

### McKinney First

# Performance Management

### Aligning Operations and Resources to Council Strategic Goals

Performance Management Framework

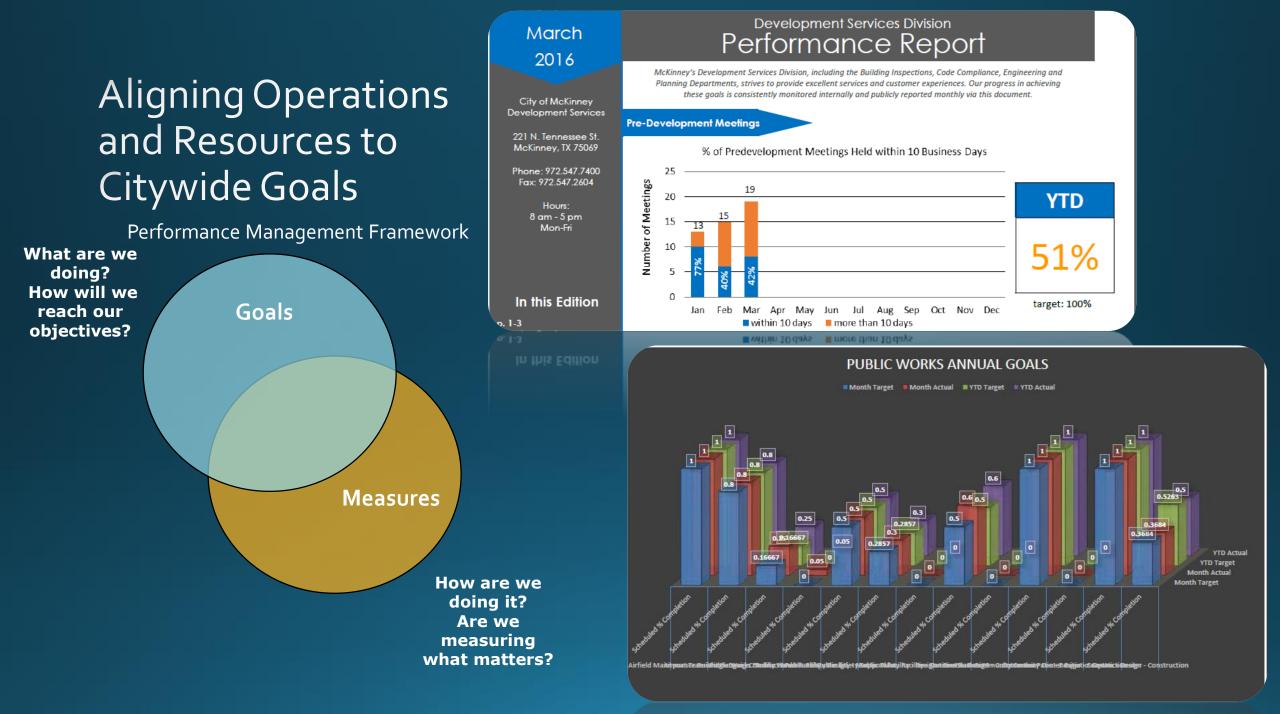


## 2016 McKinney City Council Goals & Strategies



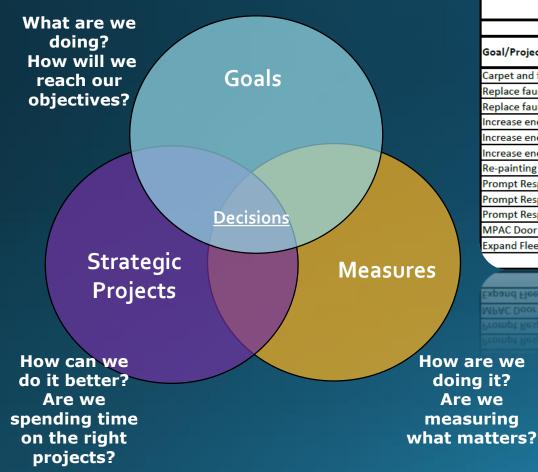
Safe & Secure Community





### Aligning Operations and Resources to Citywide Goals

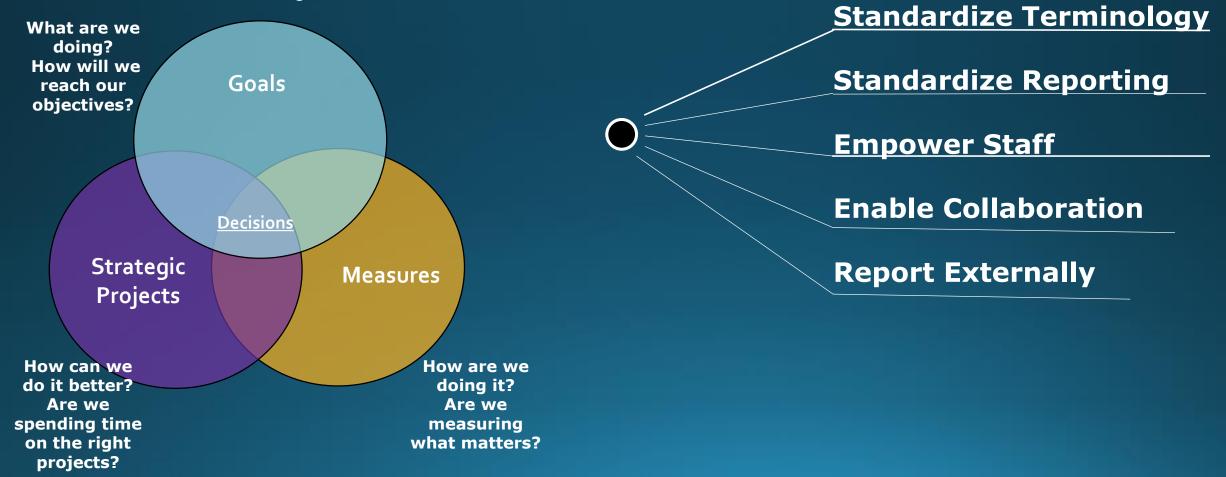
Performance Management Framework



Division	Month	Month					
acility Maintenance	March	March					
Annual	Goals & Projects						
Goal/Project	Measure	M	onth	Y	TD		
Joal/Project	Ivieasure	Target	Actual	Target	Actual		
Carpet and flooring replacement	Number of facilities replaced	1	. 0	/ 5	1 7		
Replace faucets and flush valves to reduce facility water consumption	Number of faucets replaced	4	1	l 12	2 28		
Replace faucets and flush valves to reduce facility water consumption	Number of valves replaced	6	5 5	5 18	36		
Increase energy efficiency by replacing facility HVAC units	Number of units replaced	1	. 7	7 4	1 7		
Increase energy efficiency by replacing facility light fixtures	Number of fixtures replaced	25	5 22	2 100	) 3(		
Increase energy efficiency by replacing facility roofs with cool roofs	Number of roofs replaced	2	2 0	) 7	/		
Re-painting of city facilities	Number of facilities painted	2	1	L 4	,		
Prompt Response to Work Order requests - Low	72 Hour Response/4 Day Resolution	0.9	0.76	5 <b>0.9</b>	0.7		
Prompt Response to Work Order requests - Medium	48 Hour Response/2 Day Resolution	0.9	0.64	0.9	0.6		
Prompt Response to Work Order requests - High	30 Minute Response/24 Hour Resolution	0.9	0.89	0.9	0.8		
MPAC Door Replacement	Project Completion - February 2016	0	1	L 0	/		
Expand Fleet Service Center	Project Completion - April 2017	0.3	3 0	0.3	1		
Expand Fleet Service Center	Project Completion - April 2017	0.3	C	0.3			
MPAC Door Replacement	Project Completion - February 2016			0			
Prompt Response to Work Order requests - High	30 Minute Response/24 Hour Resolution	0.9	0.89	6.0	0.8		
e we							

