



ClearPoint Strategy

Performance Measure Database

Mike Turner
Austin Resource Recovery

Shana Riviello
Austin Resource Recovery





Performance Measure Overview

Austin Resource Recovery (ARR) provides a wide range of services designed to transform waste into resources while keeping our community clean. These services include everything from curbside collections to drop-off centers.





Performance Measure Overview

COA utilizes a **performance-based budget system**, which means having accurate data is crucial for budget and staffing purposes.

austintexas.gov

ePerformance Measures

[Home](#)

[All City Departments](#)

[Definitions](#)

Austin Resource Recovery

Approved Amount: \$ 91,900,444

Approved FTE: 454.00

Department Director:

Robert Gedert - Director

Department Website:

<http://www.austintexas.gov/department/austin-resource-recovery>

Department Phone:

512-974-1987

Approved Amount: \$ 36,470,196

Approved FTE: 256.75

Program Information

Name:

Collection Services

Objective:

The purpose of the Collection Services program is to provide diversion incentives and waste collection services to ARR Customers, so they can have their waste removed and control their expenses.

There are no Program-level Measures.

Activity: Organics Collection and Processing

Approved Amount: \$ 7,858,255

Approved FTE: 66.75

Performance Measures:

Total number of brush pickups

Average pounds of yard trimmings/organics collected per customer account per week

Percent of Residential Yard Trimmings Collected on Time

Percent of Residential Brush and Bulk Collected on Time

Total tons of brush collected

Tons of all organics processed through ARR

Number of yard trimmings collection customer accounts

Performance Measure Overview

The City of Austin is committed to providing its citizens with the best service possible. This motivates Austin Resource Recovery to ensure that all of its information is as accurate and transparent as possible.





The Old Process

| Switchboard Monthly_Measures FY 2016 | | | | | | | | | | |
|--------------------------------------|---|--------------|--------|--------|--------|--------|--------|--------|--------|--------|
| MEASURE_IC | MEASURE_NAME | FY2016 GOALS | OCT 15 | NOV 15 | DEC 15 | JAN 16 | FEB 16 | MAR 16 | APR 16 | MAY 16 |
| 3313 | Number of groundwater monitoring events | 2 ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL |
| 3314 | Number of landfill gas wells monitored | 74 ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL | ANNUAL |
| 3324 | Total tons of bulk collected | 10201 845 | 2033 | 748 | 816 | 890 | 151 | 713 | 1434 | |

- Previously, all ARR performance measure information was stored in a Microsoft Access database.
- Each Division had a representative who would update their associated measure information on a monthly basis.
- This information was copied to a Microsoft Excel spreadsheet to calculate performance measure data and then reentered into the Access database.



The Old Process

This process worked but was far from perfect, and had a few major flaws:

- Data was not secure (representatives could go back and change data previously entered)
- Calculations had to be completed before the data was put into the database
- Information needed for reports had to be pulled individually and converted to the format desired
- Processes (for developing measures and acquiring data) were not standardized and not all data was received in a timely manner
- No visibility for ARR's Executive Team of performance data throughout the year



Accountability



VISIBILITY



The ClearPoint Process

Because of the aforementioned issues, ARR contracted with **ClearPoint Strategy** to develop a replacement for ARR's performance measure process.

ClearPoint Strategy



The ClearPoint Process

All Division representatives have a license, with restricted access to only the performance measures they are responsible for updating

Edit Access Group

Rules

Reports

Templates

Scorecards

Users

Group Name

Dawson

Access Rules

Updater of Measure "Tons of Materials Collected at All Resource Recovery Centers" (Austin Resource Recovery Scorecard)



Updater of Measure "Tons of Tires Collected and Recycled" (Austin Resource Recovery Scorecard)



Updater of Measure "Total Tons of Recyclable Materials Recovered at the Resource Recovery Center" (Austin Resource Recovery Scorecard)



ClearPoint brought about standardization, accountability, and security to our performance measure data

We lock all previous periods to avoid any manipulation of data

 Add Access Rule

Cancel


Save

The ClearPoint Process

We set up e-mail reminder templates and an automatic system lock, to instill a sense of urgency and accountability in data entry.

ClearPoint Reminder

notify@clearpointstrategy.com

 You forwarded this message on 11/1/2016 10:56 AM.

If there are problems with how this message is displayed, click here to view it in a web browser.

