



Budgeting for Results – Austin's Story

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City of Austin

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Presentation Outline

- ❑ History of Austin's Managing for Results Program
- ❑ Examples of Performance Measures Informing Decision Making
- ❑ Innovations: *ePerformance*, Citywide Dashboard
- ❑ Next Steps: Performance Review Office, Open Performance
- ❑ Lessons Learned
- ❑ Questions?



Timeline



Fall 1992

- Audit of City's performance measurement system
- Council Resolution
 - Performance measurement should be the City's way of determining whether it is providing quality services at reasonable cost
 - Required City Manager to develop departmental service plans, submit a performance-based budget

1994-95

- First performance-based budget submitted

1998

- Follow-up Audit of City's progress with the resolution
- Managing for Results instituted
 - Pilot program with the Austin Fire Department (Weidner)



Timeline



1999

- City-wide implementation of MFR (Weidner)

2000

- Conversion of accounting structure to align with departmental business plans

2001

- Employee performance evaluation plans tie to departmental business plans
- Employee plan is primary tool for internalizing a culture of managing for results; demonstrates alignment between employee & activity/program/dept. performance

2002

- Awarded ICMA's Certificate of Distinction in Performance Measurement



Timeline



2003

- Shift from top-down enforcement to departmental ownership of business plans and measures

2004 and beyond

- Continued practice, refinement and innovations
- Emphasis on the Customer
- Tiered/layered measures and reporting
- Reduced the number of budget measures from >4,000 to ≈2,500 to ≈1,200

Today, Managing for Results is:

- Integrated into the City's culture
- Accepted by employees as a normal way of doing business
- A common language we use when talking about allocating resources and evaluating performance

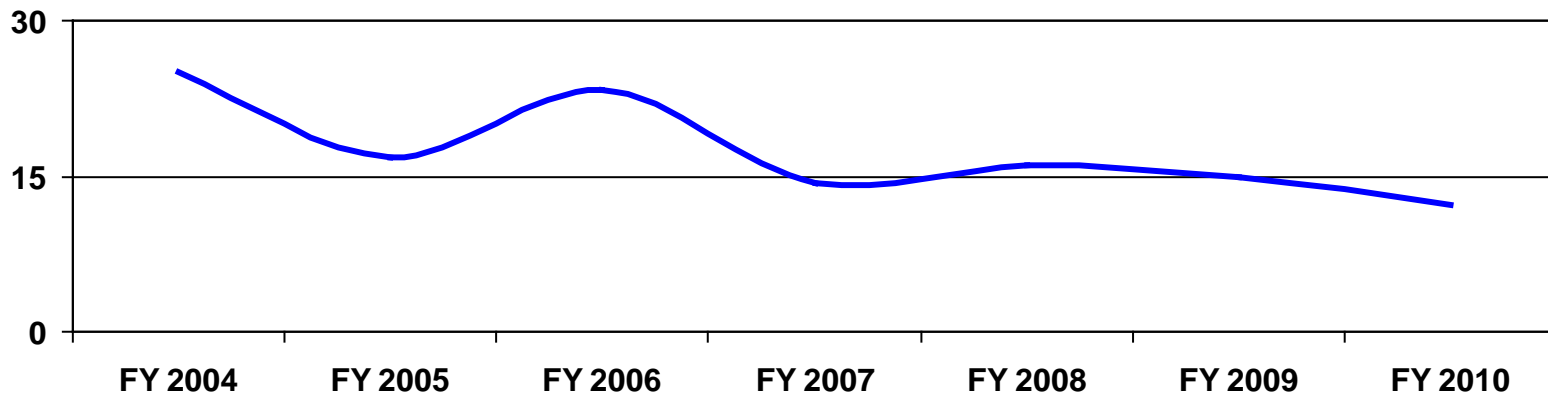
Performance Based Decision Making



FY 2006 Strategic Add-Backs

- Municipal Court in-person customer wait time
 - 25 minutes in FY 2004, after previous years of staff reductions and increased customer call volume
 - Added 4 customer service staff in FY 2006 with a target of 15 minute wait
 - 15 minute target achieved in FY 2007 and has been improving