### Aligning Operations and Resources to Citywide Goals

Performance Management Framework



### ICMA Insights

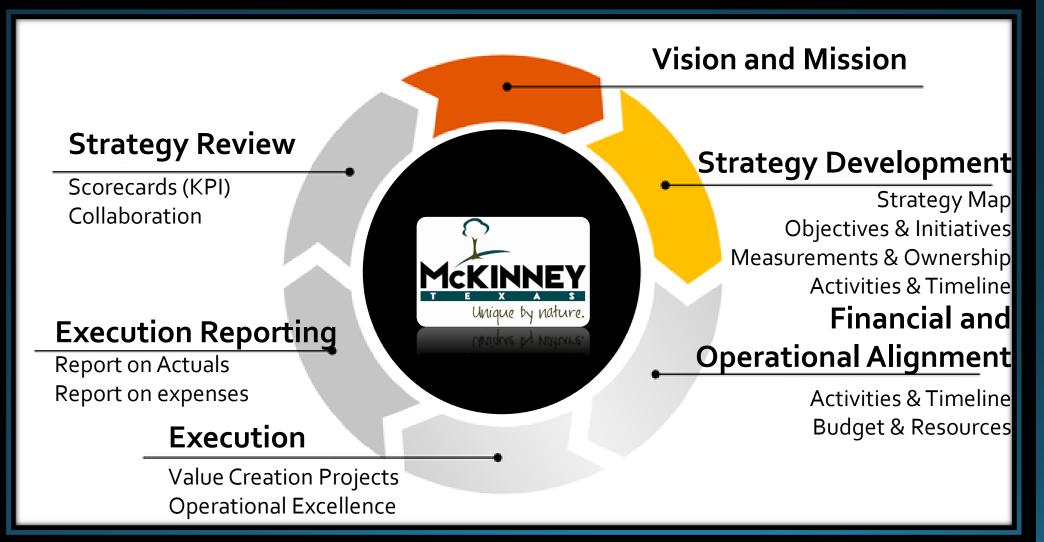
#### • Advantages

- 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 must be clear and measurable

for in

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

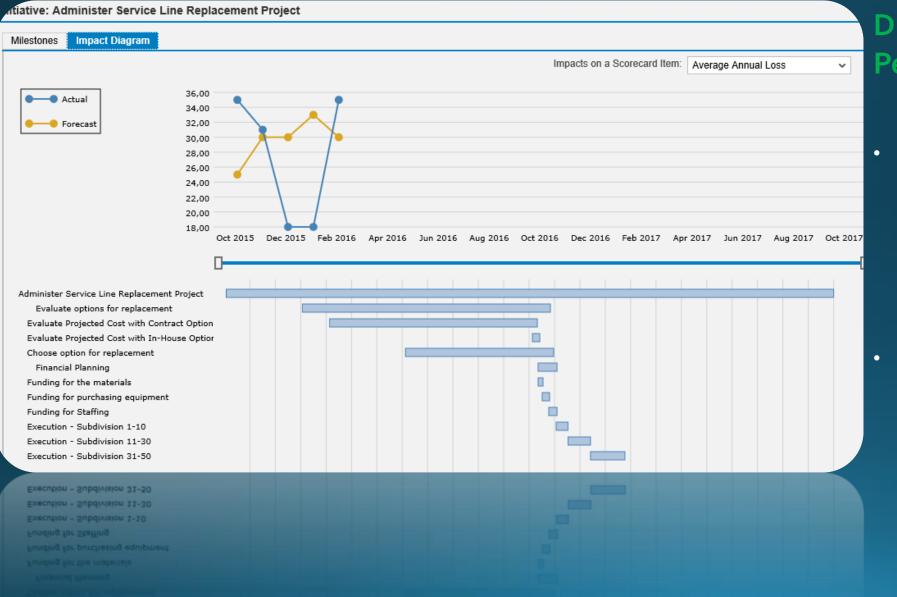
SAP Strate	gy Management					
HOME	STRATE	EGY initiatives score	CARD REPORTS DASHBOARD	BRIEFING BOOKS		
Strateg	y				Mark T	his Page Brief
Context	Public Works	~	Goals Map			
Period:	latest month	End Date: Feb 2016 Select Date				
		MCKINNEY Unique by nature.		Public Works		
		Facility Maintenance	Environmental Services	Fleet Services	Street Maintenance	Wate
		Carpet and flooring replacement Reduce facility water consumption Increase energy efficiency Re-painting of city facilities	Improve environment quality	Provide efficient fleet maintenance	Increase Operational Efficiency Public Works IRRP Development	Reduce Un-Bill Water Loss Timely Respon Administer Ser Replacement P
		Prompt Response to Work Order requests	0			Maintain regu In water distr