Sent: Tue 11/1/2016 6:52 AM

To: Riviello, Shana

Cc: Germany, Jaime

Dear Shana Riviello,

Please log into ClearPoint and update the following items for the reporting period Oct-16:

| Scorecard | Element | Element Name |
|-----------|------------|---|
| Training | Initiative | Create Customer Satisfaction Survey |
| Training | Measure | Current Customer Satisfaction |
| Training | Milestone | Review Last Year's Data |
| Training | Milestone | Create Survey Draft |
| Training | Milestone | Get Feedback |
| Training | Goal | Increase Customer Satisfaction by 10% |





Thank you in advance for your prompt attention to this matter.

Regards,

(Quality Assurance)

The ClearPoint Process

This report allows easy identification of missing information. It also shows which measures will require additional explanations.

| Identification Number | Measure | Owner | Last Updated | Series Status | Nov-16 | Variance Justification |
|-----------------------|---|--|-------------------|--------------------|-----------|------------------------|
| 7175 |  Total Tons of Recyclable, Reuse, and Organic Materials Collected by All ARR Divisions |  Jaime Germany Terry (Quality Assurance) | 12/13/16 2:36 PM | Target | 8,833.330 | |
| | | | | Input | | |
| | | | | Historical Actual | | |
| | | | | Actual | 7,505.960 | |
| | | | | Percent of Target | 84.973% | |
| | | | | Variance of Actual | 5.847% | |
| 7178 |  Tons of Carts Recycled |  Jaime Moreno | 12/19/16 12:35 PM | Target | 21.080 | |
| | | | | Input | 9.000 | |
| | | | | Historical Actual | | |
| | | | | Actual | 9.000 | |
| | | | | Percent of Target | 42.695% | |
| | | | | Variance of Actual | -72.793% | |

We were able to embed the necessary calculations within ClearPoint and create report templates that automatically pull data into a formatted PDF, which eliminated the double work.

The ClearPoint Process

Owner

ML Mike Lewis

Division

Collection Services

Identification Number

3325

Variance Justification

Jun-16

Calculation

Identifies
division
representative

Embedded
calculations
are written
out



Columns
are
customized
to meet our
reporting
needs

| Measure Data | | | | | | | | | |
|--------------|---|----------------|----------|--------|-------------------|--------|-------------------|--------------------|--|
| Period | | Status | Target | Input | Historical Actual | Actual | Percent of Target | Variance of Actual | |
| FY2012 | ● | No Information | 7,500.00 | | 7,720.00 | | | | |
| FY2013 | ● | No Information | 6,400.00 | | 7,359.00 | | | | |
| FY2014 | ● | No Information | 6,200.00 | | 6,692.00 | | | | |
| FY2015 | ● | No Information | 8,066.00 | | 7,776.00 | | | | |
| Oct-15 | ↑ | On Target | 541.66 | 751.00 | | 751.00 | 138.65% | | |
| Nov-15 | ↑ | On Target | 541.66 | 684.00 | | 684.00 | 126.28% | -8.92% | |
| Dec-15 | ↑ | On Target | 541.66 | 402.00 | | 402.00 | 74.22% | -41.23% | |
| Jan-16 | ⚠ | Caution | 541.66 | 364.00 | | 364.00 | 67.20% | -9.45% | |
| Feb-16 | ↑ | On Target | 541.66 | 402.00 | | 402.00 | 74.22% | -9.45% | |

Implementation

Both, training (by ClearPoint) and a step-by-step manual (created by ARR) were provided to all representatives and their managers, along with a memo setting expectations.

ARR's Performance Measure database went live at the beginning of our fiscal year (October 2016). The data inputs by Division Representatives began on November 1st.

The screenshot displays the 'Performance Measures' interface for the 'Austin Resource Recovery Scorecard'. The interface includes a top navigation bar with tabs for Scorecard, Goals, Activities, Measures, Initiatives, and Action Items. A left sidebar contains navigation links: Home, My Favorites, Scorecards, Documents, Alerts & Reminders, and History. The main content area features a table of performance measures with columns for Identification Number, Measure, Owner, Division, and Status. A search bar at the bottom right is labeled 'Find in grid...'. Callouts provide additional context: 'Your measures I.D. number is listed here' points to the Identification Number column; 'Your measures are listed here' points to the Measure column; and 'You can search here' points to the search bar.

Your measures I.D. number is listed here

Your measures are listed here

You can search here

| Identification Number | Measure | Owner | Division | Status |
|-----------------------|--|---------------|---------------------|----------|
| 3384 | Total Tons of Dead Animals Collected from COA Rights-of-Way and the Animal Shelter | AS Amy Slagle | Litter Abatement | Active |
| 3385 | Total Tons of Litter Collected | AS Amy Slagle | | Inactive |
| 7153 | Total Number of Bulk Pickups | AS Amy Slagle | Collection Services | Active |
| D174 | Tons of Bulk Recycled or Reused | AS Amy Slagle | | Inactive |
| D175 | Tons of Bulk Landfilled | AS Amy Slagle | | Inactive |

10+ rows per page

1 2

Find in grid...