Municipal Court Customer Wait Time in Minutes



Performance Based Decision Making



FY 2010 Budget Reductions

- Mitigating the impact of budget reductions
 - Projected \$26.3 million shortfall in the General Fund
 - Sales tax revenue 10% below original projections
 - Development revenue and interest earning below projections
- Menu of Potential Budget Reductions
 - 250 proposals, each outlining service impacts if approved
 - Impacts addressed included affected performance measures
 - Ultimately approved more than 180 proposals, totaling ~\$26 million and 100+ FTEs in reductions
- Having the service and measure impacts helped make budget decisions

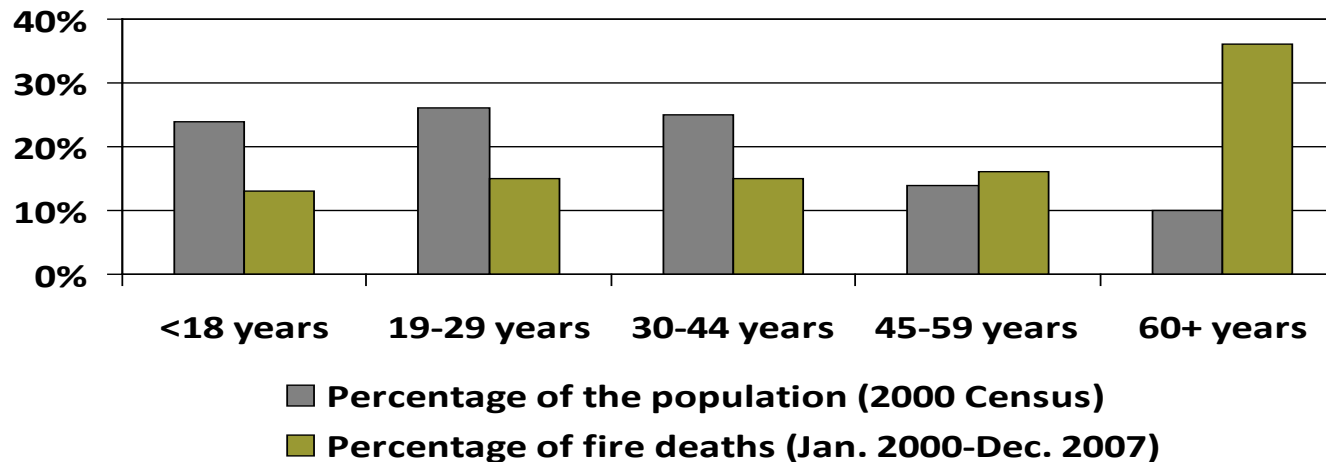
Performance Based Decision Making



Austin Fire Department

- Using Data to Reduce the Number of Fire Deaths
 - Percent of fire deaths in 60+ age group over a seven-year period out of proportion with population
 - 2006 Citizen Survey: citizens 65+ were significantly more likely to not have a smoke alarm or not change the batteries

