

Performance Management Training

Operations Excellence Office

Icebreaker – 5 minutes

- Walk around the room, mingle, introduce yourselves, and find people who match the traits on the card
- Write the persons name on the box they match
- You cannot write the same name for more than one box
- The first 3 people to fill five boxes across, down, or diagonal must yell "Bingo!"

Learning Goals

- At the end of the training you should be able to...
 - Understand how departmental performance measures & objectives fit into the strategic plan
 - Understand 3 step methodology for performance process
 - Build objectives & performance measures
 - Analyze graphs and data to tell your story or make decisions

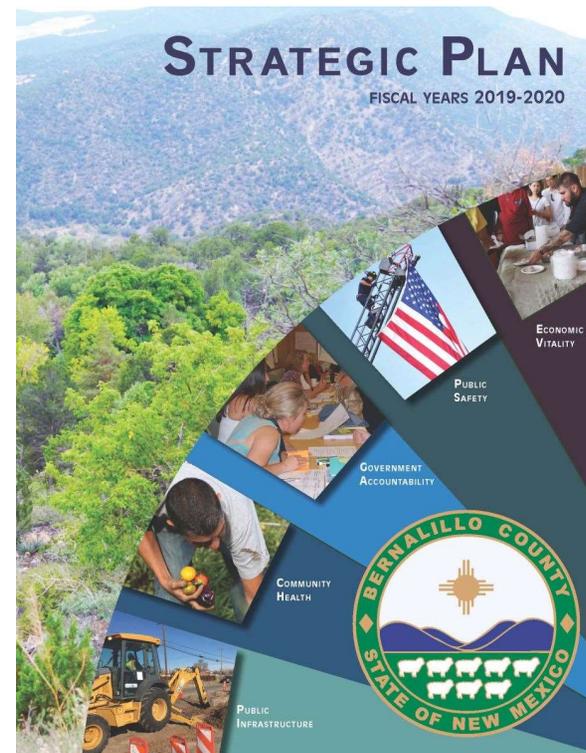
Strategic Plan & Department Alignment

At the end of the training you should be able to...

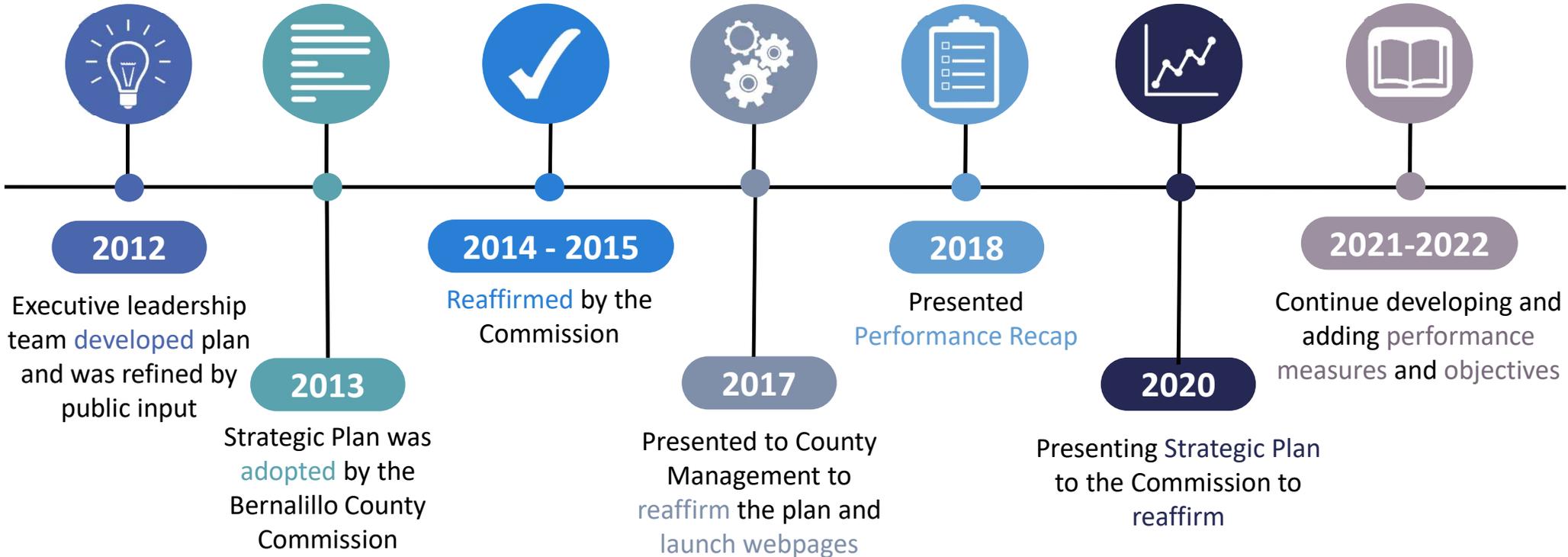
- Understand how departmental performance measures & objectives fit into the strategic plan

What is the Strategic Plan?

- Tool used by the county to ensure that we are doing the right things to meet the needs of the community
- Helps move the county forward towards the strategic plan goals



Where did the Strategic Plan come from?



Strategic Plan Goals

Government Accountability

Transparent & accountable use of taxpayer dollars



Public Safety

Community where residents are safe from crime & injury



Economic Vitality

Thriving, livable community with diverse economic opportunities



Community Health

Healthy and active community with access to cultural amenities



Public Infrastructure

Meet community needs by supporting infrastructure owned by county or for public use (e.g. roadways, facilities, systems)





GOVERNMENT ACCOUNTABILITY

Transparent & accountable use of taxpayer dollars

Enhance public outreach, education & accountability



- Social media
- Voter outreach
- Ethics training
- Poll Training
- OPS training
- Safety work observations at MDC

Improve responsiveness (e.g. public inquiries, voter registration)



- Purchase order processing
- Inspections
- Work orders
- Recruiting
- Voter registration
- Inventory processing
- Code enforcement complaints

Develop & improve process



- Labor relations
- System upgrades: IAS, Kronos, Parks system, Disaster recovery
- FMLA process improvement
- Merit based compensation

