

# Close the Gap Between Strategy and Successful Execution

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Citywide Performance Manager  
City of Boston



Boston About Results: Making Boston Better, Every Day

To learn more about how the City is performing visit the BAR website at [www.cityofboston.gov/bar](http://www.cityofboston.gov/bar)

# Boston's Evolution with SAP Analytics Tools



## 1) SAP Strategy Management

- Track highest level strategies and goals
- Month-to-Month Performance Management

## 2) SAP Business Intelligence

- Connect Day-to-Day Operations with Strategic Goals
- Drill into the drivers of performance

## 3) SAP Hana

- Find the hidden stories in “big data”
- Move from reactive to proactive and predictive in improving services

# What is performance management?

Performance management is a systematic approach to performance *improvement*

- What is City government doing? (a measurement question)
- How well are we doing? (a goal setting question)
- How can we do better? (a strategy and leadership question)



## Measurement

- What are we doing?



## Goal Setting

- How well are we doing ?



## Leadership

- How can we do better?

# Boston About Results (BAR)

## Performance Management in the City of Boston

BAR exists to answer the driving questions of city performance management

## Boston About Results is:

### A Software System for Performance Measurement

The cornerstone of BAR is a web-based system for collecting and tracking performance data for all City departments. The data collected in the BAR system is tied to strategic goals – and serves as the backbone for performance analysis.

**“Measuring Progress”**

### An Internal Consulting Team

Our team of management, policy, and technical analysts work with departments to find opportunities for performance improvement. By focusing on collaboration, data-driven analysis, and relentless follow-up, the BAR team enables real and lasting improvements in city services.

**“Finding Solutions”**

### A Promise to the Citizens of Boston

BAR represents a citywide effort to increase accountability through the transparent sharing of performance information with the public. Online at [www.cityofboston.gov/bar](http://www.cityofboston.gov/bar), we provide an interactive tool for the public to explore how well City departments are achieving their strategic goals.

**“Sharing Results”**



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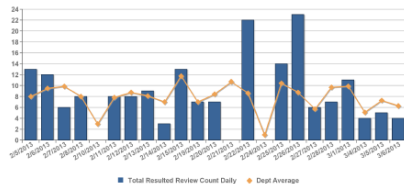
# BI Case Study: Permitting Plan Review

- **Mayoral Goals:**
  - Increase economic development
  - Support job growth
- **Barriers:**
  - Cumbersome and lengthy permitting review process
  - Very little transparency or public understanding of expectations
  - Lack of accountability for individual plan reviewers
  - Tools for performance management not geared for solving daily challenges