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.

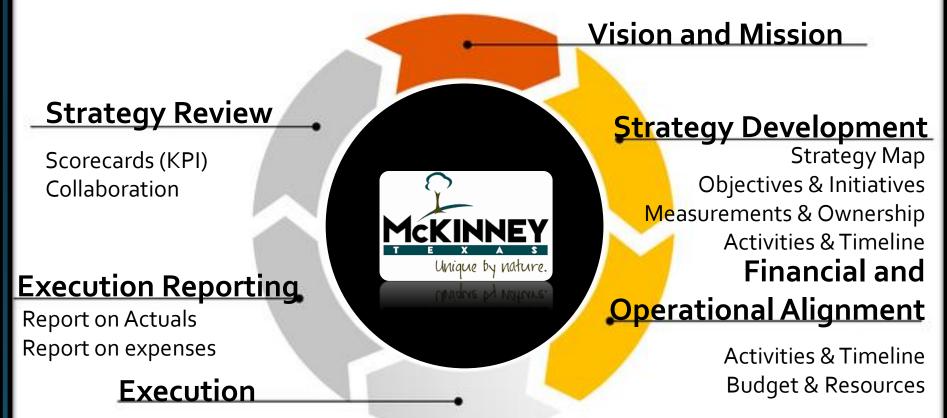
### Strategy must be clear and measurable

### What are the initiatives? What's their impact?



### 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.



Value Creation Projects Operational Excellence

### Strategy must be clear and measurable

Align financial and operational plans with strategic goals

#### SAP Strategy Management

#### HOME STRATEGY INITIATIVES SCORECARD REPORTS DASHBOARD BRIEFING BOOKS

Context: Public Works

Initiatives Summary Prioritization Matrix

Show: Show This Context's Initiatives Only	<b>v</b>			Detail	s Edit Add Initiati	ve 🔀 Delete Cu	stomize Columns
Name	Owner (Team)	Budget	Actual Budget	Target Budget	Schedule	Status	Target End
Administer Service Line Replacement Project	Page, Patty	۲	0.00	1,065,000.00	<b>\</b>		Sep 30, 2017
Airfield Maintenance Building	Borsellino, Roy	۲	150,000.00	200,000.00	<b></b>	C	May 1, 2016
Airport Transient Hangar	Borsellino, Roy		400,000.00	325,000.00	<b></b>		Jul 7, 2016
Aquatics Center	Helen, Coombs		25,000.00	20,000.00		0	Jul 20, 2016
City Hall A/V Upgrade	Paul, Keith	۲	30,000.00	70,000.00	<b></b>	٢	Jul 10, 2017
Community Center Patio	Helen, Coombs	۲	12,000.00	30,000.00	۲	C	Feb 28, 2017
Fire Station #9	Helen, Coombs	۲	10,000.00	250,000.00	<b></b>	C	Jan 1, 2017
Public Safety Facility	Borsellino, Roy	<b></b>	60,000.00	60,000.00	<b></b>	C	Aug 31, 2017
Public Works Facility	Borsellino, Roy	۲	20,000.00	130,000.00	<b>\</b>	۲	Jul 12, 2017