Enhance & automate customer services



- Certified euthanasia facility
- E-notice of values
- Customer service surveys
- Move to Alvarado
- E-billing for property tax payments
- Timely invoice payments
- Response time to customer service calls
- Clerks online document purchases
- Taxpayer e-notices
- Implement electronic bids for online solicitations

Fair & equitable revenue collections (e.g. investments, tax collections)



- Accurate property assessments
- Property tax collections and payment options
- Investment portfolio performance
- Revenue projections
- Delinquency collections (Solid Waste)



PUBLIC SAFETY

Community where residents are safe from crime & injury

Responsive to emergencies



- 911 Calls
- Sheriff response time
- Fire dispatch to arrival
- Animal Care calls

Promote well-being through behavioral health initiatives



- Children's mental health clinic
- Peer Support
- Community Engagement Teams
- Inebriate Intervention services
- Mobile Crisis case reviews
- Awareness & Prevention Programs
- DWI Arrests

Recruit & retain optimal workforce



- Increase number of sworn deputies
- Correction Officer hiring & retention
- Fire fitness program

Provide reliable fire protection & emergency planning



- Emergency exercises
- Fire inspections
- Emergency operation plans
- Code Red Alerts
- Fire classifications
- Update fire code
- Pre-fire reports
- Incident command system

Ensure accredited & compliant services



- Emergency dispatch accreditation
- Law enforcement intelligence
- Animal code updates & fee structure
- McClendon settlement compliance
- SNAP vouchers
- Sign reflectivity compliance
- Animal license compliance
- Emergency fire dispatch accreditation



PUBLIC INFRASTRUCTURE

Meet community needs by supporting infrastructure owned by county or for public use (e.g. roadways, facilities, systems)

Sustainable & beneficial planning to meet public needs



- Traffic impact studies
- Floodplain planning
- Storm water arroyo planning
- Complete streets
- Water usage planning

Create vision & framework for community development



- Sector Development Plans (Coors, Edith, 2nd Street)
- Community development planning
- Albuquerque and Bernalillo County Comprehensive Plan

Maintain viable network infrastructure



- GIS mapping and updates
- Public website
- IT work orders

Maintain roads, storm drains, fleet & facilities



- Asset preservation program for roads
- Storm drain maintenance
- Fleet repairs and availability
- Energy efficient lighting
- Manhole cleaning for storm events
- Storm water pump stations
- Reduce facilities emergency work orders
- Energy efficient lighting
- Potholes, sweeping

Construct, maintain & enhance public buildings



- Alvarado Square
- ADA improvements
- Parks shade structures
- Fire and Sheriffs Office academy
- Projects and construction estimates within project schedule
- Animal Care shelter
- Fire Station 36 and 43 improvements
- New Fire west side station



ECONOMIC VITALITY

Thriving, livable community with diverse economic opportunities

Ensure efficient customer service for land use



- Townhouse zone category
- Planning applications

Grow jobs in a thriving work culture



- Through Industrial Revenue Bonds
- Jobs above median income

Improve housing outreach & participation



- Rental subsidies
- Rental assistance
- Rent multifamily units

Ensure effective & responsive permitting process



- Training for zoning inspectors
- Film permitting
- Building permit inspections
- Residential building permits
- Building permits
- Zoning permits
- Business licenses

Establish incentives for a strong economy



- Film permits
- Industrial Revenue Bonds
- Quality of life fund
- Bernalillo County brand awareness
- Support local artists



COMMUNITY HEALTH

Healthy and active community with access to cultural amenities

Provide health & fitness programs



- Parks reduced fee scholarships
- Adult aquatics

Ensure safe housing



- Security alarms and cameras at elderly and disabled housing
- Remedy housing violations
- Housing inspections

Promote environmentally friendly activities



- Groundwater monitoring
- Wastewater permitting
- Recycling
- Waste diversion at East Mountain Transfer Station

Ensure healthy food is available



- Homework diner
- Senior and children healthy meals
- Food safety inspections

Promote community education & safety



- Park safety inspections
- Pool inspections
- ABC Schools expanded learning and train coordinators
- Spay and neuter

A teal-colored L-shaped graphic that frames the text. It consists of a vertical bar on the left and a horizontal bar at the top, meeting at a right-angled corner. The top bar extends to the right, and the vertical bar extends downwards. The text is centered within the space defined by these bars.

**What's something new you
learned about the strategic plan?**

Why it's important

Budget Book

GFOA Requirement/Bond
Rating

ICMA Performance Management

Industry Standard

Transparency & Accountability

Public Webpages

Internal Management Tool

Measuring What Matters

Why it's important

Bud
GFOA Re



nal
ent Tool
at Matters

DEPARTMENTS

What does this mean for departments?

- Ground up approach
- Emphasize why the measure is important
- Align measures to a strategic plan goal
- Drive with a business strategy in mind



Increased Efficiency

Doing things in the right manner. Is efficiency increased by doing work faster, with fewer resources or less overtime?



Increased Effectiveness

Doing the right things. Is effectiveness increased by eliminating errors or better meeting the public need?



Cost Avoidance / Risk Mitigation

Are risks being mitigated? Are costs being avoided?



Transparency

Is visibility enhanced? Is there transparency?



Innovation

Are processes and technologies being used to do things differently, implement new ideas, or enhance services?



Strategic
Plan Goals

Department

Objectives

Performance
Measures

Business Strategy



Public Safety

Fire &
Rescue

O173: Update
fire code

P137: Respond
to emergent calls
within 10
minutes

Increased Efficiency



**How does your department fit
into the strategic plan?**



Performance Management Process

At the end of the training you should be able to...

- Understand 3 step methodology for performance process

Performance Management Process

1. Build
Foundation

2. Develop
Framework

3. Analyze &
Review
Performance

Step 1 - Build Foundation

- Why do we exist? (Mission)
 - Core purpose
 - Short
- What do we do? (Services)
 - Tie directly to performance measures

Mission

Services
by
Section

Services
by
Section

Measuring What Matters

What would the department like the community to know?



PUSH

What does the community want to know about the department?



