



Agenda Item No.: 9.

AGENDA SUMMARY PAGE
SPECIAL JOINT CITY COUNCIL AND REDEVELOPMENT AGENCY
MEETING OF MAY 15, 2012

DEPARTMENT: FINANCE
DIRECTOR: CANDACE PALDER

☐ Consent ☒ Discussion

SUBJECT:

Report for possible action regarding the City of Las Vegas Performance Scorecard - All Wards

Fiscal Impact:

☐

No Impact

☐

Augmentation Required

☐

Budget Funds Available

Amount:

Funding Source:

Dept./Division:

PURPOSE/BACKGROUND:

The City has developed a Performance Scorecard to enhance performance evaluation and provide reporting of our top priorities to our citizens. Scorecard measures have been developed for focus areas within each of the six City Council priorities.

RECOMMENDATION:

Staff recommends approval.

BACKUP DOCUMENTATION:

Submitted at Meeting - PowerPoint Presentation by Staff

Motion made by STAVROS S. ANTHONY to Approve

Passed For: 7; Against: 0; Abstain: 0; Did Not Vote: 0; Excused: 0

BOB COFFIN, RICKI Y. BARLOW, LOIS TARKANIAN, CAROLYN G. GOODMAN,
STAVROS S. ANTHONY, STEVEN D. ROSS, BOB BEERS; (Against-None); (Abstain-None);
(Did Not Vote-None); (Excused-None)

Minutes:

CITY MANAGER ELIZABETH FRETWELL commented that staff has been working toward implementation of the Strategic Plan, along with ways to support its implementation and to measure progress. In March 2012, the Council approved a few priorities, and she used a PowerPoint Presentation submitted as backup to review the Council priorities, importance of key performance indicators (KPI's) and how the scorecard works, as well as the weighted percentage for the focus areas of a thriving and sustainable business community, a safe and healthy City, comprehensive fiscal stewardship, excellent customer service and organizational excellence. She noted it is important to have KPI's in order to help tell a story and to help managers make decisions about what is factual. Lastly, she reviewed Slide 10 and detailed the next steps toward implementation of a corporate scorecard.

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COUNCILMAN BARLOW clarified with CITY MANAGER FRETWELL that the next step in the process after approval and the departments update their strategic plans is incorporation of the measures into the performance plan over a two-to-three-month period. Implementation will then be monitored over the course of a year, at the end of which a report card will be produced. This approach will yield data to help make decisions for the budget and restoration of services.

CITY MANAGER FRETWELL indicated that staff, with the assistance of MARK AESH, who turned around the Rochester, New York, bus transit system and wrote the book *Driving Excellence: Transform Your Organization's Culture*, worked on organizational development to implement the balanced scorecard approach in the City. She believes this will provide extensive data to help the Council members make budget decisions, where to restore services and how quickly that can be done.

COUNCILMAN BARLOW stated the Rochester Report talked about how the community rallied around certain efforts; he asked CITY MANAGER FRETWELL how all City employees would play a role in supporting the City's efforts. CITY MANAGER FRETWELL indicated that part of the process is establishing clear measures that employees can rally around. Of course, should these measures be incorporated in performance evaluations, she would have to hold discussions with union leaders before implementation.

COUNCILWOMAN TARKANIAN stated it was exciting to read in the book how employees rallied and gave input to help make leadership decisions.

COUNCILMAN COFFIN regarded the numbers for infrastructure and unfunded benefit liabilities depicted in Slide 7 as being underweighted and felt more attention should be paid to this focus area, because the City is lagging behind in these areas and benefit liabilities are underfunded and roads are falling apart. The numbers for infrastructure replacement are staggering. CITY MANAGER FRETWELL said that staff is struggling with the distribution of the point value relative to the Council's direction and the greatest need. She offered to re-look at the comprehensive fiscal stewardship measure and adjust the recommended percentages. COUNCILMAN COFFIN noted that redistributing the numbers does not lessen the importance of any focus areas, but he believes the numbers should be more realistic, and noted that spending more money on infrastructure will help keep staff employed for many years.

CITY MANAGER FRETWELL pointed out that the numbers under the safe and healthy city measure are not flexible because they give staff a target and provide key measures to determine whether or not the measure was accomplished and to help create an index.

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MAYOR GOODMAN felt there should be flexibility. CITY MANAGER FRETWELL emphasized that it is important to start in the right direction. If it is found the targets are unrealistic, adjustments can be made at the end of the year. It helps executive teams focus on key areas and be held accountable.

MAYOR GOODMAN commented the 55 percent weight given to the focus area of life safety is not realistic. CITY MANAGER FRETWELL indicated that providing clear goals, measures and priorities help establish target areas and support transitioning the City's culture to empowerment and accountability.

COUNCILMAN ROSS asked how the weight percentages were derived. CITY MANAGER FRETWELL referred to Slide 12 as an example, and demonstrated and explained some of the areas being measured to achieve a sustainable business commitment.

COUNCILWOMAN TURKANIA noted that before this meeting she met with a gentleman from California who commented on the City of Las Vegas Building and Safety staff's ability to process building permits so rapidly.

COUNCILMAN ANTHONY supported the numbers provided, noting that staff spent countless hours to compute them. He asked if the report card would be provided at the end of a period or if periodic updates would be provided. CITY MANAGER FRETWELL indicated that periodic updates would be provided in order to gauge progress for the end of the year and to make adjustments if necessary.

