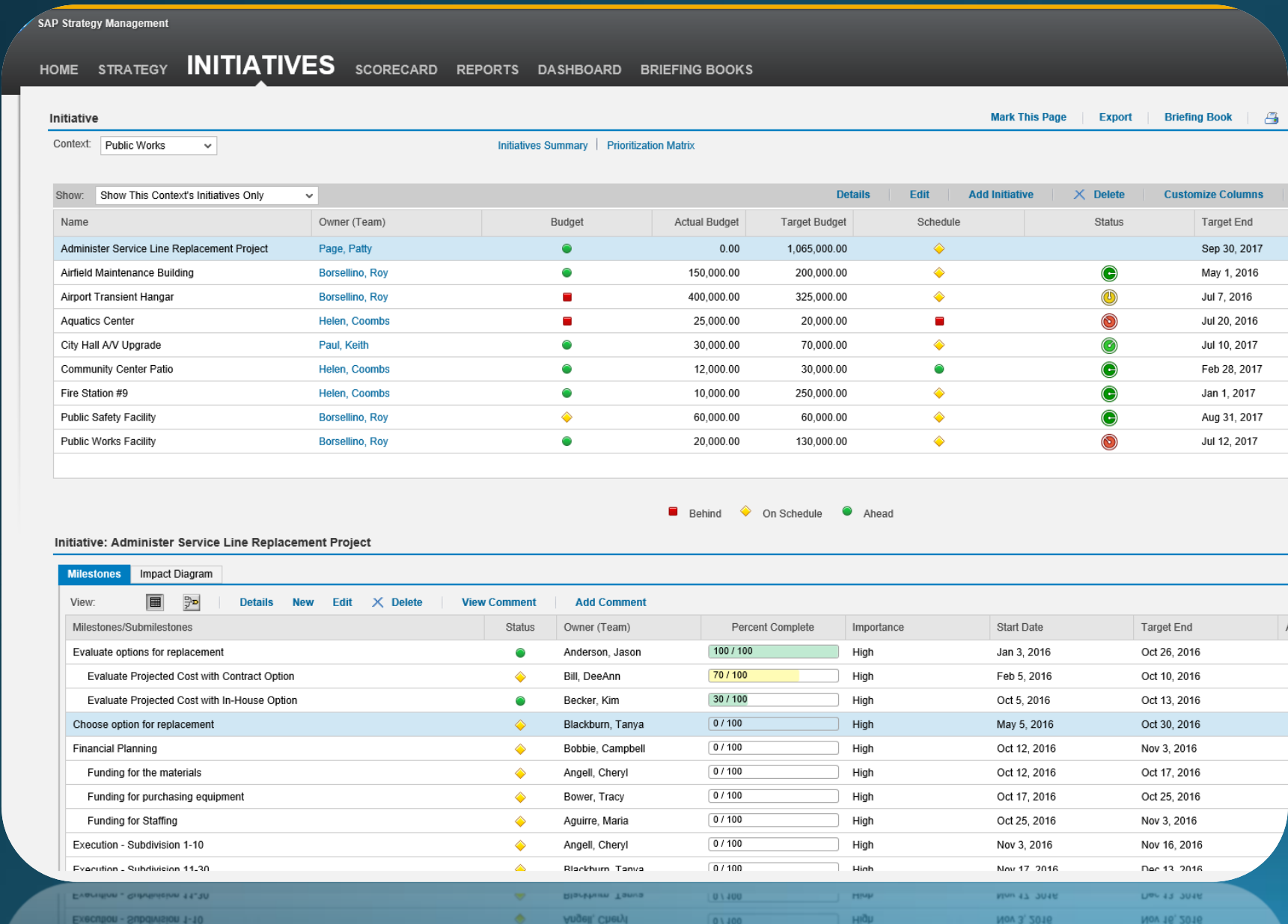
Strategy to Execution

Typical Strategy to Execution Lifecycle



Strategy must be clear and measurable

Align financial and operational plans with strategic goals

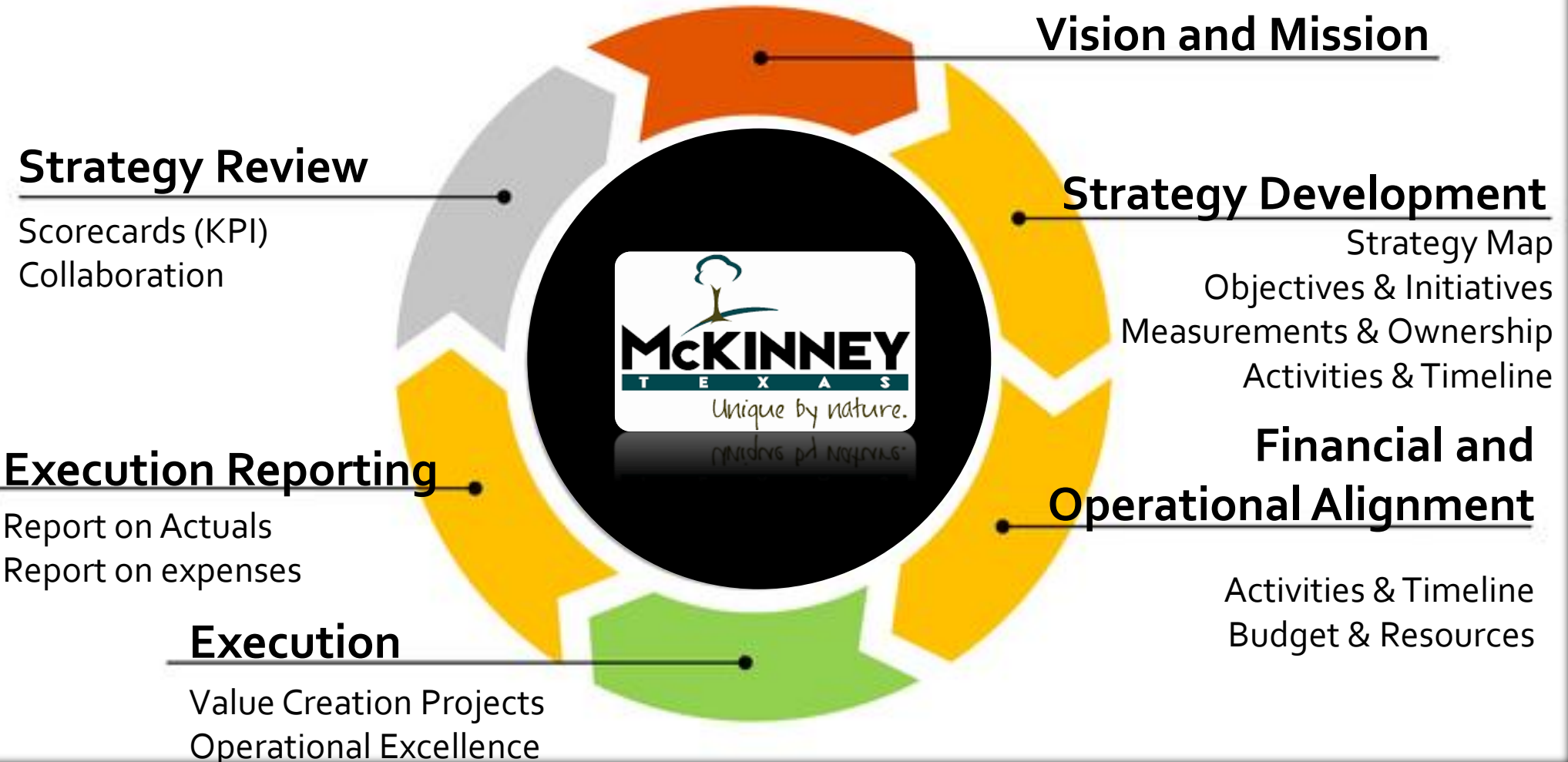


Drive Execution for Better Performance

- By clearly linking strategic plans to initiatives, performance measures, and people, we can set clear priorities and tasks that employees can act on with confidence and purpose.
- Gain greater visibility into and control over the factors that affect the city's performance – which can lead to more agile execution.