PULL

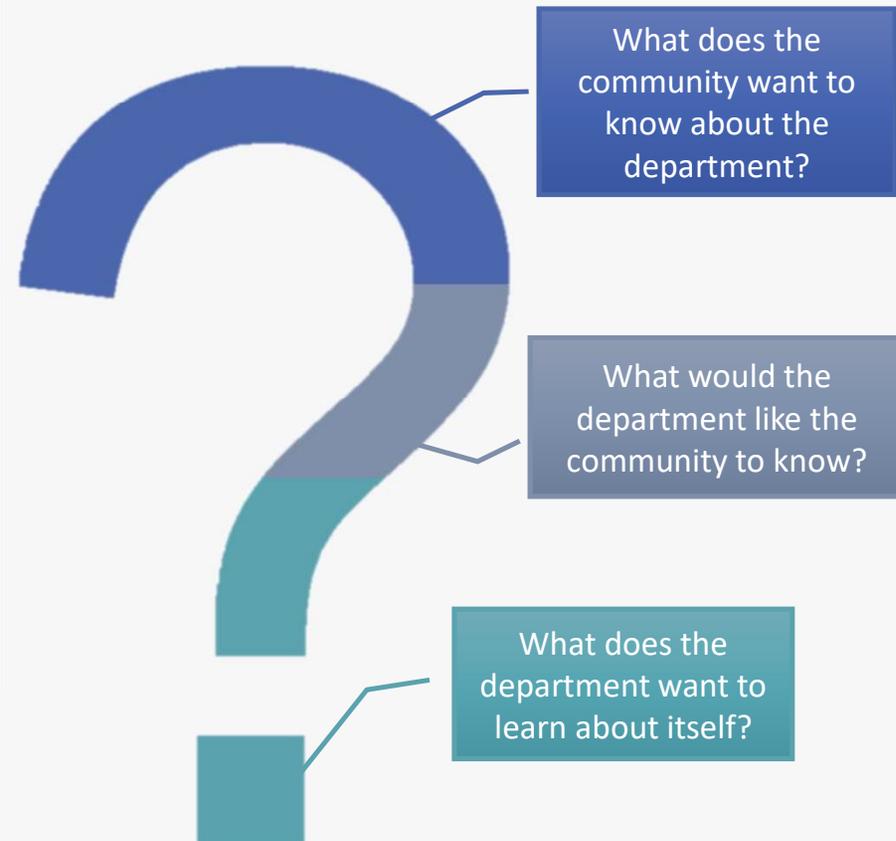
What does the department want to learn about itself?



INTERNAL



Activity 1 - Measuring What Matters



Get into your groups and use the worksheet to come up with 3 performance measures or objectives that answers each question

- Write down the performance measure or objective next to the corresponding question
- Think about what your department is currently tracking or common data requests your department gets internally or from the public

Step 2 - Develop Framework

- Planning & Brainstorming Matrix
 - Track new/upcoming projects as potential objectives
 - Align performance measures to the services
 - Visualize gaps in measures

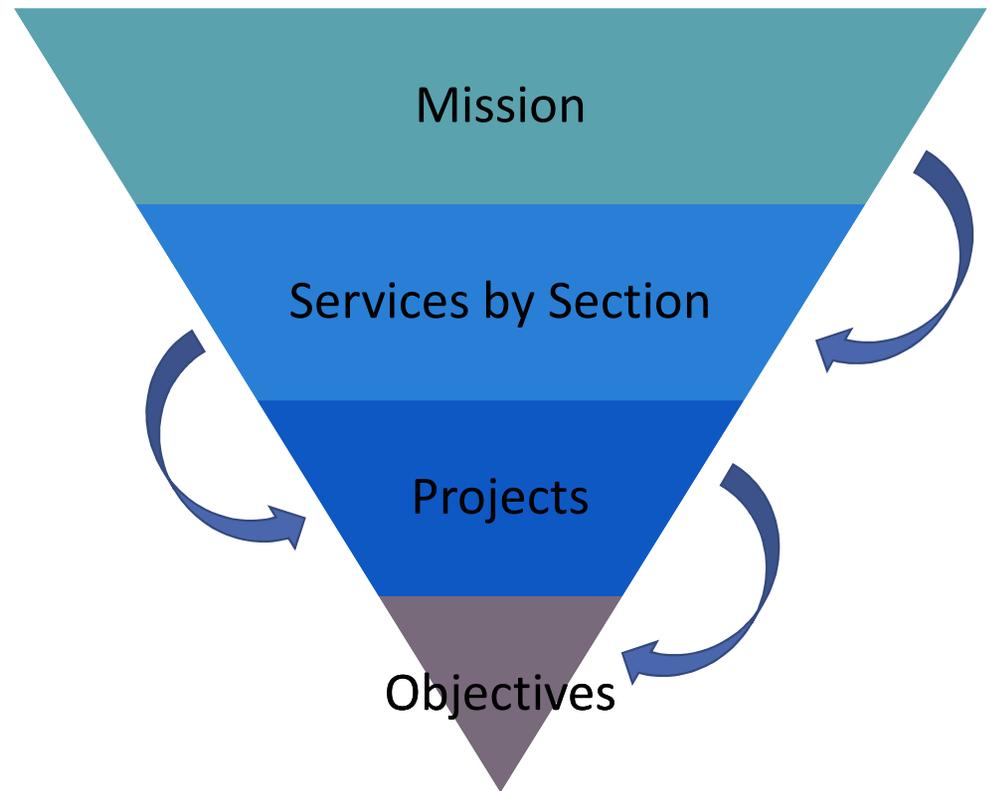
Can you get to the data?

Do you have a way to track the data?

How much effort will it take to track the data?

