Operational Metrics Strategy and Deployment Framework

2/21/26

Table of Contents

Topic	Slide #'s
• Introduction	3
• Strategy and Framework Approach	4-14
• Pilot Approach Leveraging MOO Agency Structure	15-16
• Next Steps	20
• Appendix	18-21

Why is a Standardized Approach to Metrics and Dashboard Reporting Needed?

- **Provides a uniform approach to identify key metrics that drive operations and decision-making processes.**
- **Allows senior leaders to be kept informed regarding their team's operational performance against standard goals and objectives.**
- **Re-enforces the management principle that *"You Can't Manage What You Can't Measure."***
- **Standardized dashboard views will enable leaders to further enhance their ability to manage their operational functions and take appropriate actions as needed.**

Operational Metrics Strategy

Engage with Performance Officers and Senior Leaders to Drive Operational Metrics Identification

Review Current Analytics and Reporting Processes and as Needed Develop Additional Data Identification, Sourcing and Reporting Processes

Enable Review and Remediation Processes for Metrics Not Meeting Targets

Operational Metrics Strategy Alignment

Strategy Alignment with Senior Leadership Goals

Increased Process Efficiencies	Provide Detailed Data To Manage Daily Operations

Create a Data Centric Culture Across Teams to Review, Analyze and Validate Data for Decision Making Processes

Provide Analytical Drill Down Capabilities to Inform Senior Leaders and Frontline Team Leads

Operations Level Metrics Approach

Performance Officers Engage with Senior Leaders to Determine Critical Processes. Leverage MMR Services and Goals as a Starting Point.

Identify Key Metrics that Align to Critical Processes.

Determine Top Key Process Indicators and Supporting Underlying Metrics.

Create Operational Definitions with Key Criteria Including

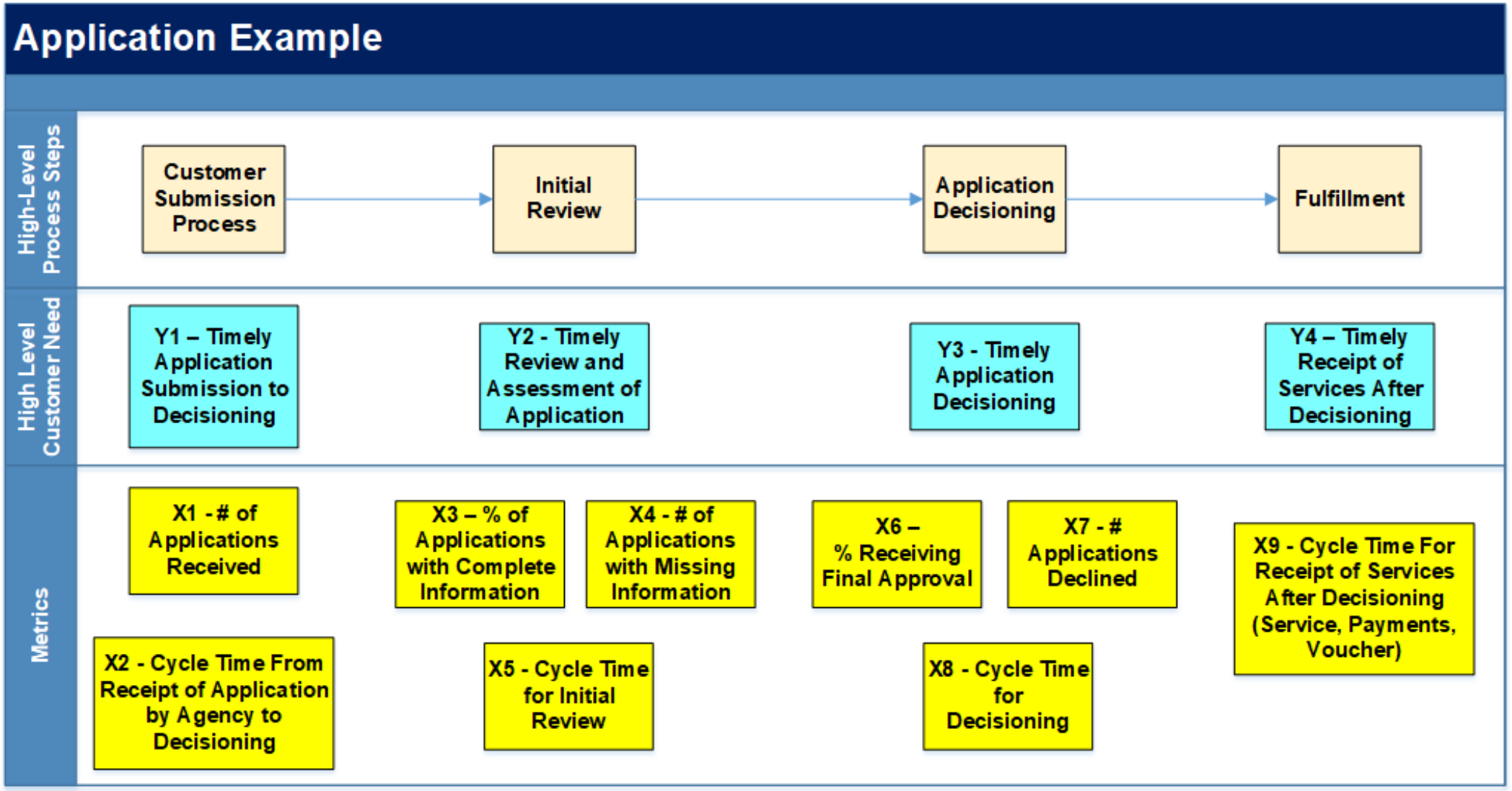
Business Definitions	Calculations	Targets	Reporting Cadence Frequency	Data Sourcing

