Presentation Outline and Timing

• Intro and performance measures video: 5 minutes (Brent)
• Section 1 – Priority (slides 3-12): 10 minutes (Adam/Brent)
  • Exercise 1 (slide 13): 10 minutes
• Section 2 - Team (slides 14-19): 10 minutes (Cindi/Brent)
• Section 3 – Improve (slides 20-30): 10 minutes (Megan/Kelly)
  • Exercise 2 (slide 31): 10 minutes
• Wrap-up (Slide 32): 5 minutes (Kelly)
Organizational Performance Management: We’re in this together!
Measuring what matters — Lessons learned from a cross-departmental approach to organizational performance management
What does your list of performance measures look like?
Make sure it’s a priority by focusing on the few and not the many.
The General Plan

More than just a map, the General Plan is a voter-approved statement of goals and policies that work as the primary tool for guiding the future development of the city.

http://www.scottsdaleaz.gov/generalplan
Value Scottsdale’s Unique Lifestyle and Character

Seek Sustainability

Preserve Meaningful Open Space

Advance Transportation

Support Economic Vitality

Enhance Neighborhoods
• Provide services to improve neighborhoods and the lives of Scottsdale residents.
• Provide a safe environment for all citizens, visitors, and private interests.
• Provide city service facilities to meet the needs of the community.
• Design public buildings to increase appeal as community gathering spaces.
• Provide recreational opportunities.
• Coordinate with the school districts.
• Ensure renewable, long-term water supplies.
• Meet or surpass water quality standards. Conserve water and reuse of wastewater.

• Plan for the orderly building of infrastructure
• Maintain a sustainable solid waste system
• Protect the public from flooding.
• Develop strategies to place the library in a position to respond to challenges.
• Partner with other jurisdictions and agencies.

Seek Sustainability
PUBLIC WORKS | Solid Waste

Strategic Goal(s)

- Enhance Neighborhoods & Seek Sustainability

Description

Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and with the highest possible customer satisfaction.

Services Provided

- Residential Collection Services provides weekly refuse and recycling collection and monthly brush and bulk collection to more than 82,000 single-family residential customers.
- Commercial Collection Services provides commercial refuse collection six days a week to businesses, multifamily housing developments, all city facilities and parks.
- Container Repair Services provides customer service to more than 82,000 single-family homes serviced by residential collection services; and provides direct services to more than 1,165 Scottsdale businesses serviced by commercial front loader collection services, and 146 businesses and/or residents serviced by the commercial roll-off collection program.
- Household Hazardous Waste provides safe, legal, and convenient way for residents to dispose unwanted or unused items.
- Transfer Station Operations provides a central location for solid waste, residential, brush, and commercial collection vehicles working in the northern part of the city to drop off loads of refuse, brush, and recyclables rather than hauling them directly to the landfill or recycling facility.
- Other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

FY 2017/18 Achievements

- Increased green waste diversion rate from residential single-family homes to 18 percent by increasing the number of green waste deliveries to contracted processing site.
- Diverted 28 percent of recyclables generated from residential single-family homes through public outreach, educational programs, and technology, with a goal to reach 30 percent by FY 2019/20.
- Maintained a green fleet of collection vehicles such as side loaders, front loaders, rear loaders and roll off trucks, with 52 percent powered by Compressed Natural Gas (CNG) in place of diesel fuel.
- Re-organized supervisory staff to improve daily route management. Restructure to provide supervisors needed resources to respond to citizen and field staff needs.

FY 2018/19 Objectives

- Maintain effective and positive working relationship with the Salt River Pima-Maricopa Indian Community landfill staff.
- Increase residential recycling diversion rate to 30 percent or greater by FY 2019/20 through public outreach, educational programs and technology.
- Review best practices to increase operational efficiencies and maintain low service fees for residents.
- Work toward a greater fleet of collection vehicles by replacing “out of service” diesel powered ones with new CNG powered vehicles.
- Continue to participate in regional waste efforts with valley-wide partners.
- Increase green waste diversion rate to 17 percent or greater by FY 2019/20.

