

NHDES Winnepesaukee River Basin Program (WRBP)

Balanced Scorecard

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NH Grade 3, MA Grade 5C



NHDES Winnipesaukee River Basin Program (WRBP)



- ❑ State-owned sewer system
- ❑ Sewer serves 35K in 10 communities
- ❑ Septage from 80+ communities
- ❑ Operated by 20 DES staff
- ❑ WRBP Advisory Board represents rate payers

- ❑ 6M+ gal/day treated
- ❑ 60 miles of sewer
- ❑ 14 pump stations
- ❑ 5M+ gal/yr septage



So....what are our issues?

Public Education

Consistent Communication

Position Utility for the Future

Public Education

Rate payers fund the WRBP so they need to know what's going on..

What the WRBP does well

What needs to be done and why

Rate payer support to achieve the goals

Communication

Articulate Goals & Expected Level of Service

Attainable Objectives

Meaningful & Understandable Information
to Stakeholders

Utility's Future

Compliant

Performance Tracking

Strategic & Capital Planning

Opportunities for Continuous Improvement

Sustainable

Staff Retention & Transitions

What is a Balanced Scorecard?

Strategic Management Tool

Standardized Presentation Style

"Scorecard"

Snapshot in Time & Numeric Measures

Balanced & Realistic Goals

Why a Balanced Scorecard?

Recommended in the Commission on Efficiency, Innovation, and Transparency January 2015 report resulting from the NH Governor's EO 2013-07

DES' commitment to use BSC for the Agency

DES' Implementation Plan for WRBP Maintenance Operation & Management (MOM) Study Recommendations

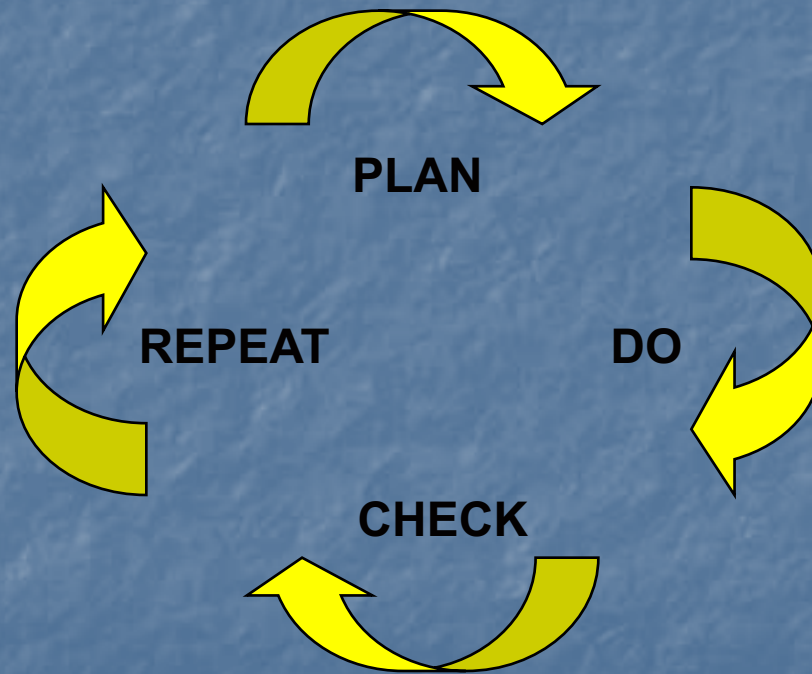
Balanced Scorecard Addresses

Communications

Performance Monitoring

Strategic Management

WRBP Balanced Scorecard (BSC) Development Plan-Do-Check-Repeat Model





Plan

Programmatic Initiative – no end date

Initiative Champion

Stakeholder Buy-in

Meaningful & Understandable

Goals - Objectives - Metrics - Outcomes

Baseline Evaluation & Prioritization



Do

4 Strategic Goals →

Customer Satisfaction
Operational Performance
Effective Resource Management
Employee Development

Balanced Approach →

Brainstorming = objectives and
numeric measures for 4 goals
Bottom-up development
Financial & Non-Financial Metrics



Check

Attainable Objectives →

Meaningful metrics

Data for Benchmark Year (2015)

