

A Tale of Four Cities



**How Four Balanced Scorecard
Hall of Fame Municipal Governments
Achieved Breakthrough Performance**

A Tale of Four Cities



	Large City in UAE	Large City in South Korea	Mid-size City in Texas, US	Mid-size City in Philippines
Population	<ul style="list-style-type: none"> • 1,640,000 	<ul style="list-style-type: none"> • 3,000,000 	<ul style="list-style-type: none"> • 300,000 	<ul style="list-style-type: none"> • 280,000
Economic Climate	<ul style="list-style-type: none"> • Petroleum Boom • The World's Next Great City 	<ul style="list-style-type: none"> • Manufacturing Boom • 5th Busiest Port • Export Economy 	<ul style="list-style-type: none"> • Mature Economy • 5th Largest US Port • Efficient Government 	<ul style="list-style-type: none"> • Emerging Markets • Grow Beyond Poverty
General Strategy Type	<ul style="list-style-type: none"> • <u>Innovation & Growth</u> (Building the Infrastructure) 	<ul style="list-style-type: none"> • <u>Innovation & Growth</u> (Competing for New Global Markets) 	<ul style="list-style-type: none"> • <u>Operational Excellence</u> <ul style="list-style-type: none"> – (Clean, Safe Neighborhoods) – (Excellent Customer Service) 	<ul style="list-style-type: none"> • <u>Citizen Intimacy</u> <ul style="list-style-type: none"> – Improve Quality of Life – The Emerging Middle-Class

Four Cities – Measuring Mission Performance



	Large City in UAE	Large City in South Korea	Mid-size City in Texas, US	Mid-size City in Philippines	
General Strategy Type	<ul style="list-style-type: none"> Innovation & Growth (Building the Infrastructure) 	<ul style="list-style-type: none"> Innovation & Growth (Competing for New Global Markets) 	<ul style="list-style-type: none"> Operational Excellence <ul style="list-style-type: none"> (Clean, Safe Neighborhoods) (Excellent Customer Service) 	<ul style="list-style-type: none"> Citizen Intimacy <ul style="list-style-type: none"> Improve Quality of Life The Emerging Middle-Class 	
Mission Measures & Results	<p>Percent Community Lacking Target Infrastructure 59% → 54% (8%)</p> <p>Urban Growth Rate 7% → 10.2% (45%)</p>	<p>Foreign Direct Investment \$300M → \$400M (+33%)</p> <p>Local Export Increase 6.7B → 10B (+50%)</p>	<p>Quality of Neighborhoods 66% → 80% (+21%)</p> <p>Budget \$500M → \$580M (+16%)</p>	<p>Unemployment Rate 17.6% → 9% (-50%)</p> <p>% Families Below Poverty 10.5% → 3% (-71%)</p>	<p>Average Improvement in Mission Measure</p> <p>48%</p>
Achievement Measures		<p>4th Best Conference City in Asia International Congress & Convention Center</p>	<p>Moody's Bond Rating A3 → A2 Debt Reduced by \$500K</p>	<p>Gallup Quality of Life</p> <ul style="list-style-type: none"> Highest # of Middle Class (43%) Lowest # of Poor Families (53%) 	

Four Cities – Measuring the Customer Perspective



	Large City in UAE	Large City in South Korea	Mid-size City in Texas, US	Mid-size City in Philippines
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Mission Measures & Results	<p>Customer Satisfaction 78% → 85%</p> <p>Complaints Resolved 21% → 88% (+320%)</p>	<p>Customer Satisfaction 78% → 82%</p> <p>Phone Response 81% → 88% (+11%)</p>	<p>Customer Satisfaction 66% → 76%</p>	<p>Customer Satisfaction 90% → 93%</p> <p>Housing Investment \$22M → \$550M (25X)</p> <p>New Business 21% → 66% (+314%)</p>
Achievement Measures	<p>Middle East ICT Customer Excellence Award</p>	<p>Grand Award in Customer Satisfaction Management Korean Management Association</p>		<p>Most Business Friendly Government Unit Chamber of Commerce</p>



-35%
Customer Dissatisfaction

Four Cities – Measuring Strategic Process Improvement



	Large City in UAE	Large City in South Korea	Mid-size City in Texas, US	Mid-size City in Philippines
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Process Measures & Results	<p>Supplier Satisfaction 74% → 88% (20%)</p> <p>Compliance</p> <ul style="list-style-type: none"> Urban Development Criteria 77% → 81% (5%) Building Codes 88% → 97% (10%) Product Standards 94% → 97% (3%) <p>Timeliness</p> <ul style="list-style-type: none"> % Construction Proj. on Sched. 67% → 99% (50%) % Lab Tests Delivered on Time 97% → 99% (2%) 	<p>Innovation</p> <ul style="list-style-type: none"> # New Corporations 2,900 → 3,000 # Foreign Tourists 1.5M → 1.67M (11%) <p>Workplace</p> <ul style="list-style-type: none"> Usage of Childcare 30% → 35% (20%) Job Creation for Seniors 3,800 → 8,600 (126%) 	<p>Customer Service</p> <ul style="list-style-type: none"> Customer Wait Time 90 Sec. → 31 Sec. (67%) Cost per Customer Call \$2.40 → \$1.40 (40%) <p>Workplace</p> <ul style="list-style-type: none"> Work Related Injuries -13.5% (13%) Vehicle Accidents -15.8% (16%) 	<p>Key Process Time</p> <ul style="list-style-type: none"> Business Permits 2 Weeks → 2 Hours (40X) Civil Registration 1 Week → 30 Min. (80X) RPT Assessment 5 Day → 2 Day (60%)
Achievement Measures	All Units Are ISO 9001: 2008 Certified	First Prize – Korean Service Quality	Winner of Risk Management Performance Measurement Award	ISO 9001: 2008 Certified Processes (22% → 29%)

Comparison of Human Capital Development – Private Sector vs. Municipal Government



A

Human Capital Performance Drivers	
Employee Engagement	Employee Development
<ul style="list-style-type: none"> • Mission Understood • Employees Engaged • Strategic Readiness • Customer Culture 	<ul style="list-style-type: none"> • # Days Training • # Black Belts • # Change agents • Six Sigma Training • Succession Plan



B

Human Capital Performance Outcomes	
Employee Satisfaction	Employee Turnover



Private Sector
 + 20% → - 50%

Four Cities
 + 16% → - 40%

A Performance Drivers

Human Capital drivers tend to fall into one of two categories

- Engagement
- Development



B Employee Satisfaction

Improvements in the performance drivers creates improvements in Employee Satisfaction



C Employee Turnover

Improvements in Employee Satisfaction correlates with large reductions in employee turnover

Summary – Guidelines for Setting Strategic Targets