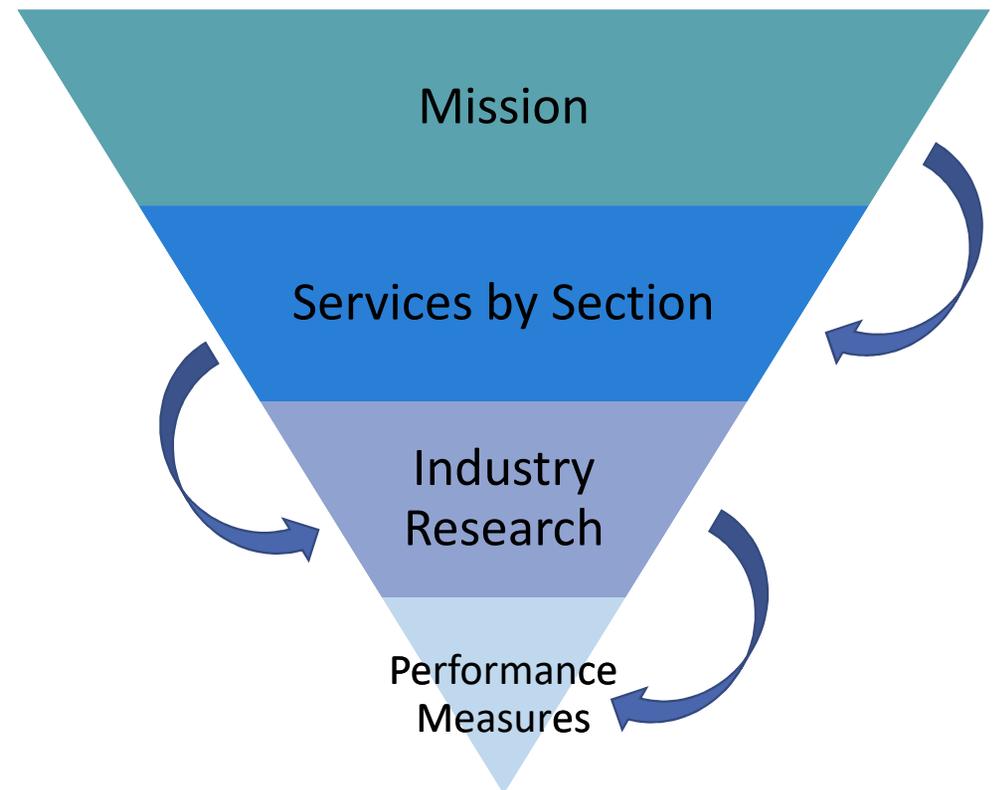
Objectives

- Mission statement & services
 - Define the departments purpose
- Projects
 - Define upcoming or potential projects the department may focus on over 2 year performance cycle
- Objectives
 - Choose 1-2 Projects to track throughout the performance process



Performance Measures

- Mission statement & services
 - Define the departments purpose
- Industry Research
 - Analyze industry standards for new measures or review current measures are on track with industry
- Performance Measures
 - Develop new performance measure based on industry standards



Procurement and Business Services Planning & Brainstorming Matrix

Mission

Why do we exist? (Mission) The Procurement and Business Services Department continuously strives to deliver the highest level of customer service to user departments and vendors while ensuring purchases and vendor payments are in alignment with state statutes and that solicitations are transparent, fair and competitive while providing the utmost value to maximize public funds.

| Sections | Accounts Payable | Purchasing | Travel |
|----------------------------------|--|--|---|
| What do we do? (Services) | Review and identify any significant changes – highlighted sections indicate areas for potential performance measures | | |
| | <ul style="list-style-type: none"> Issue prompt and accurate payments; transfers and disbursements to vendors, employees and others Maintain the Vendor Master File Disburse Internal Revenue Service (IRS) Form 1099 to applicable vendors and file with the IRS | <ul style="list-style-type: none"> Procure tangible personal property, services and construction for all county departments including management and oversight of all procurements utilizing federal, state, and local appropriations Manage contracts Maintain the Credit Card Program | <ul style="list-style-type: none"> Review and approve the Travel/Registration Form (TRF) after submission by the Travel Liaison (TL) Ensure that employees are assigned a credit card with travel permissions Ensure that travel advances and reimbursements checks processed Verify travel-related expenditures are reconciled properly by the Reconciler and the Travel Liaison |

Services

Objectives – Short-term initiatives, or projects, with a beginning and end date, action steps and a measurable target that achieves the county's business strategies (e.g. efficiency, cost reduction, transparency).

| Projects, Priorities & Initiatives | What is planned for FY21/22? | | |
|------------------------------------|---|---|--|
| | Add upcoming projects, initiatives & priorities. This will be used to identify potential new objectives. Not all items listed will become an objective tracked through the performance process. | | |
| | <ul style="list-style-type: none"> Archiving vendors – should be complete FY20 Automate PO close process | <ul style="list-style-type: none"> Pay equity preference Contracts in OpenGov | <ul style="list-style-type: none"> Implement automated advances Implement automated reimbursement Implement multi travelers – FY21/22 |

Projects

Existing

Performance Measures

| Existing Objectives | Review existing objectives. If complete prior to 6/30/20, establish new objectives. | | |
|---------------------|---|---|--|
| | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> O165 Reduce the number of desktop printers, network printers, copiers for move to Alvarado Square - complete O166 Implement electronic bids for online solicitation | <ul style="list-style-type: none"> |

| New & Carry Forward Objectives | After projects, initiatives, and PIMs are identified, as well as existing objectives, determine which will be new and carry forward objectives. | | |
|--------------------------------|---|--|--|
| | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> |

Performance Measures – Services performed that are measurable and strive to achieve targets that align to the county's strategies and strategic plan goals.

| Existing Performance Measures | If this area is BLANK for your section, review section below (Industry Research and PIMs) to brainstorm new performance measures. | | |
|-------------------------------|--|---|--|
| | <ul style="list-style-type: none"> Invoices paid within 30 days of invoice receipt Number of late posting date issues between 61 days and older within the Goods Receipt (GRIR) Liability Report Number of late posting date issues between 31-60 days in the Goods Receipt (GRIR) Liability Report | <ul style="list-style-type: none"> P114: Process time for Purchase Orders (business days) P115: Process time for Request for Bid (RFB) (business days) P116: Process time for Request for Proposal (RFP) (business days) | <ul style="list-style-type: none"> Need performance measures |

Industry Research

Gaps

| Industry Research & Related PIMs | Do you have access to this data? Is this something you would like to know about your department or want others to know (if this is meaningful)? | | |
|----------------------------------|---|--|--|
| | <ul style="list-style-type: none"> Vendor Payment Error Rate # of vendor training completed by due date | <ul style="list-style-type: none"> % of actual contract awards/rebids completed within projected time Contract usage dollars of statewide contracts/ % of spend on statewide contracts | <ul style="list-style-type: none"> Processing time for TRF approval Total processing time, look at executive review and department review process—add to dashboard |