Austin Fire Deaths by Age Group



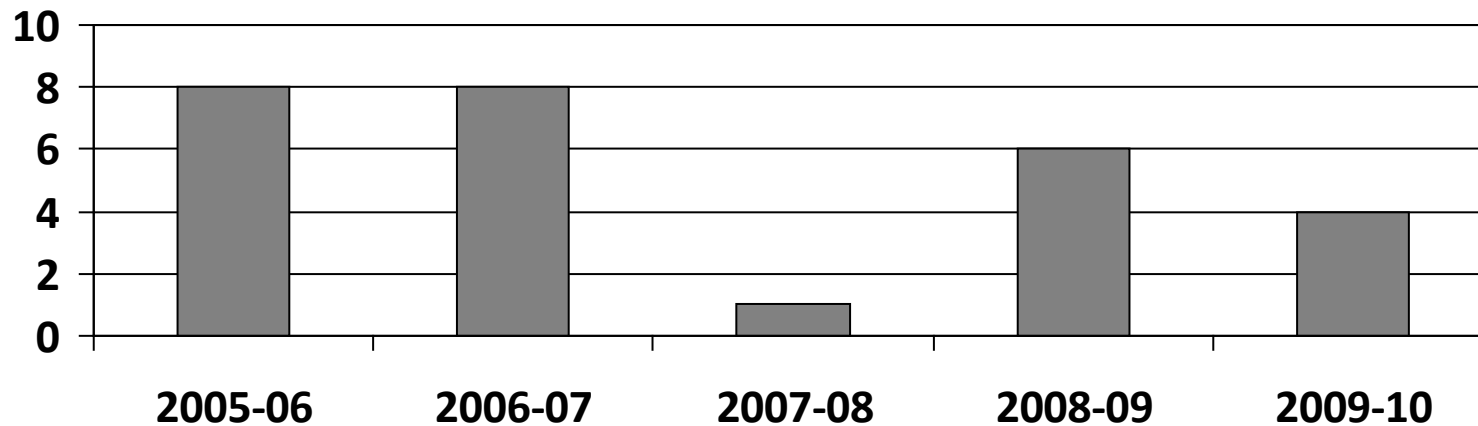
Performance Based Decision Making



Austin Fire Department

- Outreach efforts
 - Smoke alarm installation campaign for senior citizens
 - 2008 drop in number of fire deaths
 - Slow up-tick in fire deaths as media attention and efforts decline
 - Continued community outreach to keep awareness high

Number of Fire Deaths



Performance Based Decision Making



Austin Police Department

- COMPSTAT – using measures to reduce crime
 - Initiated in 2008
 - Analyze crime both aggregated and in geographic areas
 - Compare with prior year and with six-year data trend

| Citywide | Offenses | | | | |
|-----------------------------------------------------------------------|----------|----------|----------|----------|--------------|
| <u>Part I Index Offenses</u> UCR Rules Reported Date of Offense | APR 2011 | APR 2010 | YTD 2011 | YTD 2010 | % YTD Change |
| <i>Total Violent Index Crimes</i> | 351 | 345 | 1,190 | 1,214 | -2.0% |
| <i>Total Property Index Crimes</i> | 3,575 | 4,068 | 14,021 | 14,676 | -4.5% |
| Total Part I Index Crimes | 3,926 | 4,413 | 15,211 | 15,890 | -4.3% |

COMPSTAT Friday, April 1, 2011 to Thursday, April 28, 2011 Weeks 14-17

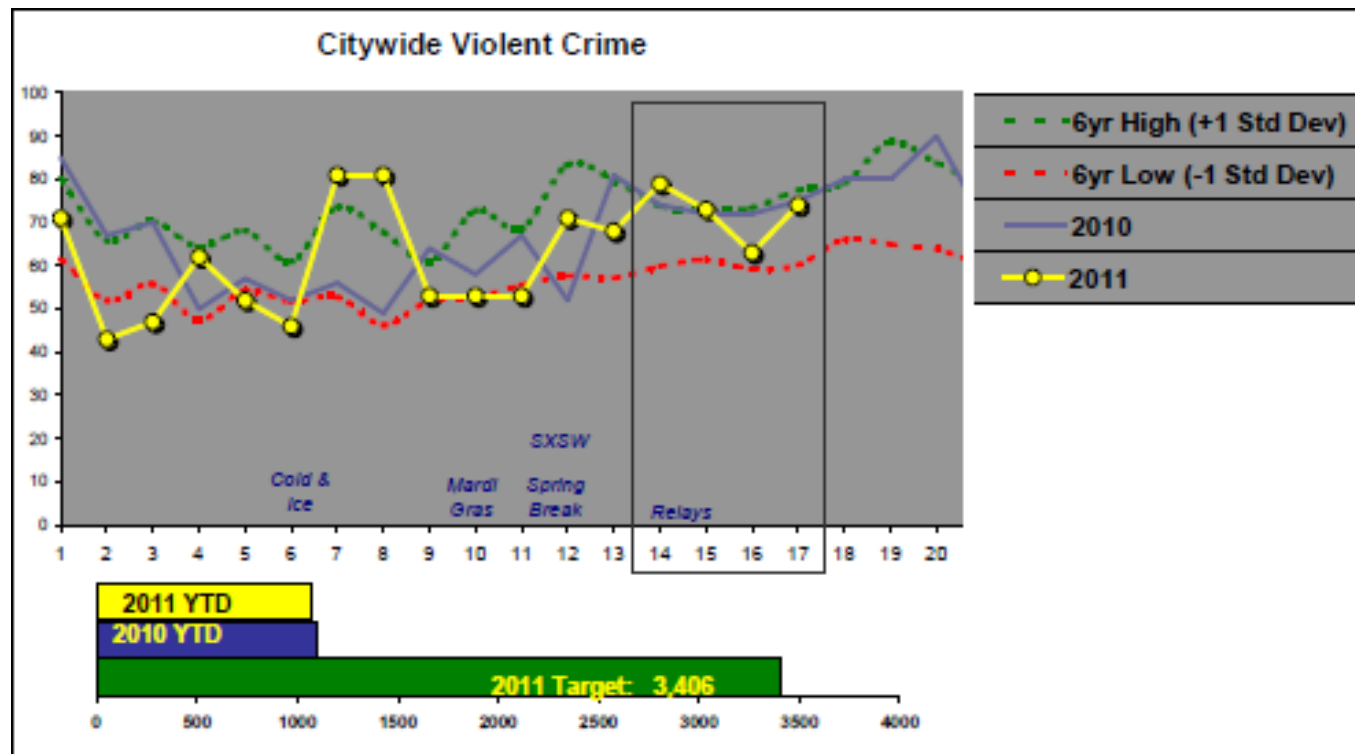
| Violent Crime | NORTH OPERATIONS Asst. Chief Munguia | | | | | | SOUTH OPERATIONS Asst. Chief Hutto | | | | | |
|----------------------|-----------------------------------------|------|----------|----------|----------|--------------|---------------------------------------|------|----------|----------|----------|--------------|
| | LAST | CURR | % Change | 2010 YTD | 2011 YTD | YTD % Change | LAST | CURR | % Change | 2010 YTD | 2011 YTD | YTD % Change |
| Homicide | 0 | 1 | 100% | 5 | 3 | -40% | 1 | 1 | 0% | 7 | 4 | -43% |
| Rape | 14 | 4 | -71% | 33 | 43 | 30% | 6 | 5 | -17% | 39 | 30 | -23% |
| Robbery-Bank | 2 | 0 | -100% | 8 | 6 | -25% | 1 | 0 | -100% | 2 | 3 | 50% |
| Robbery-Business | 8 | 10 | 25% | 36 | 28 | -22% | 7 | 6 | -14% | 31 | 38 | 23% |
| Robbery-Individual | 23 | 43 | 87% | 158 | 139 | -12% | 35 | 48 | 37% | 159 | 156 | -2% |
| Agg Assault no FV | 30 | 58 | 93% | 174 | 173 | -1% | 46 | 53 | 15% | 168 | 170 | 1% |
| Agg Assault FV | 34 | 27 | -21% | 130 | 119 | -8% | 38 | 31 | -18% | 150 | 155 | 3% |
| Total Violent | 111 | 143 | 29% | 544 | 511 | -6% | 134 | 144 | 7% | 556 | 556 | 0% |