Strategy to Execution

Typical Strategy to Execution Lifecycle



Reporting

Progress Report and Operational Performance

SAP Strategy Management

HOMESTRATEGYINITIATIVESSCORECARDREPORTSDASHBOARDBRIEFING BOOKS

Scorecard

Context: Public Works

Table ViewBlock ViewComparison View

Period: latest monthEnd Date: Feb 2016Select Date

Name	Trend	Status	Actual	Target	Score	2016 Ytd Actual	2016 Ytd Target
Public Works		🟢			91.0		
Facility Maintenance		🟡			88.0		
Carpet and flooring replacement		🟢			100.0		
Number of facilities replaced	➡	🟢	1	1	100.00	3.00	4.00
Reduce facility water consumption		🟢			100.0		
Number of faucets replaced	⬇	🟢	5	4	125.00	27.00	8.00
Number of valves replaced	⬇	🟢	5	4	125.00	27.00	8.00
Increase energy efficiency		🔴			60.0		
Number of facility HVAC units replaced		🔴	0	1	0.00	0.00	3.00
Number of facility light fixtures replaced	⬆	🔴	5	25	20.00	14.00	75.00
Number of facility roofs replaced with cool roofs	➡	🔴	1	2	50.00	3.00	5.00
Re-painting of city facilities		🟢			100.0		
Number of facilities painted	➡	🟢	2	1	200.00	6.00	2.00
Prompt Response to Work Order requests		🟡			83.0		
Low Requests 72 Hour Response/4 Day Resolution	⬇	🟡	70	90	77.78	75.44	90.00
Medium Requests 48 Hour Response/2 Day Resolution	⬆	🟡	71	90	78.89	72.59	90.00
High Requests 30 Minute Response/24 Hour Resolution	⬇	🟢	75	90	83.33	87.55	90.00
Environmental Education		🟢			100.0		
Continue community clean-up events							
# of clean-up events participants			0	0		385.00	300.00
Implement FOG Outreach Program		🟢			100.0		
# of hot spot cleanings per month	➡	🟢	25	25	100.00	128.00	128.00
# of Program Events	➡	🟢	4	2	200.00	10.00	5.00