#### Initiative: Administer Service Line Replacement Project

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Milestones Impact Diagram									
View: Details New Edit X Delete View Comment Add Comment									
Milestones/Submilestones	Status	Owner (Team)	Percent Complete	Importance	Start Date	Target End			
Evaluate options for replacement	۲	Anderson, Jason	100 / 100	High	Jan 3, 2016	Oct 26, 2016			
Evaluate Projected Cost with Contract Option	<b></b>	Bill, DeeAnn	70 / 100	High	Feb 5, 2016	Oct 10, 2016			
Evaluate Projected Cost with In-House Option	۲	Becker, Kim	30 / 100	High	Oct 5, 2016	Oct 13, 2016			
Choose option for replacement	<b></b>	Blackburn, Tanya	0 / 100	High	May 5, 2016	Oct 30, 2016			
Financial Planning	<b></b>	Bobbie, Campbell	0 / 100	High	Oct 12, 2016	Nov 3, 2016			
Funding for the materials	<b></b>	Angell, Cheryl	0 / 100	High	Oct 12, 2016	Oct 17, 2016			
Funding for purchasing equipment	<b></b>	Bower, Tracy	0 / 100	High	Oct 17, 2016	Oct 25, 2016			
Funding for Staffing	$\diamond$	Aguirre, Maria	0 / 100	High	Oct 25, 2016	Nov 3, 2016			
Execution - Subdivision 1-10	<b></b>	Angell, Cheryl	0 / 100	High	Nov 3, 2016	Nov 16, 2016			
Execution - Subdivision 11-30	<u>~</u>	Rlackhum Tanva	0 / 100	Hinh	Nov 17 2016	Dec 13, 2016			
Evanition . Subvision 11.30	*	Riackhum Tanva	01400	Hinh	Mov 47 2046	Nor 13 2016			
Execution - Subdivision 1-10	۲	Angell, Cheryl	01100	Нідр	Nov 3, 2016	Nov 16, 2016			

### Drive Execution for Better Performance

Export Briefing Book

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Mark This Page

- 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.



### **Reporting** Progress Report and Operational Performance

SAP Strategy Management							
HOME STRATEGY INITIATIVES SCORECAI		DASHBO		BOOKS			
		Bridilbo		booko			
Scorecard							
Context: Public Works			Table View	Block View Compar	ison View		
Period: latest month v End Date: Feb 2016 Select 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		C			100.0		
<ul> <li>Number of facilities replaced</li> </ul>	+	C	1	1	100.00	3.00	4.00
□ Reduce facility water consumption		C			100.0		
Number of faucets replaced	5	C	5	4	125.00	27.00	8.00
Number of valves replaced	<u>s</u>	e	5	4	125.00	27.00	8.00
□ Increase energy efficiency		•			60.0		
<ul> <li>Number of facility HVAC units replaced</li> </ul>		$\overline{\mathbf{O}}$	0	1	0.00	0.00	3.00
<ul> <li>Number of facility light fixtures replaced</li> </ul>		•	5	25	20.00	14.00	75.00
<ul> <li>Number of facility roofs replaced with cool roofs</li> </ul>	+	•	1	2	50.00	3.00	5.00
□ Re-painting of city facilities		C			100.0		
<ul> <li>Number of facilities painted</li> </ul>	+	C	2	1	200.00	6.00	2.00
□ Prompt Response to Work Order requests					83.0		
Low Requests 72 Hour Response/4 Day Resolution	<u> </u>		70	90	77.78	75.44	90.00
Medium Requests 48 Hour Response/2 Day Resolution			71	90	78.89	72.59	90.00
<ul> <li>High Requests 30 Minute Response/24 Hour Resolution</li> </ul>	<u>N</u>		75	90	83.33	87.55	90.00
Environmental Education		C			100.0		
□ Continue community clean-up events							
<ul> <li># of clean-up events participants</li> </ul>			0	0		385.00	300.00
□ Implement FOG Outreach Program		C			100.0		
<ul> <li># of hot spot cleanings per month</li> </ul>	+	C	25	25	100.00	128.00	128.00
# of Program Events	+	C	4	2	200.00	10.00	5.00
	Well Below	<b>O</b> Below	🕚 On Target 🔮	Above 🕑 Well A	bove 🥊 Trend Up	Trend Stable Trend I	Down
	<ul> <li>Well Below</li> </ul>	Below	(i) On Target	Above C Well A	bove 🥊 Trend Up	Trend Stable ' Trend I	Down
# of Program Events	+	C	4	2	200.00	10.00	5.00
• # of hot spot cleanings per month	+	C	25	25	100.00	128.00	128.00