Step 2 - Develop Framework

- After objectives and performance measures are identified using the matrix...
 - Complete Masterlist and provide data to support measures
 - Build webpage and dashboard to track measures

| ID | Objective-Performance Measure Statement | Business Strategy | Action Steps | Why is this measure important? | Where does the data come from? (e.g. system) | How is this calculated? | Additional Information (Add to Dept Web Page) | Who is responsible for tracking this? | Reporting Frequency for Measure | Unit | Measure | FY21 Target | FY22 Target |
|---|---|---------------------------|---------------------------|--------------------------------|--|-------------------------|---|---------------------------------------|---------------------------------|------|---------|-------------|-------------|
| P114: PROCESS TIME FOR PURCHASE ORDERS (BUSINESS DAYS) | | | | | | | | | | | | | |
| Measure Overview | | | | | | | | | | | | | |
| # | Performance Measure | Strategic Plan Goal | Business Strategy | | | | | | | | | | |
| P114 | Process time for Purchase Orders (business days) (#) | Government Accountability | Increased Efficiency | | | | | | | | | | |
| P116 | Process time for Request for Proposal (RFP) (business days) (#) | Increased Efficiency | Government Accountability | | | | | | | | | | |
| P117 | Pay invoices within 30 days (%) | Increased Efficiency | Government Accountability | | | | | | | | | | |
| P255 | Resolve mismatch of Goods Receipt/Invoice Receipt (GRIR) greater than 60 days (%) | Increased Efficiency | Government Accountability | | | | | | | | | | |
| P256 | Travel system | Increased Efficiency | Government Accountability | | | | | | | | | | |
| New Obj | Develop cross function process for vendor pay equity preference | Innovation | Government Accountability | | | | | | | | | | |

Statement

Contact

Who to contact if you have questions?
Renita Elder

Goal

Why important

How to calculate

Targets

How is the measure calculated?
Sum the total number of days to process each shopping cart and divide by the total number of records to calculate the average

Why is this measure important?
This measure is useful to determine Procurement Group productivity. Delivery of goods/services is dependent on prompt issuance of purchase orders to meet department requirements.

| | |
|---------------------------|---------------------------|
| FY19 TARGET | FY20 TARGET |
| 5 | 3 |
| # of days (Not to Exceed) | # of days (Not to Exceed) |

Step 3 - Analyze & Review Performance

- Check in with SMEs, Directors, DCMs to review...
 - What's working or what's not working
 - Discuss accomplishments, obstacles, updates
 - Track trends using easy to understand, interactive dashboards and webpages

| ID | Measure Statement | Responsible | FY19 Target | FY20 Target |
|--|---|-------------|-------------|---------------------------|
| O166 | Implement electronic bids for online solicitation | ... | 70% | 30% |
| <p>Tell us about the measure</p> <ul style="list-style-type: none"> Seen demos, looking at using an existing contract, bonfire <p>How are actuals trending?</p> <ul style="list-style-type: none"> Below target, add percent allocation to action steps? Revise action steps <ol style="list-style-type: none"> Hold software demo (40%) Issue formal solicitation and or utilize existing contract (20%) (20%) (20%) Will be close to finishing in FY20 <p>If not on target, what are the steps to get back on track?</p> <ul style="list-style-type: none"> <p>How is it calculated?</p> <ul style="list-style-type: none"> N/A <p>Missing data</p> <ul style="list-style-type: none"> FY19 Q1, Q2 and Q3 has 0 <p>Industry research/recommendations</p> <ul style="list-style-type: none"> | | | | |
| <p>Follow Up Items (Insert new row for each follow up)</p> <p>Update action steps</p> <p>Update Webpages</p> | | | | |
| FY21/22 Updates | Will your Objective be complete by 6/30/2020? | | | If NO, estimate that will |

Provide update about measure



Track follow up/action items

Analyze trends

| ID | Measure Statement | Who's Responsible | FY19 Target | FY20 Target |
|--|---------------------------------------|-------------------|-------------|-------------|
| P116 | Procurement (RFP) (business days) (#) | Renita | ... | ... |
| <p>Tell us about the measure ... we measuring what matters? Is this helping you do your job?</p> <ul style="list-style-type: none"> <p>How are actuals trending?</p> <ul style="list-style-type: none"> On target, how many RFPs do you have on average per quarter? Recommend changing target to 65 days <p>If not on target, what are the steps to get back on track?</p> <ul style="list-style-type: none"> <p>How is it calculated?</p> <ul style="list-style-type: none"> <p>Missing data</p> <ul style="list-style-type: none"> FY20 Q1 true zero <p>Industry research/recommendations</p> <ul style="list-style-type: none"> | | | | |
| <p>Follow Up Items (Insert new row for each follow up)</p> <p>will do it?</p> <p>By When?</p> <p>Complete?</p> | | | | |
| FY21/22 Updates | FY21 Target | FY22 Target | Comments | |
| | 80% | 80% | | |

Request missing data

Review trends





BREAK TIME!!!

Making a Measure

At the end of the training you should be able to...

