



City of Las Vegas, NV

Performance Plus Success in Telling Our Story

Oklahoma City Motto: “We Deliver What We Promise”

“Performance Plus has given the city a way to tell its story to our residents and visitors. The program allows management and employees to have a clear view of the services that the city is offering, what those services cost, and the chance to improve on how we are delivering these services to the public. Performance Plus is an excellent tool that in the end benefits the city of Las Vegas by allowing us to more efficiently provide the highest levels of service.”

— Betsy Fretwell, Retired Las Vegas City Manager

Results as written by the City of Las Vegas

Offsite Inspection and Testing Program (Public Works)

100% of pre-final walk-through's performed within 5 business days of request.

Due to their use of Performance Plus, the Public Works department succeeded in improving a business process that resulted in improved customer service and cost savings to the citizens of Las Vegas. Prior to Performance Plus a walk through took between 2 to 3 weeks and typically required three inspectors. The Public Works department has been able to reduce that time frame to 5 business days and only uses one senior and one junior inspector.



Managing Results

managing-results.com

This process improvement benefits our developers, contractors, property owners and citizens by completing construction projects within established timeframes, which reduces cost overruns and the need for multiple inspections.

Traffic Engineering Program (Public Works)

50% of the "50 Most Congested Intersections" achieving a reduction in delay of at least 25%; 50% of intersections (top 50 worst locations) where left turn crashes are reduced by half

With over 13,000 public street intersections to maintain and operate, Public Works developed a new strongly focused program wherein by 2014, our goal is for traffic delay time to be reduced by at least 25 percent at a majority (26 out of 50) of the "50 Most Congested Intersections" as identified in the CLV Major Intersections Master Plan Analysis for Congestion Mitigation. These locations are generally the most in-efficient and often times, unsafe intersections for motorists due to high traffic volumes and inadequate capacity. So far, we've completed improvements at 21 locations and have another 29 locations under design or under construction. As of November 2010, 10 out of 50 intersections have met the goal of reducing delays by 25 percent.

We developed another strongly focused program wherein by 2014, our goal is for left-turn accidents to be reduced by half (measured in one-year increments) at a majority of the "50 Highest Left Turn Crash Intersections" as identified by the Nevada Department of Transportation Safety Division. Left turn crashes are the type that generally lead to serious injuries or death and that is why we focused on this area. So far, we've completed improvements at 21 locations, but only 3 locations have had the improvements completed long enough to develop 1 year of post-construction crash data. Of those 3 locations, we have met the goal at all 3.

Financial Management Program (Leisure Services)

85% of total accounts paid in full within 30 days

As a result of developing their new Strategic Business Plan and scrutinizing procedures in the field for operational efficiency and cost-savings, the Department of Leisure Services realized there were a large number of unpaid customer account balances. This was attributed to staff permissions in the database that allowed customers to sign up for classes and rentals without paying immediately, which created debit balances on customer accounts. As such, a new staff permissions procedure was developed and implemented July 1st where customers now have to pay at the time of registration and cannot carry forward an account balance. This has greatly reduced the number of accounts with outstanding debit balances, which would eventually be sent to collections. It also eliminates time spent by Leisure Services and Finance to process these past due accounts.



Managing Results

managing-results.com

LS has experienced a 47 percent decrease in the number of accounts being sent to collections on a monthly basis and over 66 percent decrease in the outstanding monies on the unpaid accounts. This process improvement also benefits our front-line staff by taking them out of the line of conflict with customers asking to register without paying immediately. New staff permissions do not allow customers to conduct further business until all fees are paid.

Fire & Rescue Technical Support Program

94% of dispatched call alerts received by a station within 10 seconds or less

The best part of this key result measure is that it directly impacts the Fire department's business of saving lives. Every second counts for EMT personnel arriving on the scene. Prior to Performance Plus, we were not aware that our 911 operator's alert was (at times) hanging out in cyberspace for up to a full minute before delivering the alarm to a Fire station. It was only through the implementation of Performance Plus that this delay issue was uncovered and corrected.

Project Description

Written by Managing Results, LLC (formerly Weidner, Inc.)

The City of Las Vegas began the MFR initiative in late 2006 with an Assessment of the City's management system and a Design and Decision Meeting in January 2007. Throughout 2007, 2008 and 2009, City Departments developed Strategic Business Plans which included the following strategic and operational elements:

- ✓ Issue Statements
- ✓ Mission Statements
- ✓ Strategic Results
- ✓ Service Inventory
- ✓ Programs
 - Purpose Statements
 - Family of Measures® - Results, Outputs, Demand & Efficiency
- ✓ Lines of Business
 - Purpose Statements
 - Key Results

The last department Strategic Business Plans were developed in 2008 with the City Attorney's Office finishing the process. Department Strategic Business Plans were reviewed and approved by the Corporate Review Team using Weidner's Corporate Review Tools.



Managing Results

managing-results.com

For FY 2008, the City developed and presented its first program-structured, performance based budget, with performance measures, targets and proposed budget for each program.

Throughout 2007, 2008 and 2009, the City and MR trained managers on how to use performance information to manage and communicate through MR's highly rated MFR Training for Managers.

In 2007 and 2008, the City asked MR to conduct Design Update Meetings to assess progress on all major aspects of Performance Plus and decide on next steps and timelines for moving forward. This was extremely useful for the City to maintain focus and momentum for a successful implementation of MFR/Performance Plus.

At the writing of this case study, the City of Las Vegas continues to develop and use MFR-Performance Plus to manage service delivery, report performance and develop and approve its budget. Performance Plus helped the City make the difficult budgetary trade-off decisions resulting from the recession.



Managing Results

managing-results.com