Staff Summary

<table>
<thead>
<tr>
<th></th>
<th>Actual 2016/17</th>
<th>Adopted 2017/18</th>
<th>Adopted 2018/19</th>
<th>Change 2017/18 to 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Equivalents (FTE)</td>
<td>92.84</td>
<td>92.84</td>
<td>90.84</td>
<td>4.00</td>
</tr>
<tr>
<td>% of city's FTEs</td>
<td></td>
<td></td>
<td>3.86%</td>
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Expenditures By Fund

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Solid Waste</td>
<td>18,175,651</td>
<td>18,145,228</td>
<td>19,547,946</td>
<td>1,402,718</td>
</tr>
<tr>
<td>Total Budget</td>
<td>18,175,651</td>
<td>18,145,228</td>
<td>19,547,946</td>
<td>1,402,718</td>
</tr>
</tbody>
</table>

Expenditures By Type

<table>
<thead>
<tr>
<th>Type</th>
<th>Actual 2016/17</th>
<th>Adopted 2017/18</th>
<th>Adopted 2018/19</th>
<th>Change 2017/18 to 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>6,713,535</td>
<td>6,650,741</td>
<td>6,609,356</td>
<td>348,614</td>
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<tr>
<td>Contractual</td>
<td>10,431,389</td>
<td>10,935,114</td>
<td>11,244,058</td>
<td>308,944</td>
</tr>
<tr>
<td>Commodities</td>
<td>648,252</td>
<td>622,074</td>
<td>674,183</td>
<td>52,109</td>
</tr>
<tr>
<td>Capital Outlays</td>
<td>382,075</td>
<td>27,299</td>
<td>720,350</td>
<td>693,051</td>
</tr>
<tr>
<td>Subtotal Operating Budget</td>
<td>18,175,651</td>
<td>18,145,228</td>
<td>19,547,946</td>
<td>1,402,718</td>
</tr>
<tr>
<td>Operating Projects</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Budget</td>
<td>18,175,651</td>
<td>18,145,228</td>
<td>19,547,946</td>
<td>1,402,718</td>
</tr>
</tbody>
</table>

Performance Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Actual 2016/17</th>
<th>Actual 2017/18</th>
<th>Projected 2018/19</th>
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</thead>
<tbody>
<tr>
<td>Workload</td>
<td>540</td>
<td>535</td>
<td>540</td>
</tr>
<tr>
<td>Efficiency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain service fee paid by customer for monthly</td>
<td>$15.96</td>
<td>$15.96</td>
<td>$17.21</td>
</tr>
<tr>
<td>residential solid waste services at current rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>through operational efficiencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Service Fee does not include mandated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Recycling Fee of $0.04</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversion rate for material collected by Solid</td>
<td>28%</td>
<td>28%</td>
<td>30%</td>
</tr>
<tr>
<td>Waste residential collection program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Measure based on level of recycling efforts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>used to divert material from landfill. Source of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>waste is household refuse only, not brush and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>bulk.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue generated through various diversion</td>
<td>$14,300</td>
<td>$15,612</td>
<td>$15,600</td>
</tr>
<tr>
<td>programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Diversion programs include electronic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>recycling, moving boxes, appliance collection and</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>cardboard baling.</td>
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Mayor and City Council Priorities

**Revitalize** McDowell Road corridor through ongoing work with residents, businesses & SkySong

**Provide strategic support** of tourism and visitor events

**Carry out the comprehensive economic development strategy**

**Anticipate and plan for future transportation needs**

**Prepare and adopt fiscally sustainable operating and capital budgets**

**Reinvest in a high performance organization and work culture**
Quarterly Performance Report
Through Fourth Quarter of Fiscal Year 2017/18 - July 1 through June 30, 2018

This report covers the first, second, third and fourth quarters (July 1 through June 30) of fiscal year 2017/18 and provides a progress update toward achieving the objectives and performance measures included in the annual budget book. The development of a quarterly performance report helps achieve a key objective in the organization strategic plan to "evaluate performance and make adjustments as needed throughout the fiscal year." This is a work-in-progress and we would appreciate your feedback.