- Build objectives & performance measures

Terminology Recap

Objective

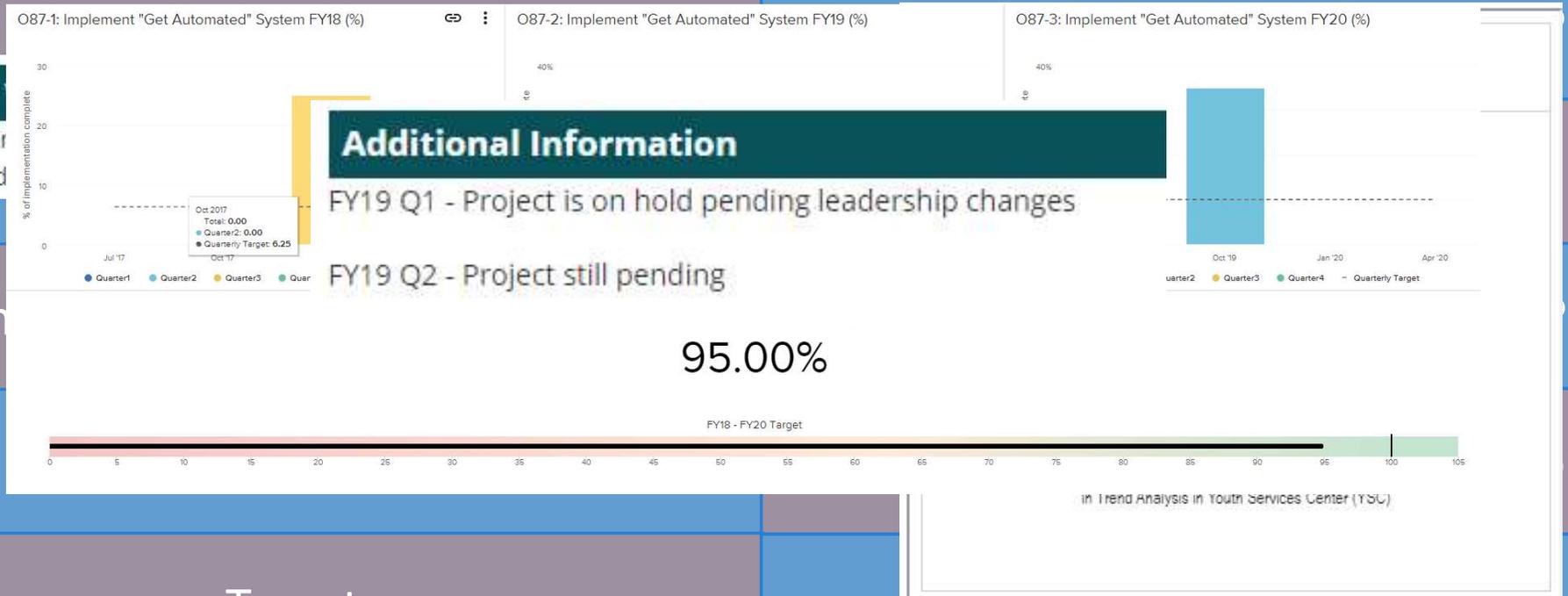
- Short-term
- Projects/initiatives
- Action steps
- Start/End date
- Achieve targets

Performance Measure

- Long-term
- Tied to services, ongoing
- Achieve targets

How much data do we have?

What makes a measure?



Targets

Trend Analysis

Dashboard

Additional Information

Measure Statement

Do...

- Start with an action word
 - Increase, decrease, maintain, implement, etc.
- Keep it short & simple

Good

Respond to internal issues within 3 business days (%)

Don't...

- Put timeframes in the statement
 - Complete...by 2019
- Include targets in statement
 - Reduce...by 90%

Bad

All internal issues will be responded to within 3 business days 100% of the time (%)

Activity 2 – Measure Statement

Fill in the blank...below is a list of performance measures. What action word do you think best describes what the department is trying to achieve?

1. Implement a new handling fee for online orders (Fixed Assets)
2. Increase document purchases done online (Clerk)
3. Respond to emergent calls within 10 minutes (Fire & Rescue)
4. Inspect inlets and manholes to assure readiness for storm events (Storm Drainage)
5. Create jobs above median income (Economic Development)
6. Conduct safety audits / inspections on parks (Land Management)

Objectives - Action Steps

- Create 3-5 high level steps to reach the target
- Start with an action word
 - Plan, prepare, draft, etc.
- Keep the step short and concise
- Allocate a percentage to each step for easy tracking

Implementing recreational management system-Phase 2 (%)

1. Award RFP/RFB/RFI (10%)
2. Implement product design (20%)
3. Test system (20%)
4. Go-live with system (20%)
5. Review and update business processes (30%)

Activity 3 - Why is the Measure Important?

- Each group is assigned a measure to come up with their own reason for why the measure is important
- Work Individually - Use the sticky notes to write down reasons why you think the measure is important
 - 2 minutes
- Work in Group – On the giant sticky note group your individual sticky notes into common themes
 - 5 minutes to group reasons
- Discussion
 - 5 minutes

Mandated/State Statute

Effective use of
funding/Increase revenue

Timeliness
(responses, processing,
emergency)

Promote better quality of life
for residents

Ease of access to
(online, locations)

Most effective

Examples of Why the Measure is Important

Access community needs
(planning, infrastructure
development, etc.)

Increase programing

Customer Service

Education Opportunities

Tell Your Story with Data

At the end of the training you should be able to...

- Analyze graphs and data to tell your story or make decisions

Data Integrity

Where does the data come from?

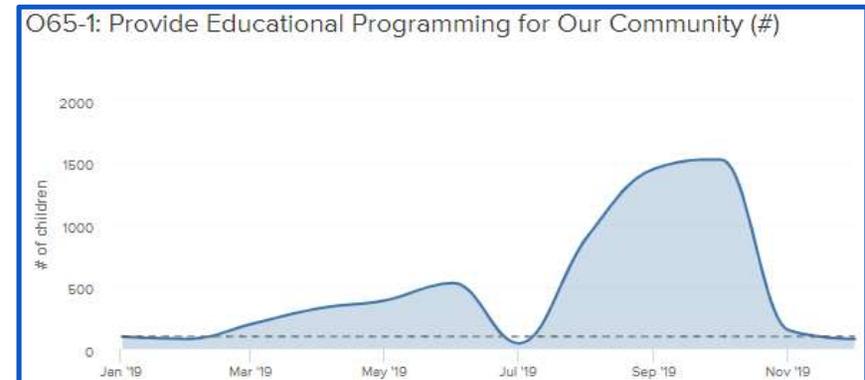
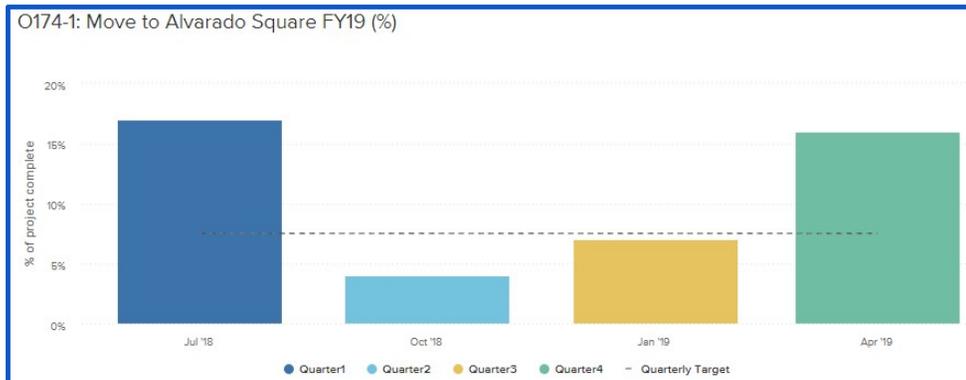
- Examples:
 - Report generated by a system like SAP or Accela
 - Excel spreadsheet to track progress manually
 - Conducting meetings for a status update

How is the measure calculated?