WRBP can affect the outcomes

Internal & External Stakeholder
Review/Input



Repeat

Annual Updates →

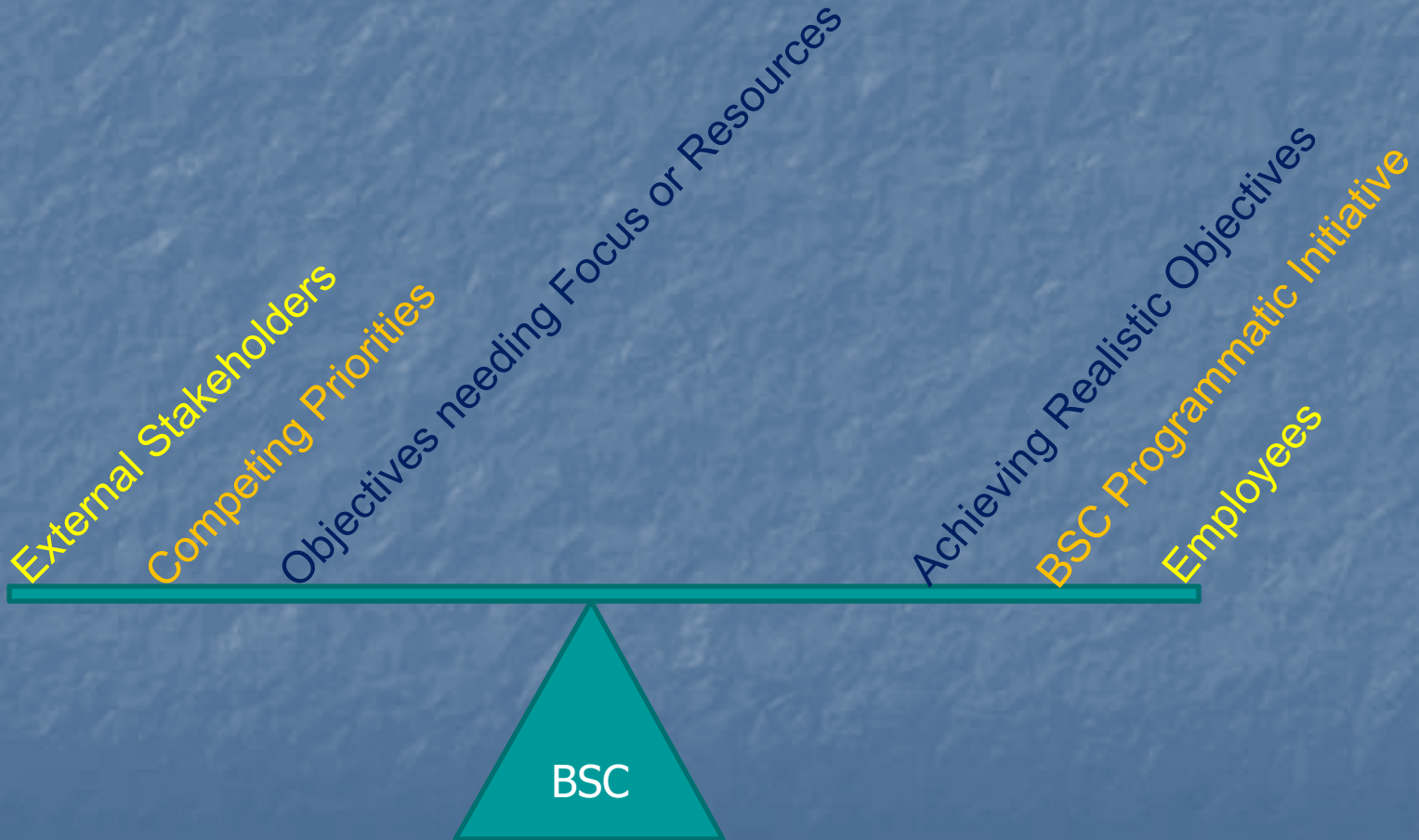
Evaluate Outcomes/Trends

Revisit objectives: existing/new

Stakeholders Input

Data for Annual Metrics

Balancing Competing Interests → Unbiased Outcomes



What does the BSC look like?

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
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4 Overarching Goals



Goals
Customer Satisfaction
Operational Performance
Effective Resource Management
Employee Development

Similar for Non-Profit & Government Entities



Create the BSC Matrix

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
Customer Satisfaction							
Operational Performance							
Resource Management							
Employee Development							

Now - fill in the info...

Select Objectives



Measures & Units

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
Customer Satisfaction							
Operational Performance							
Resource Management							
Employee Development							

Measurable Objectives for Each Goal



Goal	Objectives	Measures	Units
Customer Satisfaction	Eliminate Sewer Discharges to Environment	SSOs	# SSOs/yr
	Minimize Odors	Odor Complaints	# Complaints/yr
	Stable Assessments	O&M Expenses 5 yr rolling avg.	% Change
	Prompt Permitting	Days btw Completed Application & Approval	Avg. Working Days

No set # of Objectives

Start with what you already measure

Pick what's important for your audience - cannot present everything you measure

Work Through Each Goal...



Goal	Objectives	Measures	Units
Operational Performance	NPDES Permit Compliance	Discharge Permit Violations (any type)	# Violations/yr
	WRBP Facilities' Permit Compliance	Violations for all 15 WRBP facilities' permits	# Violations/yr



Facility Permits & Regulatory Compliance Submissions include: SQC, UST, Air, Boilers, Backflow Preventers, Elevator, Groundwater (Sludge Monofil), Stormwater, Tier II, Haz Waste

Financial & Non-Financial Resources...