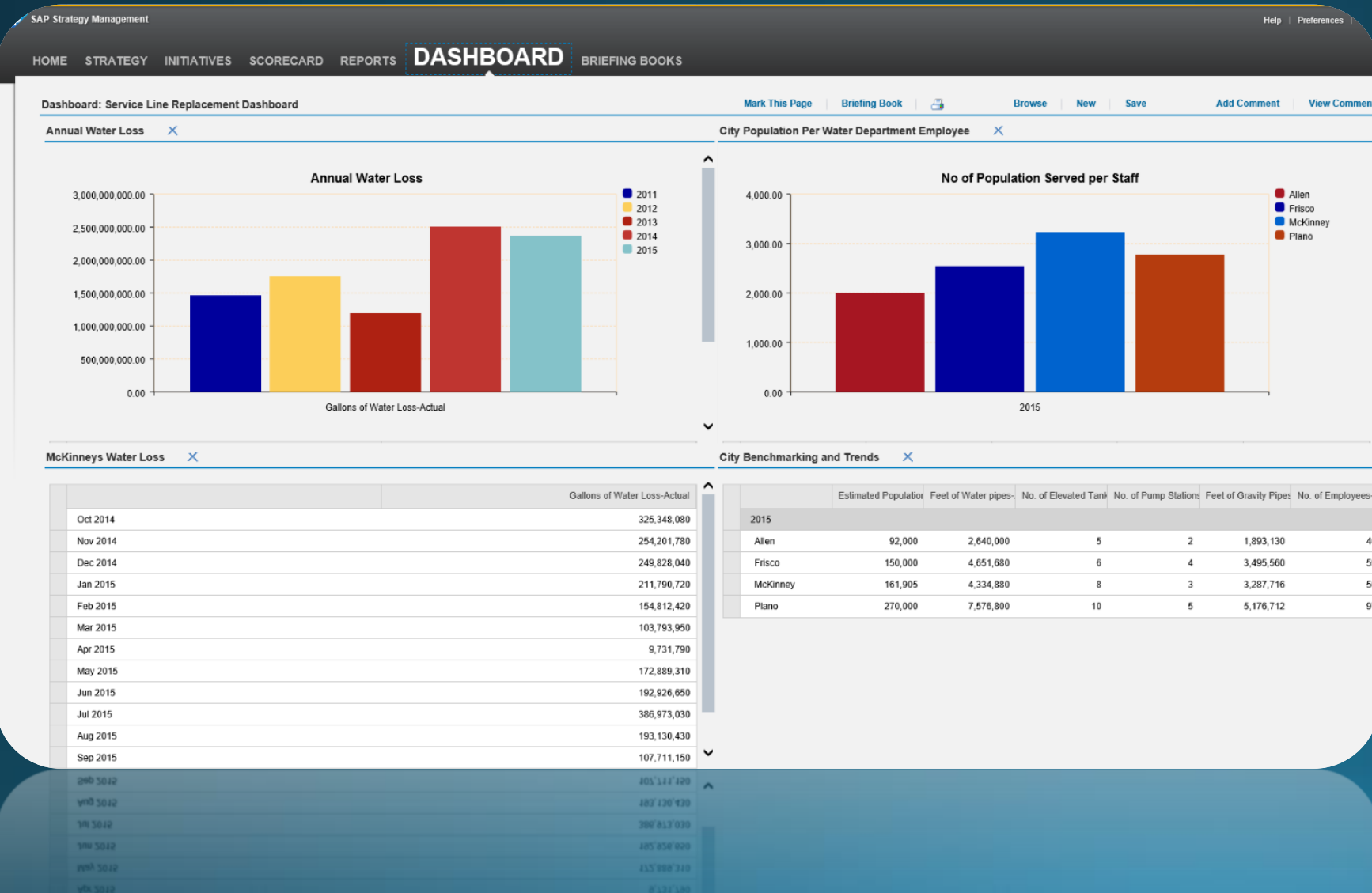
Well BelowBelowOn TargetAboveWell AboveTrend UpTrend StableTrend Down

Simplify Monitoring and Intelligently Manage Performance

- Performance reports and operational reviews are part of city activities and involve different audiences ranging from staff and committee members to the city council and the public.
- New program would staff to ensure operational review is centralized, consistent, and more readily available.