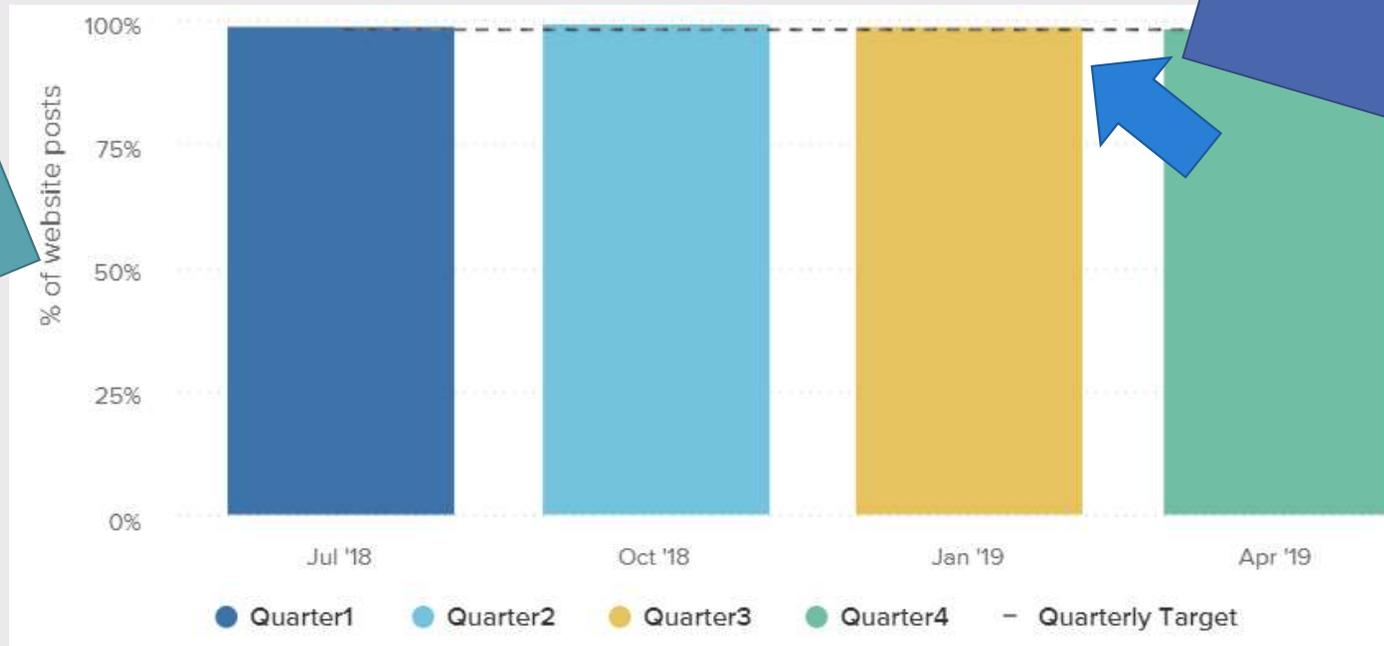
- Examples:
 - Count number of trainings, records, etc.
 - Number of calls responded to within timeframe
 - Average days to complete a process
 - Number of completed work orders divided by total worker orders
 - Tracking steps complete on a project to report the % of project complete

Graphs & Targets

- Reporting frequency
 - Monthly, quarterly, semi-annual, annual, biennial



Period by Period



Collect Annual Targets

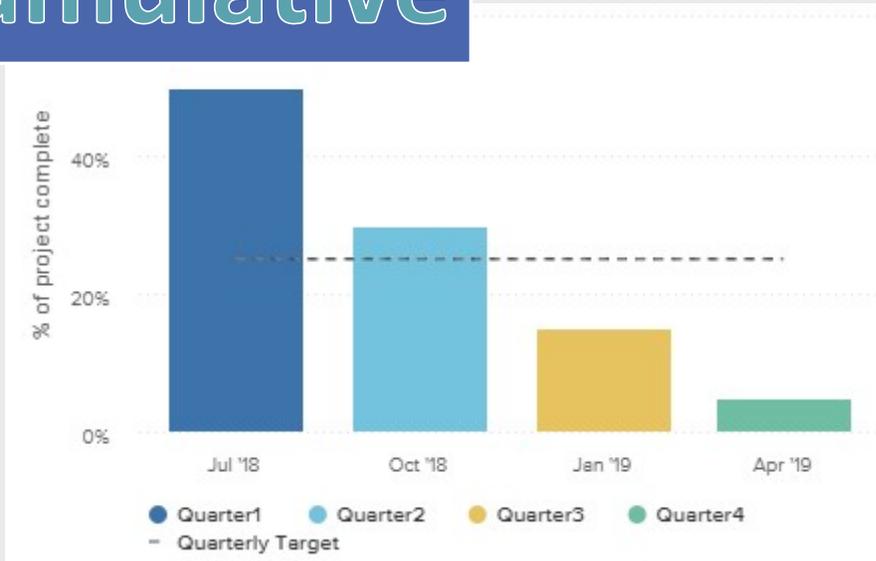
Period by Period are typically percentages %

Track the data that occurred in that month or quarter

Performance Measure Examples

- Complete requested website posts within 1 business day (%)
- Respond to complaints within 2 business days (%)

Cumulative



When reporting actuals, only report progress for that quarter – graphs cannot exceed 100%

Cumulative graphs are typically used when tracking % of project complete or counting #

Always have 2 graphs:
1. Data collected for current month/qtr
2. Cumulative graph adding actuals for FY