## ISD Reviews - Daily Priority Report - Yetman

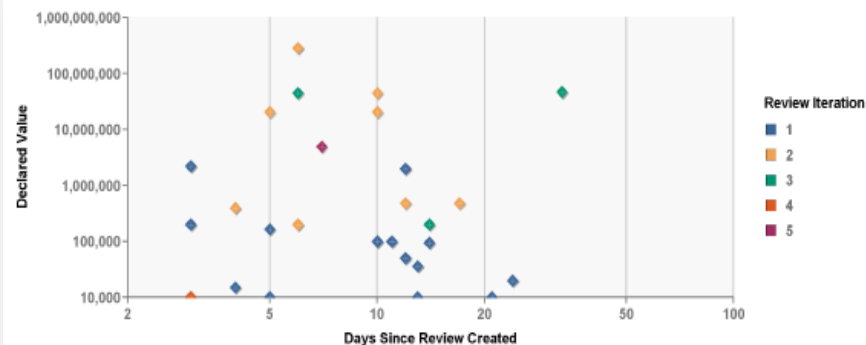
Kevin Yetman



### Daily Priority List

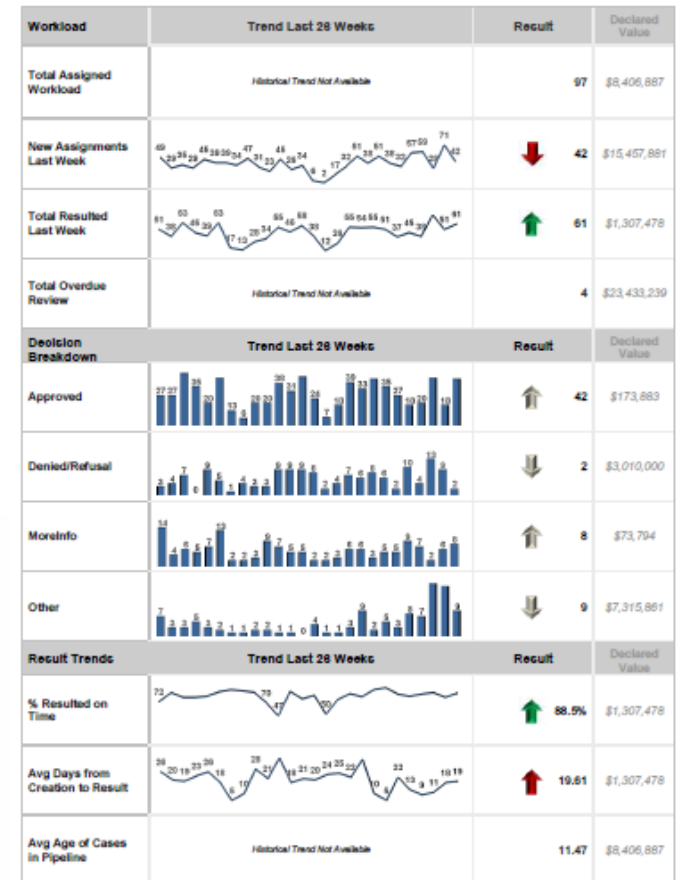
App #	Review #	#	Review Type	Work Type	Address	Occupancy	Application Comments	Declared Value	App Date	Due Date
A121826	356679	1	Building Review	Interior Kitchen	187 BEACON ST, BOSTON, MA 02116	1 to 3 Family Residential	Amend permit A127243 to add: relocate the laundry and elevator room as per plans. Amend application to permit at 127243 Per Plan	\$0	2/5/13	3/7/13
A121826	356680	1	Zoning Review	Interior Kitchen	187 BEACON ST, BOSTON, MA 02116	1 to 3 Family Residential	Amend permit A127243 to add: relocate the laundry and elevator room as per plans. Amend application reflected on permit at 127243 Per Plan	\$0	2/5/13	3/7/13
AL107165	356672	3	Building Review	Change Occupancy	5 ALBION PL, CHARLESTOWN, MA 02129	1 to 3 Family Residential	Change occupancy from existing 2 to three family, add addition.	\$250,000	2/5/13	3/7/13
AL107165	356673	3	Zoning Review	Change Occupancy	5 ALBION PL, CHARLESTOWN, MA 02129	1 to 3 Family Residential	Change occupancy from existing 2 to three family, add addition.	\$250,000	2/5/13	3/7/13
A1215956	356218	1	Building Review	Application Committed A	20 FOULM ST, DORCHESTER, MA 02125	1 to 2 Family Residential	Installed wooden freestanding panel in rear of house - see plans to construct 12' x 20' shed. Cost reflected on SPZ14373	\$0	2/6/13	3/8/13
A1215956	356219	1	Zoning Review	Application Committed A	20 FOULM ST, DORCHESTER, MA 02125	1 to 2 Family Residential	Installed wooden freestanding panel in rear of house - see plans to construct 12' x 20' shed. Cost reflected on SPZ14373	\$0	2/6/13	3/8/13