### 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



McKinneys Water Loss 🛛 🗙

	Gallons of Water Loss-Actual
Oct 2014	325,348,080
Nov 2014	254,201,780
Dec 2014	249,828,040
Jan 2015	211,790,720
Feb 2015	154,812,420
Mar 2015	103,793,950
Apr 2015	9,731,790
May 2015	172,889,310
Jun 2015	192,926,650
Jul 2015	386,973,030
Aug 2015	193,130,430
Sep 2015	107,711,150
Sep 2015	107,711,150
Aug 2015	193,130,430
2015 Jul 2015	366,973,030

City	Benchmarking	and	Trends	×

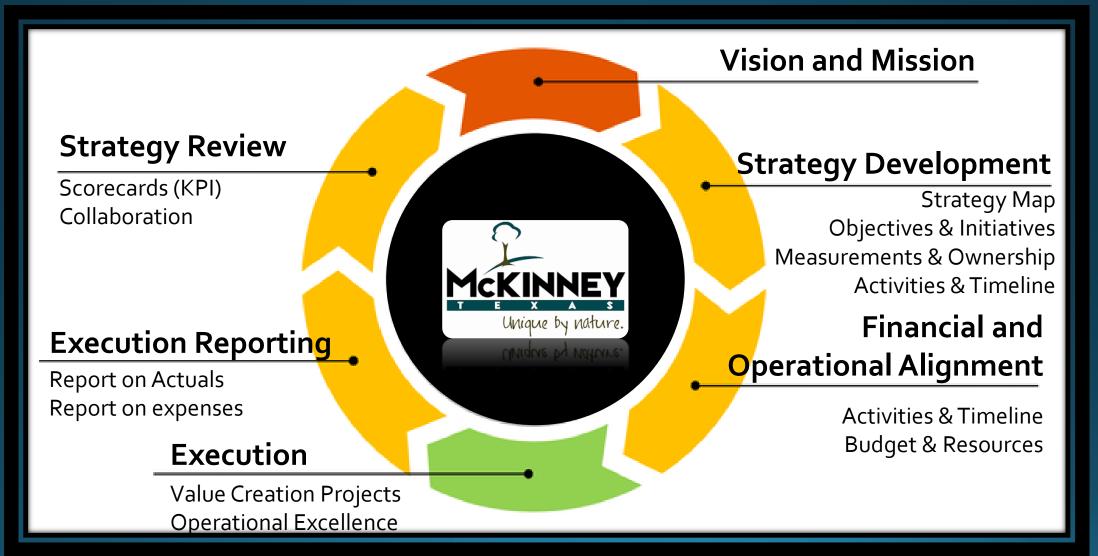
<b>^</b>		Estimated Population	Feet of Water pipes-	No. of Elevated Tank	No. of Pump Stations	Feet of Gravity Pipes	No. of Employees-A
	2015						
	Allen	92,000	2,640,000	5	2	1,893,130	46
	Frisco	150,000	4,651,680	6	4	3,495,560	59
	McKinney	161,905	4,334,880	8	3	3,287,716	50
	Plano	270,000	7,576,800	10	5	5,176,712	97