Reporting

Progress Report and Operational Performance

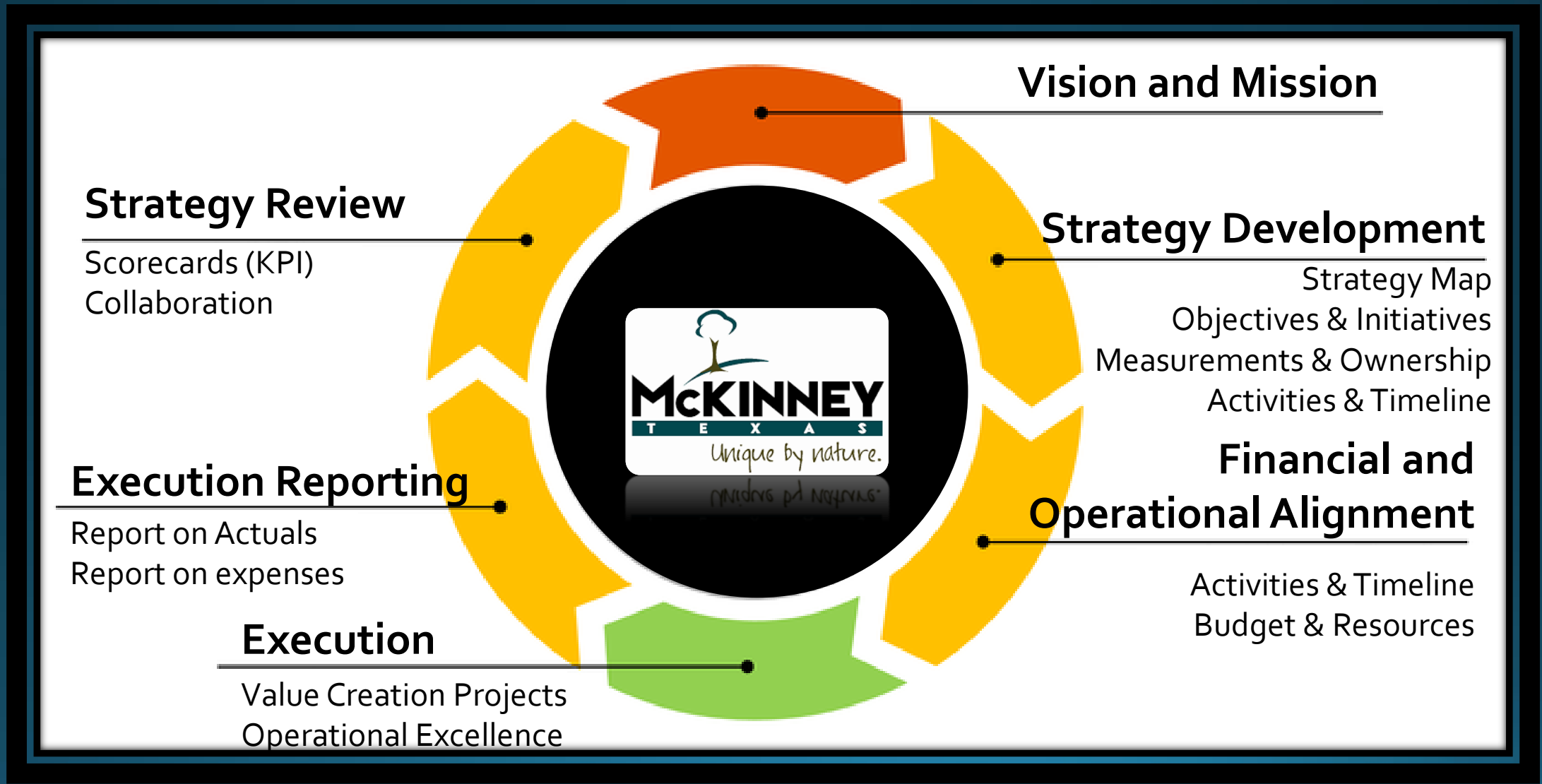


Foster Greater Collaboration with Access to Role-Appropriate Information

- Make performance relevant data available in a contextually appropriate way.
- Secure, role based access to data from across the organization.
- Staff can better understand how their work affects (and is affected by) other stakeholders and departments.