For more information about this report, contact Brent Stockwell, Assistant City Manager, at (480) 312-7288.

CODE: COMPLETED FAVORABLE ON TARGET UNFAVORABLE DELAYED N/A

ADMINISTRATIVE SERVICES DIVISION
Communications Department, Kelly Corsette, Communications & Public Affairs Director, (480) 312-2336

Total Time Viewers Spent Watching Original Videos Produced by Channel 11 and Distributed Via YouTube. This number grows and is of growing importance as the city employs short form videos as a primary means to inform and engage the public.

Comment: The viability of our Scottsdale Fire Responds video (78,100 views for 2,873 hours during the fiscal year) continues to drive numbers—we'll explore whether this can be removed from future analytics to get a better sense of base trends. The popularity of the video and our other programming drove a substantial increase in channel subscribers over the year we added 593 new subscribers, bringing our total to 1,640.
EXERCISE:

Work with those around you to think about one or more of your performance measures and what other groups/areas of your organization these impact.
Use a team approach
Organizational performance management is an ongoing, systematic approach intended to improve results by integrating objective evidence with decision-making processes.
Reporting/Benchmarking
Data Analytics
Behavioral Insights
Continuously **improve** by setting goals and helping staff achieve them.
“...the only measure of a great team — or a great organization — is whether it accomplishes what it sets out to accomplish.”

Patrick Lencioni
“Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success.”

Peter Drucker
Simply better service...

High-performing organization and work culture

Achieve favorable timeliness rating of 75% for recruitment services

Meet 60 day target in 80% of recruitments (assumes 100 recruitments with 5 employees)

Meet 60 day target in 80% of assigned recruitments (20 recruitments per employee)
Citywide Goals

Includes both Strategic Goals (General Plan) and Council Priorities (Strategic Plan)

- Defines a specific **area of concentration**
- **Outcome-oriented** (either quantitative or qualitative)
- **Flexibility** in manner of meeting goal
- Often pertinent to **more than** one area
- Something you influence, not totally control
• Restatement of strategic or operational goal specifically relating to department
• Oriented to **measurable results** or outcomes
• Usually within department’s area of control
• Goal achievement requires one or more SMART objectives and one or more initiatives
• Objectives usually address the result of a **process** -- improve, reduce, cut, increase
• Initiatives are managed as **projects** -- schedule milestones, cost, quality, completion date
**Direct control.** A goal entirely under employee’s control

**Indirect control.** A goal partially under employee’s control but requires working with others, either inside or outside the organization, to accomplish the goal

**Influenceable, but not controllable.** A goal not under the employee’s control, typically addressing a major issue, or potential issue, that may be influenced through coordinated efforts.

**As responsibility increases, goals typically move from Direct, to Indirect, to Influenceable, but not controllable**
Questions that well-written goals answer

- Why are you trying to achieve this goal?
- Who are you doing it for?
- Who is responsible?
- How will you contribute?
- How will you measure progress?
- When will you get there?
To enhance public safety for bicyclists, the Transportation Department will increase bike lane miles by 5% by June 30.
To enhance public safety for bicyclists, the Transportation Department will increase bike lane miles by 5% by June 30.
EXERCISE – WRITING IMPROVEMENT GOALS

- Why are you trying to achieve this goal?
- Who are you doing it for?
- How will you contribute?
- How will you measure progress?

To demonstrate understanding of these concepts, you will write one improvement goal using this format and answering these questions in the next 10 minutes.
EXERCISE:

How will you use goals to improve results?

Work with those around you on a performance goal(s) that you can take back to your community.
Lessons Learned

2. Use a team approach
3. Make sure it’s truly a priority
4. Improve year-by-year