Citywide Violent Crime performance goal: 1% reduction

Performance Based Decision Making



- COMPSTAT continued
 - Staffing/patrol is shifted as needed to control crime hot spots
 - Monthly meetings to discuss strategy
 - Reports are available online



Innovations



ePerformance – Online measure viewing database

- Developed in 2005, updated in 2010
- Increases transparency to public and front-line employees
- Updated weekly, keyword or department search
- Shows up to 5 years of prior year data to show trends



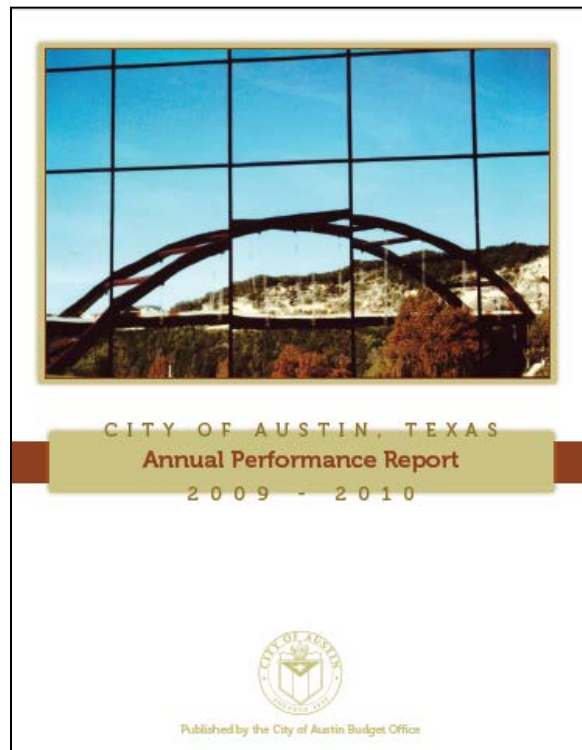
| Performance Measures By Department | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| To review performance measures by department, select the department and click search. Performance measures will be grouped by programs and specific activities. | |
| <input type="text" value="-- Select a Department --"/> | <input type="button" value="Search"/> |

| Performance Measures by Keyword | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| To review performance measures for a specific category, or you are not sure which department is responsible, enter a keyword of the measure. Any measures with that word will be displayed; then click on the measures(s) to obtain the information. | |
| Select Department: | <input type="text" value="-- All Departments --"/> |
| Type in Keyword: | <input type="text"/> |
| | <input type="button" value="Search"/> |