### Review at Each Iteration

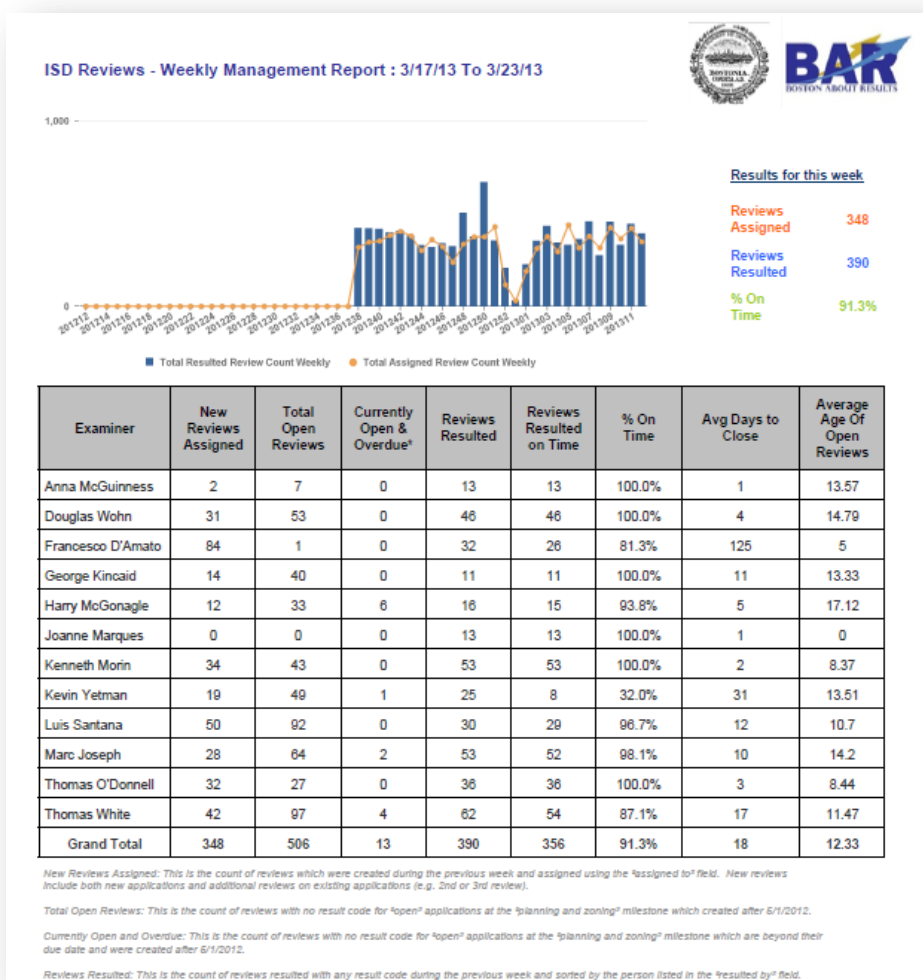


## Weekly Reviewer Dashboard

Thomas White - Week Ending 3/23/13



# Analytics tightly integrated with management objectives is making Boston more efficient



- Team meets bi-weekly to review reports as a group
- Staff know exactly how they stack up versus their peers
- Results:

	June 2012	March 2013
Overdue Cases	600+	13
% Done on time	67%	91%
Customer Opinion	Hugely Negative	Much Improved!

# The BAR approach is systematic and comprehensive

- All 45 departments in the City are required to have a performance scorecard
- 2,000+ performance measures tracked on a monthly or quarterly basis
- All managers have access to advanced analytical tools to support decision making
- Results are published quarterly on City's website via an interactive dashboard

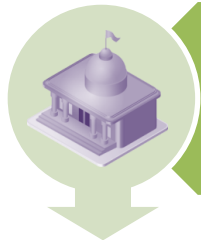


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# The Boston About Results Framework



## Scorecard

- At what level does everything come together?
- Generally these are departments (“Fire Dept”) but can also be programmatic ( “Sustainability Scorecard”)



## Programs/Divisions /Perspectives

- What are the major divisions of strategy and operations?
- Generally these are the functional divisions of a department (“Fleet”) but could be strategic (“Customer” v. “Internal”)