Strategy to Execution

Typical Strategy to Execution Lifecycle

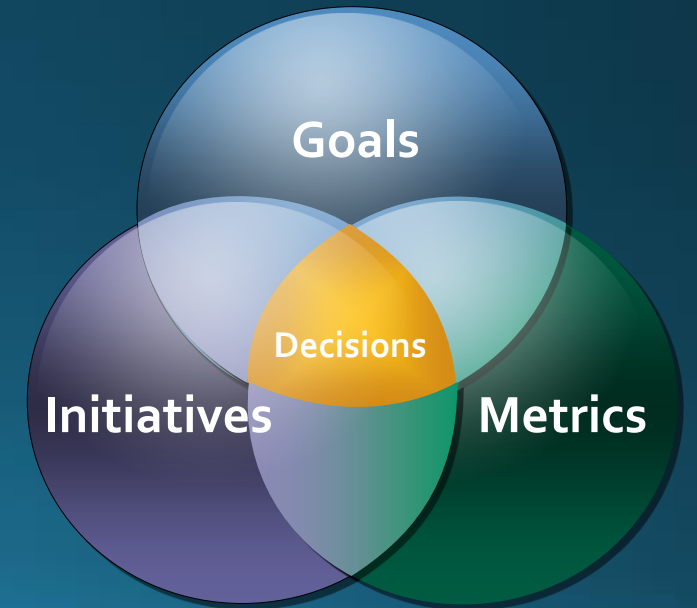
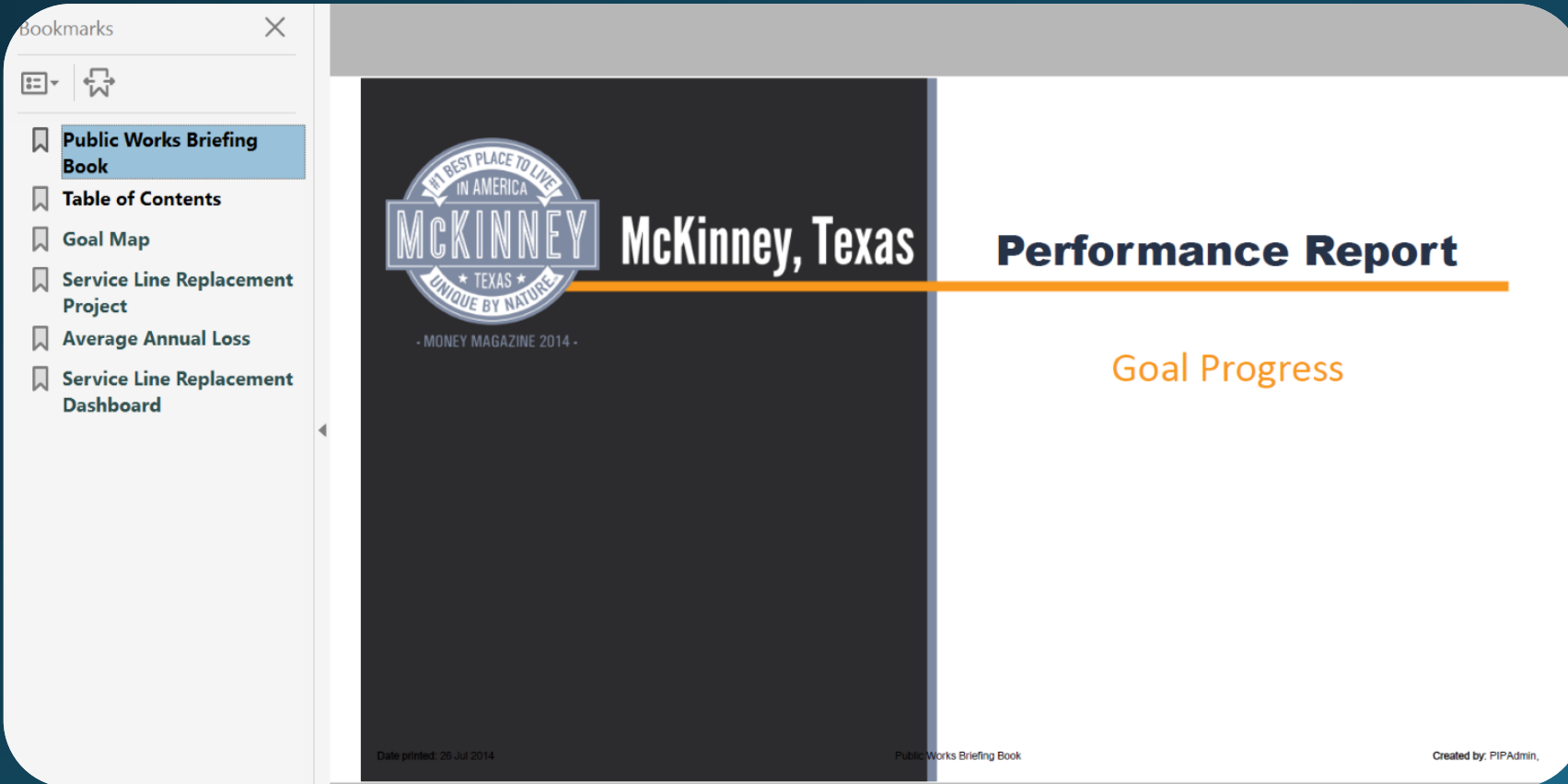