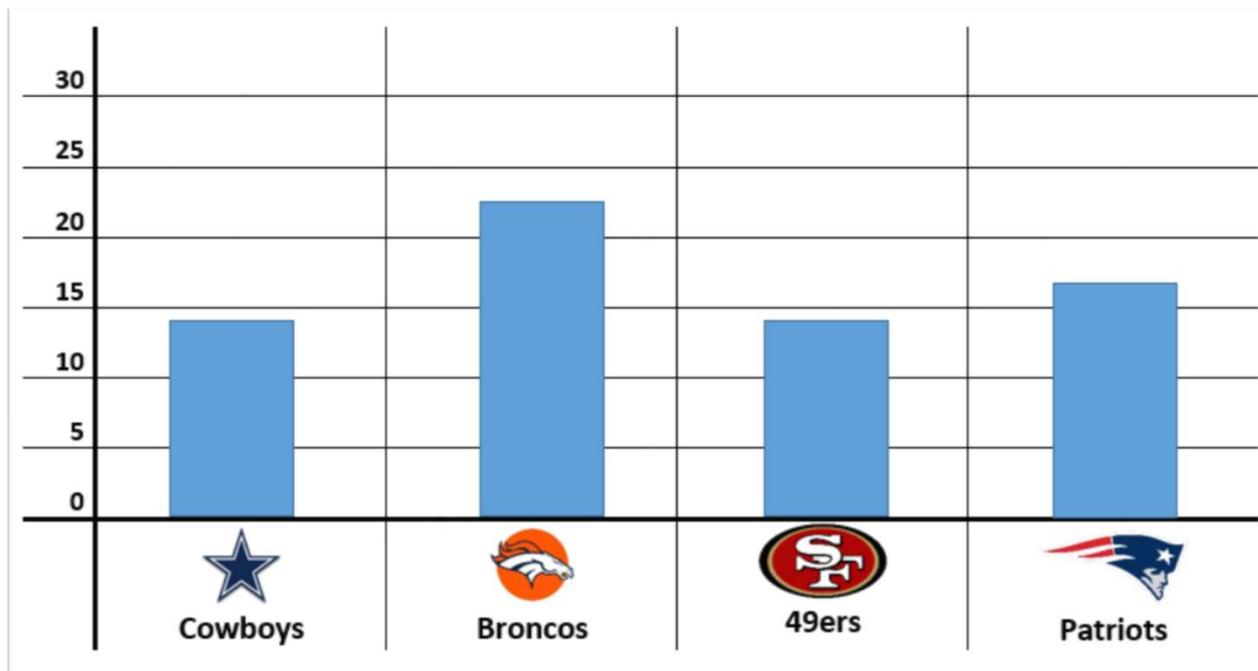
O128-2: Upgrade Alarm system for

100.00%

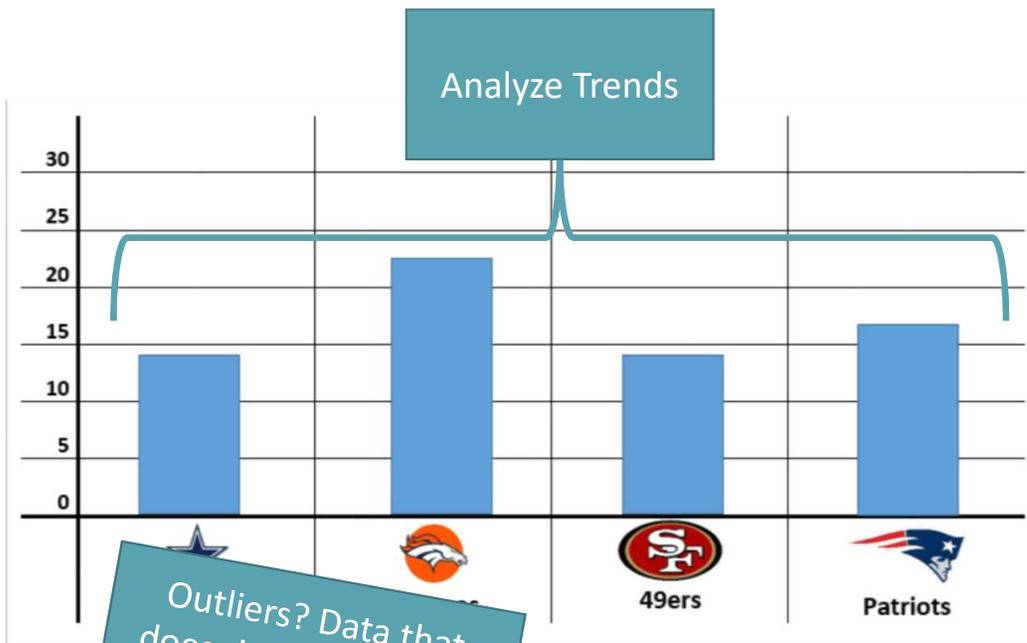


Activity 4 – Data Analytics

- Vote on your favorite football team
- Graph the results on the handout and answer the questions



Reporting Results



Outliers? Data that doesn't follow typical trends

Using data to answer questions

Tracking & Calculating Data

- Tracking data is more than reporting a number, we need to understand...
 - What is your business strategy for the measure? Efficient vs Effective
 - Where the data comes from?
 - How to calculate it?
 - What are we trying to achieve – what's the target?
 - Is the target reasonable or does the target make sense?

Activity 5 – Performance Pong

- Try to land as many ping-pong balls in the cups per round
 - You can bounce the ball or throw it directly in the cup
- Each round is 1 minute
- Designate the people in your group to be...
 - Thrower(s)
 - Catcher(s)/retriever(s)
 - Data tracker
- After the rounds are complete, tabulate your results and answer the questions about your data

What type of ways do we track data?

% of project complete

Average number building permits

Count number of dropped calls

Increase participation in training

Answer calls 90% of the time

Learning Goals - Recap

- At the end of the training you should be able to...
 - Understand how departmental performance measures & objectives fit into the strategic plan
 - Understand 3 step methodology for performance process
 - Build objectives & performance measures
 - Analyze graphs and data to tell your story or make decisions

Moving forward...

- Focus group:

<https://stories.opengov.com/bernalillocountynm/published/VFLNXyJF6>

Contact Us

Operations Excellence Office (OEO)

| | | |
|--------------------|--|----------|
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