## Strategies or Major Goals

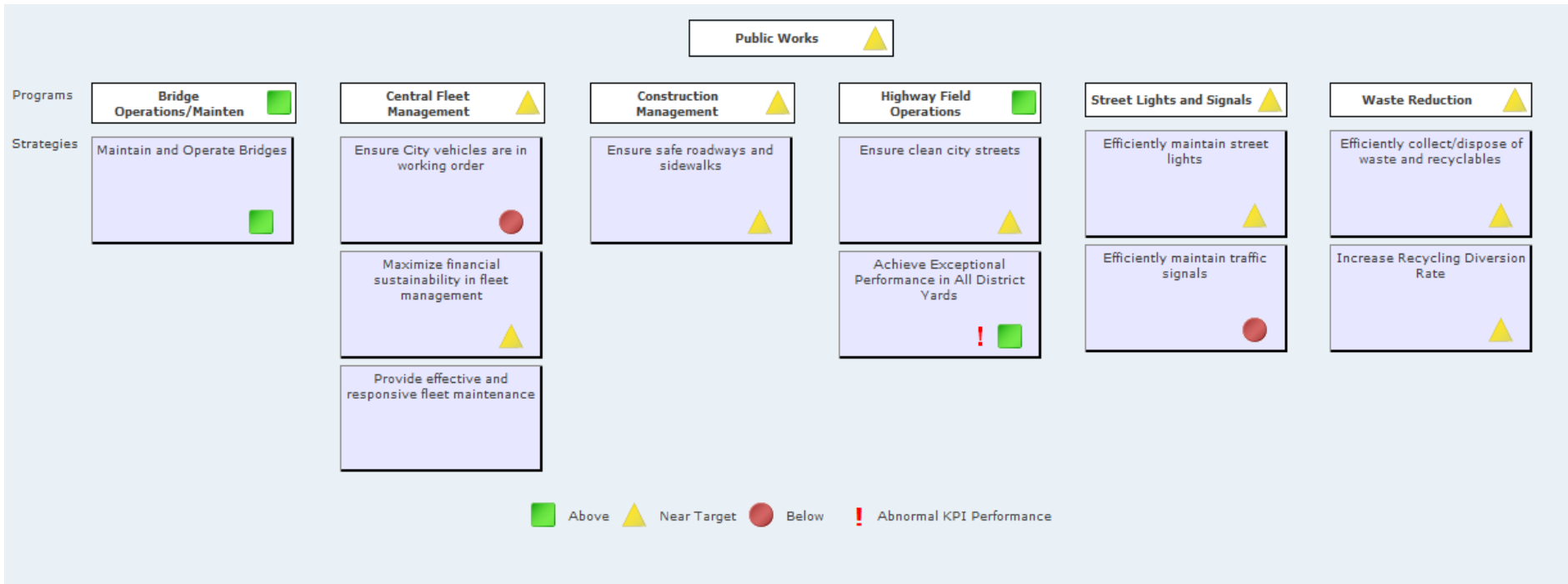
- What is it that your are trying to accomplish?
- Generally strategic goal statements about the division’s major focus areas (“Promote Pedestrian Safety”)



## Performance Measures & Targets

- How do you measure success?
- The measure is the tool for evaluation (“% of Permits Issued on time”) and the target tells you how well you are doing