Austin Resource Recovery Scorecard » Measure » Performance Measures

Login by Brent at 10/13/16 at 10:40 AM EST



Results

Thus far everything is functioning as expected, and little tweaks are easily made as needed.

Representatives and management enjoy utilizing ClearPoint and are bringing ideas to the table as to how we can incorporate it into more aspects of our department in the future.

The executive team likes the concept of the dashboard and the visibility it brings to opportunities for improvement.

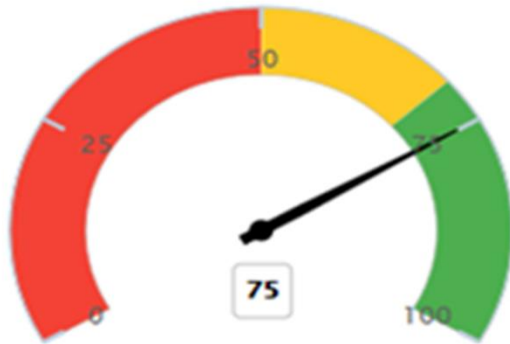
*ClearPoint
Strategy*

ARR's Database (Gauges)

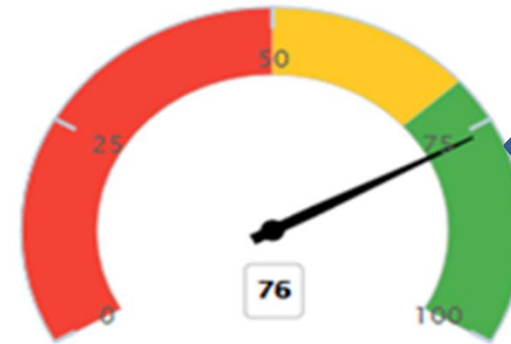
Divisional Performance Dashboard Austin Resource Recovery Scorecard



Collection Services



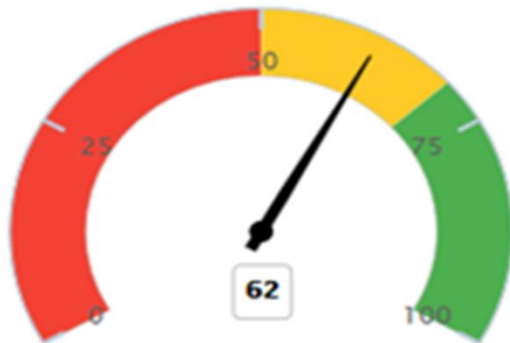
Diversion Facilities



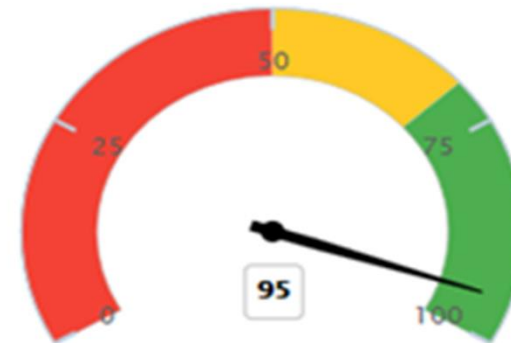
We have created an Executive dashboard, which contains an overview of each Division's performance and has the ability to drill down as desired.

Easy identification of potential divisional performance issues


Operations Support



Safety









ARR's Database (Division Data)

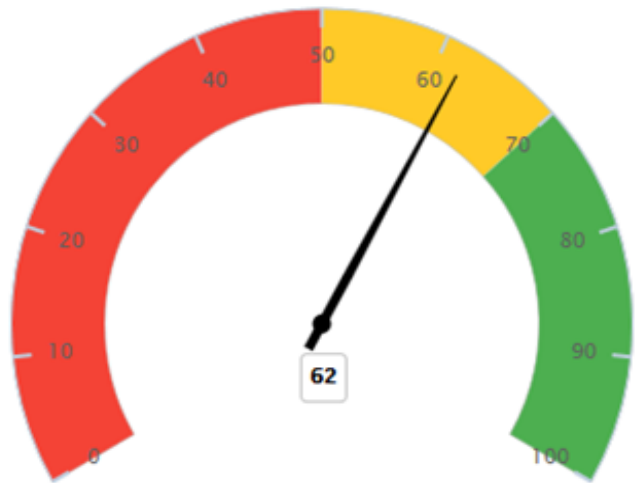
 **Operations Support**
Austin Resource Recovery Scorecard

| Division |
|----------------------|
| Operations Support |
| Performance Measures |

