



City of Houston Performance Management

Budget & Fiscal Affairs Committee

September 10th, 2012

Finance Department

Kelly Dowe, Finance Director

Bruce Haupt, Deputy Assistant Director



Performance Management – Agenda

I. Houston Scorecard

- ▲ Mayor's Strategy and Citywide Alignment
- ▲ Guiding Principles
- ▲ Citywide Strategic Objectives
- ▲ Mayoral and City Initiative Criteria
- ▲ Houston Scorecard Implementation

II. Rebuilding the MFOR Performance Report

- ▲ Moving Forward

III. Performance Excellence Program

- ▲ Approach
- ▲ Timeline



Houston Scorecard



Houston Scorecard

Mayor's Strategy and Citywide Alignment



S.M.A.R.T. Goals are **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**imely



Houston Scorecard

Guiding Principles

1. Align Departments to Mayor's Priorities and Strategic Objectives
2. Promote ongoing feedback and communication between Mayor and departments
3. Keep It Simple
 - a. Engage departments and employees
 - b. Use existing systems/metrics and do not create onerous new administrative burden
 - c. Positive experience
4. Provide tool to track progress on achievement of City Strategic Objectives and develop understanding of current state performance of core services
5. Strive for **SMART** measurements



Houston Scorecard

Citywide Strategic Objectives

Jobs & Sustainable Development

- Support Economic Growth and Jobs
- Maintain Business Friendly Practices and Policies
- Conserve Resources & Reduce Energy Consumption

Public Safety

- Prepare for All Hazards
- Respond Quickly and Effectively
- Maintain Order, Enforce the Law, and Protect the Public

Infrastructure

- Rebuild Houston
- Improve Transportation Alternatives
- Improve Service Delivery Infrastructure

Quality of Life

- Strengthen Neighborhoods
- Improve our Environment and Green Spaces
- Provide Cultural, Educational, Recreational, and Wellness Opportunities

Effective and Transparent Customer Oriented Services

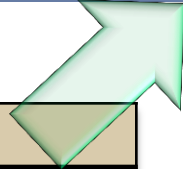
Efficient Financial and Operational Processes

Investment in Human Capital and Information Technology

FISCAL RESPONSIBILITY

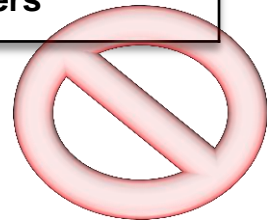
Houston Scorecard

Mayoral and City Initiative Criteria



Is a Mayoral or City Initiative	
✓	New, value add, addresses opportunities determined through Strategic Objectives
✓	Start and End dates are clearly defined
✓	Target result or outcome is identified
✓	High priority for Mayor, Citywide in scope, affects multiple departments and/or external stakeholders

Is <u>Not</u> a Mayoral or City Initiative	
⊘	Not new, not value add, does not address specific opportunities determined through Strategic Objectives
⊘	Maintenance of current service levels
⊘	Target result is not or cannot be identified
⊘	More narrow in scope, likely only affects 1 department, and few stakeholders



Houston Scorecard Implementation

Lead Departments provide semi-annual status updates indicating overall progress of each *Mayoral Initiative*

Priority	Initiative Name	100-500 characters Initiative Description	Lead De	Status
1. Jobs & Sustainable Development	Implement Regional Plan for Sustainable Development	Develop a planning process that will allow the region to articulate a vision for sustainable future and set measurable goals whose progress can be tracked through the creation of metrics. The plan will address the interaction of land use, transportation, housing, economic development, infrastructure, education and	CDO	✘
	Improve Permitting Processes and Customer Experience	Improve city permitting services to better serve the public with a single location, streamlined processes, and easy payment options. Implement customer centric website where businesses can determine all permits and licenses they need. Provide a more integrated approach to all types of permitting. Provide a single point of contact for business registration and eliminate duplicate paperwork and confusion.	PWE	⚠
	Maintain National Leadership on Sustainability Initiatives	The City will maintain and improve its position of national leadership on sustainability initiatives. From serving as the nation's largest government purchaser or renewable energy, to implementing electric vehicle car share and bike share programs, to the city hall farmer's market and urban market initiatives, when people think Houston they will think of a green city.	CDO	✔
2. Public Safety	Build New Criminal Justice Complex	Develop a viable plan for construction of a new criminal justice center to be completed by the end of 2015.	MYR	✔
	Complete Sobering Center and Phase Out City Jail	Phase Out City Jail and partner with Harris County to provide better services at lower costs. Complete Sobering Center reducing costs and population in jails	MYR	✔
	Establish Regional Forensic Science Center	Create best in class Houston Regional Forensic Science Center to eliminate backlog of forensic tests, reduce costs, and improve public safety	HPD	✔
3. Infrastructure	Continue to Implement ReBuild Houston 5+5 Plan	The first 5 years of the plan conform to the current project-specific CIP known as "Programming". Second 5 years is the "Planning" process that identifies need areas where solutions for street and drainage deficiencies are developed. These Candidate Projects are studied, compared and prioritized citywide based on specific criteria. From this analysis Candidate Projects graduate from the "+5" portion of the plan into the "Programmed" five year CIP.	PWE	✔
	Optimize 311 Help & Info Services	Increase Citizen Contact Options for 311, Implement Smart Phone Technology, and Increase Service Hours to include Nights and Weekends	ARA	✔