# Strategy Map – A visual outline of a scorecard



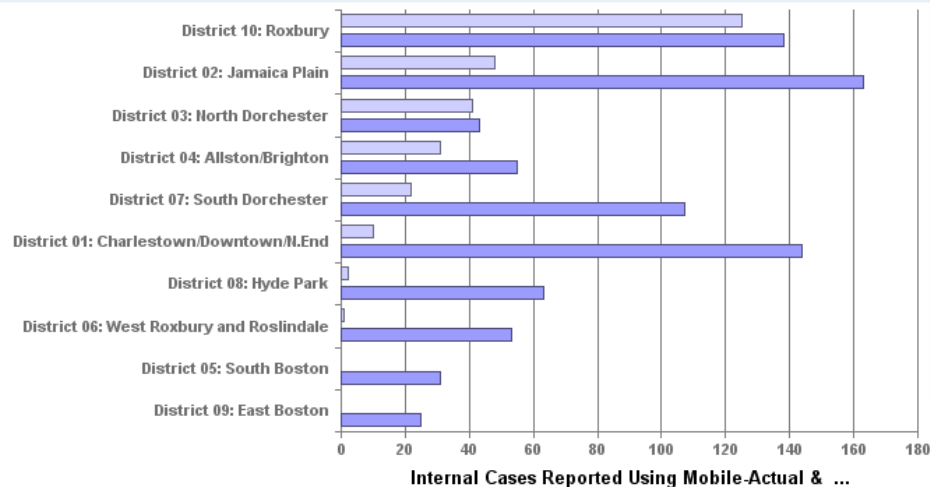
# Performance Measures - the most important piece of the scorecard

Fire Prevention					
Enforce city and state fire code regulations					
Code inspections	I		2,123.00	1,666.67	
Code violations issued	↘		86.00	145.83	
Plans reviewed	↘		622.00	525.00	
Smoke and CO detectors installed	↘		75.00	125.00	
Maintain the arson conviction rate for fires					
% fires in which cause is determined	I		0.98	0.94	
Arrests			0.00	1.00	
Building Fires Determined	↘		292.00	250.00	
Building Fires Investigated	↘		299.00	255.00	
Cause and origin investigations	↗		29.00	29.00	
Conviction rate for fires resulting from arson	↘		0.02	0.11	
Convictions for fires resulting from arson	I		2.96	1.48	
Court cases	↘		5.00	5.67	
Fires deemed intentional	I		163.00	250.00	
Promote fire safety education programs					
% eligible arson investigators certified			-	-	
Criminal complaints issued	↘		2.00	1.00	
Deaths reported	↗		1.00	0.00	
Fire education sites visited	↘		12.00	10.42	
Permits issued by prevention division	↗		5,419.00	1,916.67	
Referrals to fire setters program	↘		0.00	2.92	
Residents attending fire education programs	↗		983.00	783.33	
Fire Suppression					

# Departments have access to advanced analytical tools in the BAR System

## Public Works Districts - Internal Cases

Time Period Previous Month Latest Date Nov 2011



	Rank	Internal Cases Reported Using Mobile-Actual	Rank	Internal Cases Reported Using Virtual Office-Actual
District 10: Roxbury	1	125.00	3	138.00
District 02: Jamaica Plain	2	48.00	1	163.00
District 03: North Dorchester	3	41.00	8	43.00
District 04: Allston/Brighton	4	31.00	6	55.00
District 07: South Dorchester	5	22.00	4	107.00
District 01: Charlestown/Downtown/N.End	6	10.00	2	144.00
District 08: Hyde Park	7	2.00	5	63.00
District 06: West Roxbury and Roslindale	8	1.00	7	53.00
District 05: South Boston	9	0.00	9	31.00
District 09: East Boston	10	0.00	10	25.00
<b>Total</b>		<b>280.00</b>		<b>822.00</b>

Update View New Save Organize

Fleet Review  
Created by Devin Quirk



### Fleet Scorecard

Content: Public Works  
Capture Date: 10 Jan 2012  
Generated as of: 01 Sep 2011 - View results

#### Measure financial sustainability in fleet management

Score: 2

Calculation Method: Arithmetic Average

KPIs: Citywide Vehicles Replaced, PHD Vehicles Replaced, Value of goods replaced by City/Personnel Partnership, Responsible for Fleet Management

Program, KPIs	Year	Status	Actual	Target	Scores	Public/Personal
Public Works					2	
Bridge Operations/Maintenance					2	
Control Fleet Management					2	

Compass: Principles for Excellence

Compass: Principles for Excellence

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### COMPASS: Principles for Excellence

The Public Library of the City of Boston built by the people and dedicated to the advancement of learning. The Commonwealth requires the education of the people as the safeguard of order and liberty. Free to all. MDCCCLXXVII (1887).