Reporting

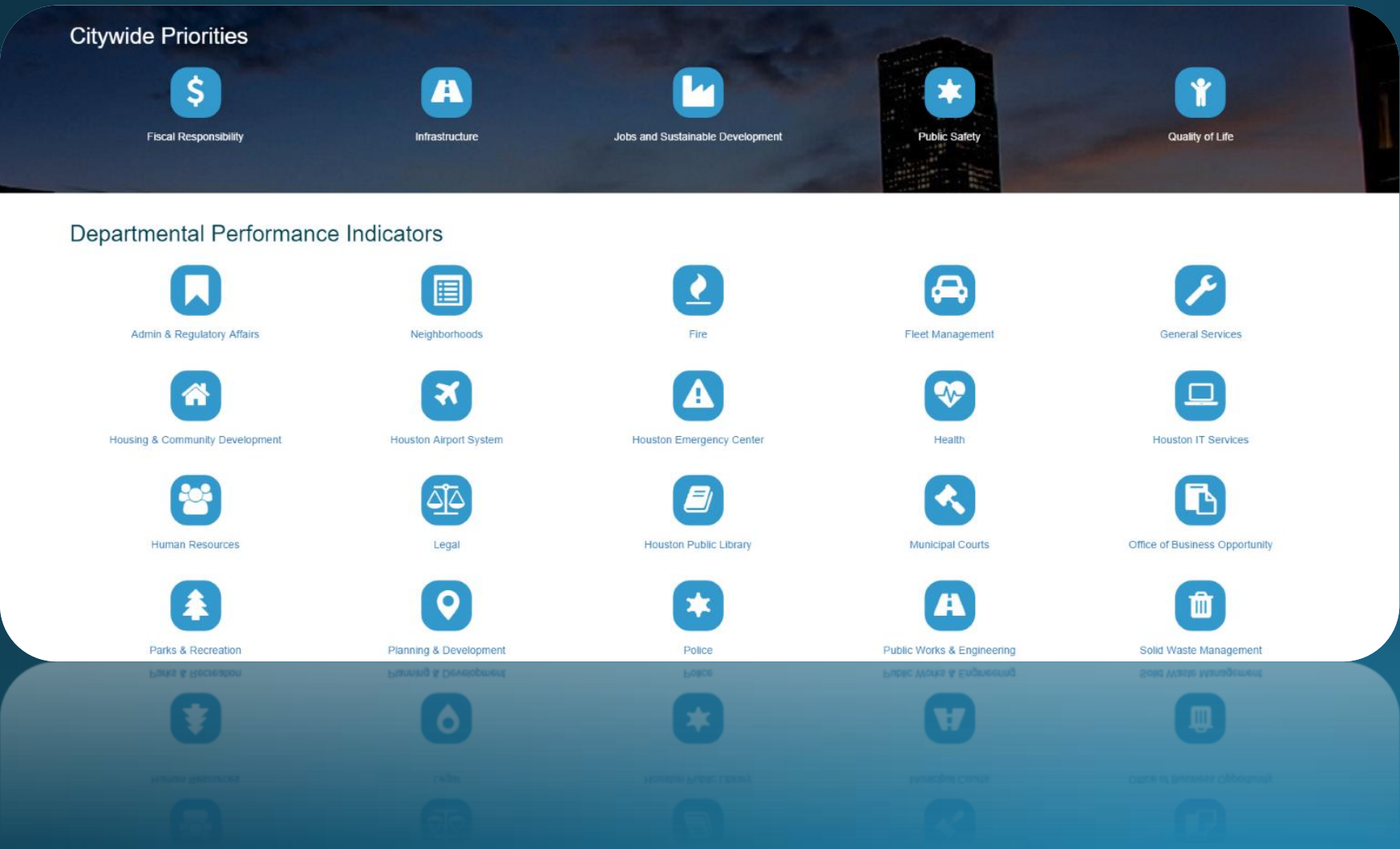
Progress Report and Operational Performance

Deliver on Organizational Strategy with City-Wide Alignment

- With data in one “system of record,” staff can consolidate and present relevant information and KPIs for council and the citizenry with great efficiency and effectiveness.



City of McKinney – Performance Report Card



Public Facing Results

- Enables city to publish performance results to the citizens of McKinney.
- Citizens will have direct visibility into key performance indicators and initiatives being delivered by the city.
- “Key messages” enable organizations to include textual explanations of goals and results.

Thank You.

Questions?

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Direction for Strategic &
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Maximize the
Development Potential of
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Airport

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