Rebuilding the MFOR Performance Report



Rebuilding the MFOR Performance Report

Moving Forward with a Rebuilt MFOR Performance Report:

- ▲ Measures that are relevant and important to the City Council and citizens
 - Customer-focused (e.g. 3-1-1 data)
 - Operational efficiency & effectiveness
 - Revenue and cost drivers
- ▲ New user friendly display that shows trends and year-to-date data, grouped by service versus department
- ▲ Blank slate approach
 - Useful measures added incrementally versus full and comprehensive overhaul that could take many months
- ▲ Detailed information available online

CITY OF HOUSTON PERFORMANCE REPORT FOR THE MONTH ENDING JUNE 30, 2012							
Service Performance Measure	Dept	Last 12 Months	Fiscal Year to Date	FY12 Estimat	FY12 Actual	FY13 Target	FY13 Actual
PUBLIC SAFETY							
Minutes	HPD				4.8	4.8	4.8 ✓
Rate	HPD				0.4	0.4	41.0% ✓
	HPD				268.0	268.0	268 ✓
Spends in Court - Trial	HPD				675,508.0	675,508.0	675,508 ✓
Spends in Court - Trial	MCD				29 mins	29 mins	29 mins
Spends in Court	MCD				2:50 hrs	2:50 hrs	2:50 hrs
	MCD				2:21 hrs	2:21 hrs	2:21 hrs
	HFD				16,497	16,497	20,000 ✓
	HFD				140	140	120 ✗
	HFD				350	350	300 ✗
	HFD				261	261	261 ✓
FINANCE							
	GSD				89.0	89.0	89 ✓
	GSD				25,696.0	25,696.0	25,696 ✓
	GSD				1,071.0	1,071.0	1,071 ✓
	PD				787.0	787	730 !
	PD				751.0	751.0	751 ✓
	PD				1,575.0	1,575.0	1,575 ✓
Maintenance and Right-of-Way							
Asphalt For Potholes/Skin Patches (Tons)	PWE				16,497.0	16,497.0	16,497 ✓
In-House Overlay (Lane Miles)	PWE				140.0	140.0	140 ✓
Roadside Ditch Regrading/Cleaned (Miles)	PWE				300.0	300.0	279 !

Performance Excellence Program



Performance Excellence Program: Approach

Financial Planning for FY2014-2016

- I. Propose examining City services across the board for cost savings and revenue opportunities
- II. Highlight Scorecard Strategic Objectives for Fiscal Responsibility:
 - ▲ *Improve Cost Effectiveness and Leverage Partnerships*
 - ▲ *Manage the Public's Money Effectively*

Approach

- I. Use trained City resources to focus on Process Improvements that Streamline Systems, Increase Capacity, Leverage Public/Private Partnerships, and Enhance Vendor Management
- II. Work from the bottom up with an inclusive approach and governance structure
 - ▲ Provide ownership of projects to Directors and City employees
 - ▲ Pursue all ideas and proposals internally first
 - ▲ Provide process improvement training and facilitation for projects

Training and Capacity Building

- I. Develop process improvement curriculum for city leaders and staff (Lean and Six Sigma methodologies)
- II. Provide internal process improvement training at E.B. Cape Center through central facilitators in Performance Management division
- III. Implement Citywide Performance Excellence Program



Performance Excellence Program: Timeline

Tasks	2012						2013					
	J	A	S	O	N	D	J	F	M	A	M	J
<p><u>Launch Initiative to Directors and City Employees</u></p> <ul style="list-style-type: none"> Refine proposal with Directors and City employees Select Governance Committee that will review and prioritize projects and recommend/approve implementation activities Develop framework to document major City value streams Document project prioritization, recommendation/approvals, and oversight/reporting process 												
<p><u>Training and Capacity Building</u></p> <ul style="list-style-type: none"> Develop process improvement curriculum for city managers and analysts, potential collaboration with University of Houston Obtain additional process improvement training and certification internally for central facilitators (Lean and Six Sigma) Provide Lean and Six Sigma training to City staff 												
<p><u>Document Value Streams and Prioritize Projects</u></p> <ul style="list-style-type: none"> Document major value streams segmented into <i>Mission</i> (Citizen/Business Direct Services) and <i>Support</i> services (Internal City Services) Review and prioritize internal value stream projects Develop RFI using internal projects and seek internal and external (business community and citizens) feedback 												