Public works is the value-building city's fleet along its right path.

#### I) USER-CENTERED INSTITUTION

The IRI is a user-centered institution with services that anticipate and respond to neighborhood issues and the changing demographics of the City and Commonwealth.

#### II) COMMUNITY GATHERING

The IRI aims to serve and sustain communities that foster discovery, making, thinking, connecting, learning, and learning in accessible, sustainable, and welcoming facilities throughout the City as well as with an engaging online presence.

#### III) SPECIAL COLLECTIONS

The IRI is committed to the ongoing development and preservation of its distinctive special collections, which provide citizens from all walks of life with access to their common cultural heritage.

#### IV) CENTER OF KNOWLEDGE

The IRI is a center of knowledge that serves members, lifelong learners, and the intellectually curious through its accessible collections, digital resources, and access to other scholarly resources.

#### V) CHILDREN AND TEENS

The IRI fosters the love of reading and skills in critical and creative thinking among children and teens - from early literacy through career readiness - by offering a range of services that provide academic support and intellectual growth.

#### VI) ACCESS AND INNOVATION

The IRI provides access to and training in innovative technology, electronic resources, and digital information through its own buildings and its strategic presence within the wider world of knowledge.

#### VII) SUSTAINABLE ORGANIZATION

The IRI depends on sustainability of resources through a judicious stewardship of resources, active employee participation and professional development in an environment of dignity and respect and partnerships that reach across, beyond, and beyond public boundaries through private support.

#### VIII) FUN

The IRI leads the way for people of all ages with recreational reading and media, programming programs, user-centered content, and opportunities for discovery in ways that are stimulating and engaging.

# Public Transparency and Accountability is Key to BAR

Clearly we're **measuring progress**, but how do we **share results**?



City Hall



Citizens



# Citizen Insight: Boston's Public Facing Performance App



- Collaboratively co-developed by SAP and Boston in 2012
- Visit [www.cityofboston.gov/bar](http://www.cityofboston.gov/bar) to explore
- iPad version available at the iTunes store by searching for "Citizen Insight"