Drill-down
ability to
view
measures
tied to
each
division

-  **Escalated Service Requests Processed and Closed Within 1 Business Day**
Austin Resource Recovery Scorecard Oct-16
-  **Percent of ARR Action Requests Processed Within 2 Business Days of Creation**
Austin Resource Recovery Scorecard Oct-16
-  **Percent of Austin Code Compliance Service Requests Processed Within 2 Business Days of Creation**
Austin Resource Recovery Scorecard Oct-16
-  **Tons of Carts Recycled**
Austin Resource Recovery Scorecard Oct-16
-  **Number of Customer Contacts Within 30 Days**
Austin Resource Recovery Scorecard Oct-16
-  **Percent of Telephone Customer Inquiries Resolved Within 5 Minutes or Less**
Austin Resource Recovery Scorecard Oct-16

Operations Support



ARR's Database (Variance Justification)

↓ Percent of Telephone Customer Inquiries Resolved Within 5 Minutes or Less
Austin Resource Recovery Scorecard

| | |
|------------------------|--------|
| Owner | |
| MG Marcus Gonzalez | |
| Division | |
| Operations Support | |
| Identification Number | |
| 8663 | |
| Variance Justification | Oct-16 |
| Calculation | |

Reason for
significant
data
fluctuation
is listed
here



ARR's Database (Individual Data)

Measure Data

| Period | | Status | Target | Input | Historical Actual | Actual | Percent of Target |
|--------|---|------------|----------|---------|-------------------|---------|-------------------|
| Jan-15 | ↑ | On Target | 100.000% | 92.000% | | 92.000% | 92.000% |
| Feb-15 | ↑ | On Target | 100.000% | 88.000% | | 88.000% | 88.000% |
| Mar-15 | ↑ | On Target | 100.000% | 91.000% | | 91.000% | 91.000% |
| Apr-15 | ↑ | On Target | 100.000% | 79.000% | | 79.000% | 79.000% |
| May-15 | ↑ | On Target | 100.000% | 95.000% | | 95.000% | 95.000% |
| Jun-15 | ↑ | On Target | 100.000% | 97.000% | | 97.000% | 97.000% |
| Jul-15 | ↑ | On Target | 100.000% | 83.000% | | 83.000% | 83.000% |
| Aug-15 | ↑ | On Target | 100.000% | 76.000% | | 76.000% | 76.000% |
| Sep-15 | ↑ | On Target | 100.000% | 90.000% | | 90.000% | 90.000% |
| Oct-15 | ↑ | On Target | 100.000% | 89.000% | | 89.000% | 89.000% |
| Nov-15 | ↑ | On Target | 100.000% | 98.000% | | 98.000% | 98.000% |
| Dec-15 | ↑ | On Target | 100.000% | 93.000% | | 93.000% | 93.000% |
| Jan-16 | ↑ | On Target | 100.000% | 92.000% | | 92.000% | 92.000% |
| Feb-16 | ↑ | On Target | 100.000% | 82.000% | | 82.000% | 82.000% |
| Mar-16 | ↑ | On Target | 100.000% | 94.000% | | 94.000% | 94.000% |
| Apr-16 | ↑ | On Target | 100.000% | 95.000% | | 95.000% | 95.000% |
| May-16 | ↑ | On Target | 100.000% | 76.000% | | 76.000% | 76.000% |
| Jun-16 | ↑ | On Target | 100.000% | 79.000% | | 79.000% | 79.000% |
| Jul-16 | ↑ | On Target | 100.000% | 81.000% | | 81.000% | 81.000% |
| Aug-16 | ↑ | On Target | 100.000% | 84.000% | | 84.000% | 84.000% |
| Sep-16 | ↑ | On Target | 100.000% | 92.000% | | 92.000% | 92.000% |
| Oct-16 | ↓ | Below Plan | 100.000% | 42.000% | | 42.000% | 42.000% |

Drill-
down to
individual
measure
data



The Possibilities

- Embedded calculations that eliminate double work
- Custom fields and layouts that help provide context for users
- The ability to generate reports without having to transfer data
- An archived performance measure scorecard, along with historical data
- Access restriction for updaters to prevent unauthorized changes to the data
- Trend charts and status indicators for each measure to help provide a snapshot
- Internal scorecards with restricted access, that allow for divisional test measures



QUESTIONS?