### Foster Greater Collaboration with Access to Role-Appropriate Information

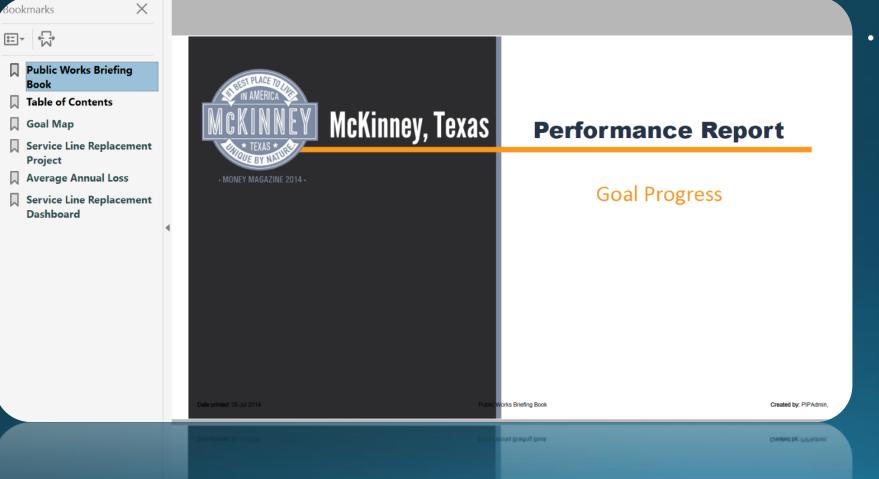
- Make performance relevant data available in a contextually appropriate way.
- Secure, role based access to data from across the organization.

•

Staff can better understand how their work affects (and is affected by) other stakeholders and departments.



### **Reporting** Progress Report and Operational Performance

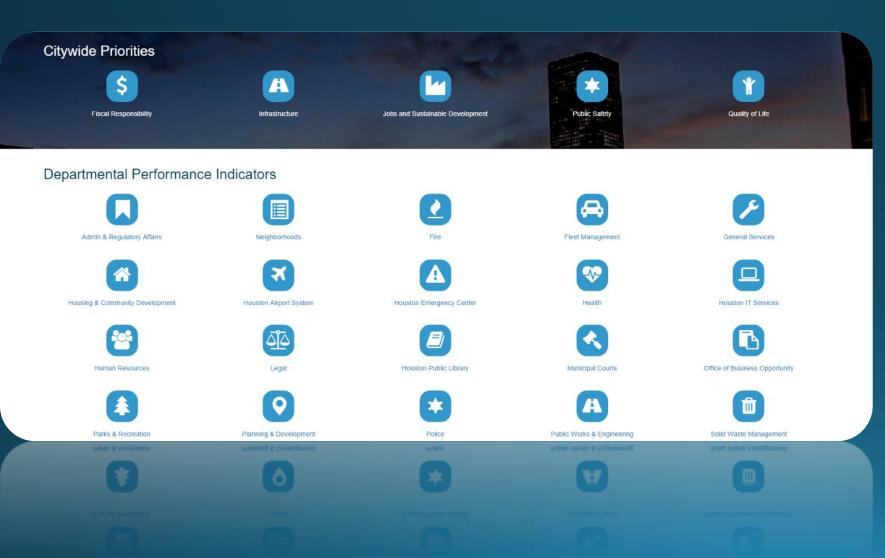


Deliver on Organizational Strategy with City-Wide Alignment

 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.

### 2016 McKinney City Council Goals & Strategies



Direction for Strategic & Economic Growth





Maximize the Development Potential of the McKinney National Airport

Financially Sound Government





Enhance the Quality of Life in McKinney

Safe & Secure Community



# Thank You.

# Questions?