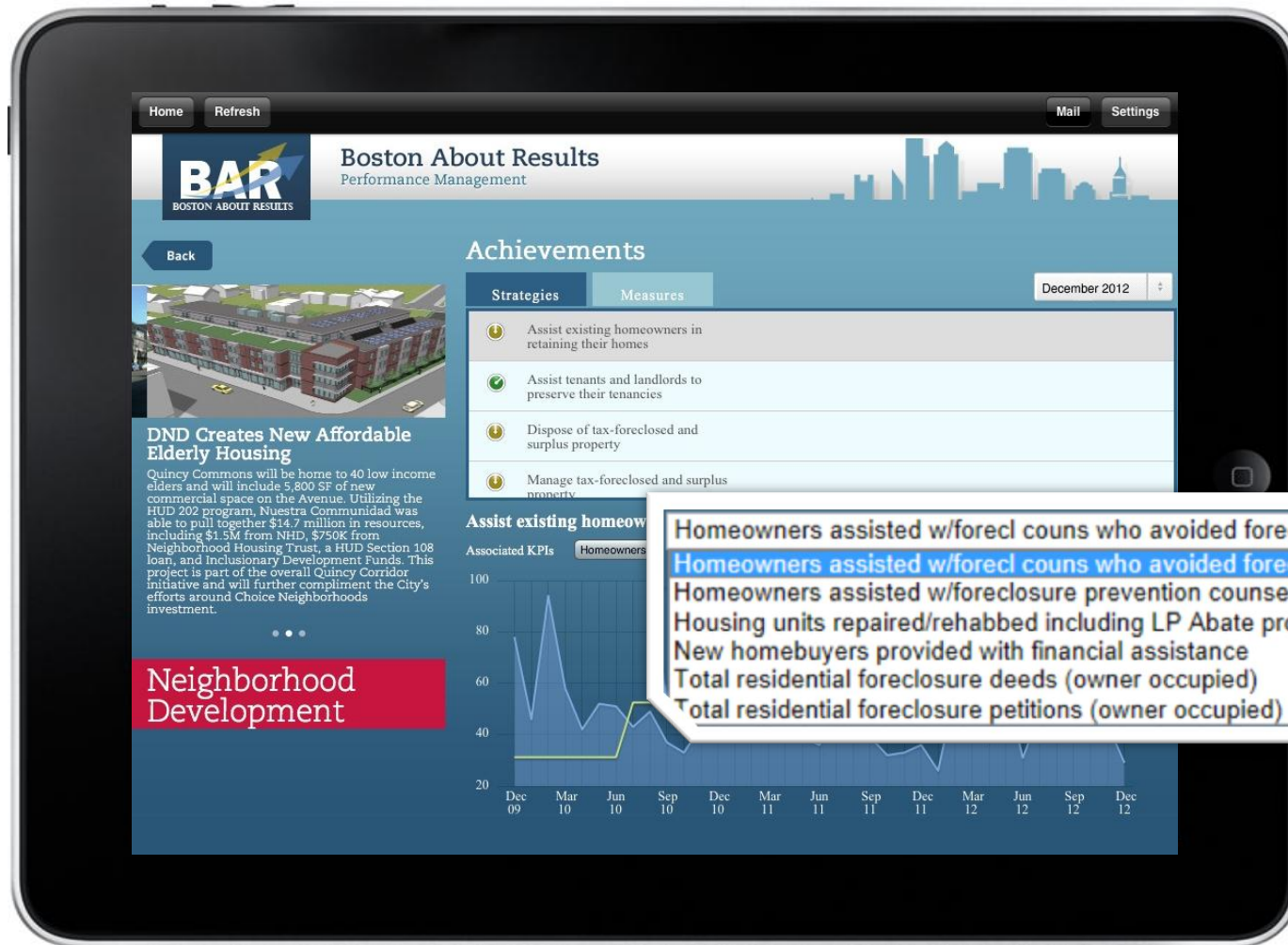
Available on the  
**App Store**



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# Citizen Insight: Boston's Public Facing Performance App



- Read performance highlights
- View strategies
- Scroll through associated measures



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# Citizen Insight: Boston's Public Facing Performance App



- View all appropriate measures
- See a graph of actual versus target
- See performance scorecards from past periods



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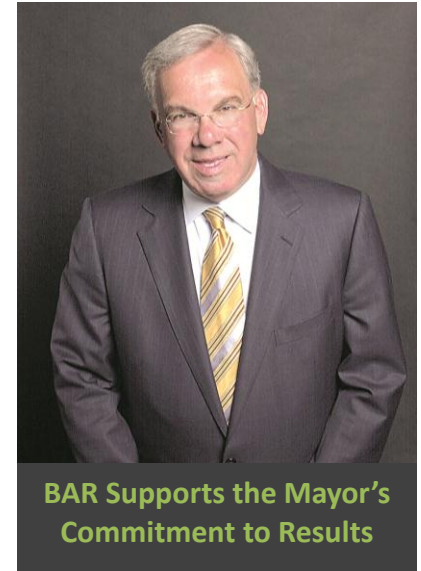
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# Boston About Results (BAR)

## Performance Management in the City of Boston

Ultimately, Boston About Results exists to help City employees **make Boston better, every day**

- By setting a clear strategy and performance goals
- By focusing efforts on achieving those goals
- By providing Departments the tools and support needed to improve performance
- And by showing the Public, the City Council and the Mayor exactly how well we are performing



"A successful City is one that delivers for all of its people. Through accountability and strategic focus, the BAR program ensures Boston is delivering on that promise."

Mayor Thomas M. Menino





# Questions?

Contact Info:

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