Goal	Objectives	Measures	Units
Resource Management	Minimize Repeat Emergency Callbacks for Preventable Events	Repeat Callback for same situation	% Repeat Callbacks/Total yr
	Minimize Major Equipment Downtime	Unresolved, aged Malfunction Reports	% Unresolved in 45 Days/yr
	Effectively Manage Fleet Resources	Fleet miles to maintain facilities	Miles/(10 vehicles/14 facilities)
	Effectively Manage Personnel Resources	Adequate staffing levels	% OT hrs/Total hrs
	Consistent Budgetary Controls	O&M Expenditures vs FY budgets	% Spend Rate (assessed/spent)
	Minimize Energy Footprint	Electrical Usage at WWTP	kWh/MG treated

Example Objectives

Not Selected vs Selected

Goal	Objectives	Units	Benchmark Value	Goal Next Year
Resource Management	Reduce Electrical Use at WWTP	kWh/yr	2,070,000	Who knows flows/loads?
	or...			
	Reduce Electrical Use at WWTP	\$/yr	\$222,849	Don't set power rates?
	<p>Determined a metric that the WRBP can realistically affect and changes with flows/loads. If process changes, can reassess each year's goal.</p>			
	Minimize Energy Footprint at WWTP	kWh/MG treated/yr	1028	<1050

Each Objective can have >1 Measure..



Goal	Objectives	Measures	Units
Employee Development	Optimize Employee Health & Safety	Injury Incident Rete	% lost time hrs/ total hrs
	Implement Strategic Workforce Planning	Transition Plan for all Functional Sections	# Plans for 5 Sections
		Timely Employee Evaluations	% of evaluations >1 year old
		Staff recruitment & retention	% filled/total positions
		Cross-training implemented	% positions w/ trained back-up/ total positions

Benchmark Values → Next Year's Goals

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
Customer Satisfaction				➤	➤		
Operational Performance				➤	➤		
Resource Management				➤	➤		
Employee Development				➤	➤		

Benchmark Year Values for each Measure

Goals for Next Year

Can Insert Additional Tracking Years

Values & Goals for each Measure...



Goal	Measure	Units	Benchmark Value	Goal Next Year
Customer Satisfaction	Eliminate SSOs	#SSOs/year	0	0
	Minimize Odors	# Odor Complaints	0	0
	Stable Assessments	% Change 5-year rolling avg.	1.3%	<3%
	Permitting Approval Time	Avg. Working Days	44	<45



Must be Numbers!

Example Units/Values






Not Selected vs Selected

Goal	Objectives	Units	Benchmark Value	Goal Next Year
Customer Satisfaction	Stable Assessments	% Budget Change/year	-4%	But...Benefits costs escalating
	or...			
	Stable Assessments	\$/yr	\$4.5M	A reduction may not be realistic
	The WRBP Chose....			
	Stable Assessments	% O&M Budget Change 5 year rolling avg.	1.3%	<3%

Critical to Rate Payers

Excludes Debt; Slow Upward Trend:
Realistic Benefits Increase

Analyze Attainment

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
Customer Satisfaction							
Operational Performance							
Resource Management							
Employee Development							

Attainment Snapshot – Yes/No/Trend



Goal	Objectives	Benchmark Value	Goal Next Year	Attainment
Customer Satisfaction	Eliminate SSOs	0	0	Yes
	Minimize Odors	0	0	Yes
	Stable Assessments	1.3%	<3%	Monitor Trend
	Prompt Permitting	44	<45	Monitor Trend

Green Box: Meeting objective; No corrective measures required

No Color Box: Monitor Trend; Establish Baseline

Yellow Box: Seek Improvement; Focus Resources

Comments or Corrective Measures

Goals	Objectives	Measures	Units	Values	Goal	Attainment	Comments
Customer Satisfaction							
Operational Performance							
Resource Management	Remember: A BSC is a stand-alone graphic of a snapshot in time						
Employee Development							

Comments & Corrective Measures

Goal	Objectives	Attainment	Comments
Customer Satisfaction	Eliminate SSOs	Yes	Continue Routine O&M
	Minimize Odors	Yes	Continue Monitoring Air Scrubbers
	Stable Assessments	Monitor Trend	Minimize Anticipated Benefits Cost Increases
	Prompt Permitting	Monitor Trend	Improve Electronic Documents & Outreach Training



Commit to Improving but
be Realistic!

Benchmark Year Results

- 5 Measures - Meeting/Exceeding Objective
- 8 Measures - Monitoring Multi-year Trends
- 4 Measures – Need Focus/Improvement
 - 1 NPDES Permit Violation (WET testing)
 - 3 Workforce Planning
 - Cross-training - 86% of 100% goal
 - Hiring/retention - 91% of necessary positions filled
 - 3 of 5 Transition Plans in place

WRBP's On-Going Work...

Institutionalizing this programmatic initiative
to systematically review the WRBP BSC

Structured reporting & feedback process.....
“plan-do-check-repeat model”

Annually Evaluate Achievement toward Objectives

Forecast Future Goals

Improved Communication with Stakeholders

For the Complete WRBP Balanced Scorecard.....

Visit:

NHDES-WRBP Webpage:

<http://des.nh.gov/organization/divisions/water/wrbb/index.htm>

Or Contact:

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Comments & Questions



Acknowledgements:

- NHDES Water Division Director, Eugene Forbes
- WRBP Staff
- WRBP Advisory Board Members