Innovations

Annual Performance Report & City of Austin Dashboard

- 21 high-level measures
- Developed collaboratively between public and staff
- Debuted in the 2009-2010 Annual Performance Report



| CITYWIDE DASHBOARD MEASURES | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|-----------|
| Measure Name | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2009-10 Target | Goal Met? |
| Citywide Dashboard: Public Safety | | | | | | | |
| Violent crime rate per 1,000 population | 5.15 | 5.40 | 5.22 | 5.23 | 5.00 | 5.29 | ✓ |
| Property crime rate per 1,000 population | 58.57 | 63.41 | 59.45 | 62.45 | 60.02 | 63.35 | ✓ |
| Total police response time for emergency and urgent calls | 7:51 | 8:09 | 8:04 | 7:53 | 6:53 | 7:35 | ✓ |
| Percent of potentially life threatening calls responded to by Emergency Medical Services on-scene in <10 minutes (city only) | 80.2% | 82.9% | 85.7% | 88.8% | 90.1% | 90% | ✓ |
| Percent of emergency incidents where the amount of time between call receipt and the arrival of the Austin Fire Department unit is 8 minutes or less | 81% | 82% | 84% | 86% | 84% | 85% | ✓ |
| Percent of structure fires confined to room of origin | 80% | 83% | 84% | 83% | 82% | 80% | ✓ |
| Citywide Dashboard: Community Services | | | | | | | |
| Total number of households/persons assisted through all services provided by Neighborhood Housing and Community Development | 4,857 | 7,080 | 8,722 | 6,058 | 8,573 | 8,815 | |
| Percent of animal shelter live outcomes | 49% | 48% | 56% | 58% | 72% | 75% | |
| Number of homeless persons receiving case management who move into safe and stable housing | 496 | 519 | 562 | 691 | 670 | 515 | ✓ |
| Number of immunizations given in the Shots for Tots clinics | 41,464 | 48,563 | 62,949 | 37,133 | 42,905 | 48,000 | |
| Library usage per capita | 0.16 | 0.15 | 0.17 | 0.16 | 0.16 | No Target | N/A |
| Citizen satisfaction with the appearance of park grounds | Not tracked | Not tracked | Not tracked | 72% | 70% | Target | N/A |
| Citywide Dashboard: Infrastructure Services | | | | | | | |
| Percent of inspections by the Planning and Development Review department performed within 24 hours of request | 90% | 93% | 96% | 94% | 90% | 95% | |
| Percent of lane miles in fair to excellent condition | 73.0% | 73.8% | 73.9% | 74.8% | 76.1% | 76.1% | ✓ |
| Citizen satisfaction with traffic flow on major city streets | Not tracked | Not tracked | Not tracked | 27.2% | 27.4% | 39.0% | |
| Citywide Dashboard: Utilities/Major Business Enterprises | | | | | | | |
| Electricity System average interruption frequency | 1.00 | 1.02 | 0.63 | 0.89 | 0.69 | 0.80 | ✓ |
| Percentage of renewable energy in Austin Energy's energy supply | 6.0% | 5.8% | 6.6% | 10.6% | 9.6% | 12.2% | |
| Drinking water quality: turbidity | 0.10 | 0.10 | 0.10 | 0.08 | 0.09 | 0.10 | ✓ |
| Percent of waste stream diverted by Solid Waste Services curbside and Household Hazardous Waste operations | Not tracked | Not tracked | 30.4% | 36.1% | 37.3% | 37.1% | ✓ |
| Citywide Dashboard: Economic and Financial Health | | | | | | | |
| Number of new jobs created through economic development efforts | Not tracked | Not tracked | 1,368 | 810 | 1,550 | 500 | ✓ |
| City of Austin's Bond Ratings | GO Bonds: Moody's, Standard & Poor's, Fitch Investors | Aa1, AA+, Aa1, AA+, Aa1, AA- | Aa1, AA+, Aa1, AA+, Aa1, AA- | Aa1, AA+, Aa1, AA+, Aa1, AA- | Aa1, AA+, Aa1, AA+, Aa1, AA- | Aa1, AA+, Aa1, AA+, Aa1, AA- | ✓ |
| | Combined Utility Revenue Bonds: Moody's, Standard & Poor's, Fitch Investors | A1, AA-, A1, AA-, A1, AA- | A1, AA-, A1, AA-, A1, AA- | A1, AA-, A1, AA-, A1, AA- | A1, AA-, A1, AA-, A1, AA- | A1, AA-, A1, AA-, A1, AA- | ✓ |



Next Steps – Open Performance



Transportation

Traffic Injury Rate

Goal: Maintain the number of transportation related injuries below 6.6 per 1,000 population. [Explore the data](#)

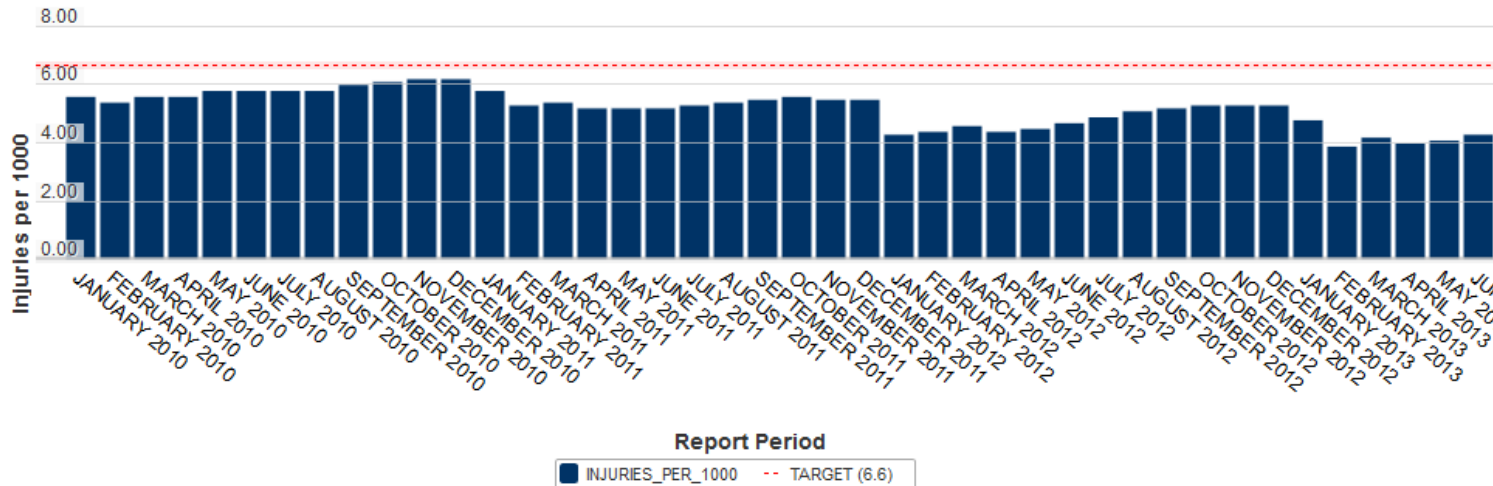
4.1 Injuries Per 1,000 population
Current as of Sep 2015

6.6 Injuries Per 1,000 population
Dec 2015 Target



On Track

Show chart



Open Performance Initiative

- Replacement for City's ePerformance database



Next Steps – Performance Review Office



Program Goals

Review departments, programs, and/or cross-department issues (e.g. mobility) for alignment with City priorities.

Provide a means to formally verify and recognize “best managed” practices and policies.

Provide community and City Council greater understanding of service delivery, performance measures, and expenses and revenues required to deliver core services.

Identify possible gaps in current service delivery or performance.



Next Steps – Performance Review Office



Program Goals

Identify possible inefficiencies or duplication of services.

Suggest changes to performance measures and targets.

Assess staffing levels and span of control.

Identify opportunities to consolidate or outsource services.

Recommend changes to (or reallocations of) line item budgets.

Lessons Learned

- Don't expect success overnight and don't stop trying
 - Allow time for a change in corporate culture
- Involve the entire organization as much as possible
 - Gain sponsorship from the highest level executive
- Make the system as simple as possible but make sure you get what you need out of it
 - A basic framework robust enough to handle changing needs
 - Ensure measurable goals
- Implement controls for measure verification and transparency
- Don't stagnate...continue to innovate





more information at:
www.austintexas.gov/finance