Metrics Rollup Example - Social Services

- **Client Intake and Onboarding of Benefits Delivery**
  - # of Applications
  - Application Acceptance Rate
  - Application Timeliness Rate
  - Average Cycle Time for Receipt of Services
- **Agency Specific Services**
  - TBD
  - TBD
  - TBD
- **Agency-Wide Indicators**
  - TBD
  - TBD
  - TBD
- **Customer Service**
  - % of Mail Responded to Within 14 Days
  - Average Wait Time to Speak to Agent
  - % of Calls Answered Within 30 Seconds

Flow Down Approach From Customer Needs to Critical Metrics - Application Process Example

**1 – Refer to Slide 21 for Reference Citation*



Operational Definitions Example

** 2 - Refer to Slide 21 for Reference Citation*

High Level Customer Need	Metrics	Business Definition/Calculation	Target	Data Source	Frequency
Y1 - Timely Application Submission to Decisioning					
	X1 - # of Applications Received	# of Applications Received via the Various Methods (Mail, Agency Office, Online Phone Rep., Web/Mobile)		TBD	Weekly/Monthly
	X2 - Cycle Time From Receipt of Application by Agency to Decisioning	# of Days Between Receipt of the Application by the Agency to Completion of Decisioning	TBD	TBD	Weekly/Monthly
Y2 - Timely Initial Review and Assessment of Application					
	X3 - % of Applications With Complete Information	# of Applications with Sufficient Information Provided to Render a Decision / # of Applications Received	TBD	TBD	Weekly/Monthly
	X4 - # of Applications with Missing Information	# of Applications that Have One or More Required Fields Missing	TBD	TBD	Weekly/Monthly
	X5 - Cycle Time For Initial Review	# of Days from the Receipt of the Application by the Agency to Completion of the Initial Review	TBD	TBD	Weekly/Monthly
Y3 - Timely Application Decisioning					
	X6 - % Receiving Final Approval	# of Applications that Have Received Final Approval / Total # of Applications That Were Initially Submitted	TBD	TBD	Weekly/Monthly
	X7 - Applications Declined	Number of Applications that Were Declined	TBD	TBD	Weekly/Monthly
	X8 - Cycle Time For Decisioning	# of Days After Initial Review is Conducted Through Detailed Review and Decisioning	TBD	TBD	Weekly/Monthly
Y4 - Timely Receipt of Services					
	X9 - Cycle Time For Receipt of Services (Service, Payments, Voucher) After Decisioning	# of Days Between Decisioning Until Services are Received	TBD	TBD	Weekly/Monthly

Dashboard Example – Application Process Dashboard

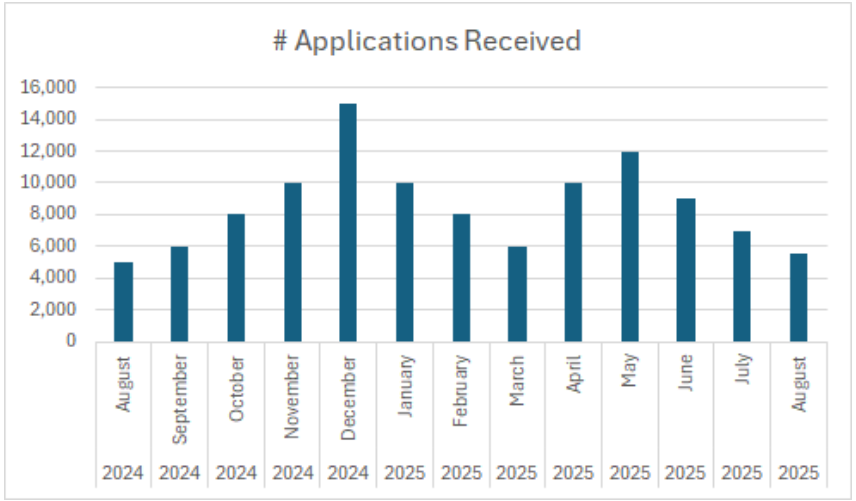
Metric Name	Aug	Jul	Jun	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sep	Aug	Target
# Applications Received	5,500	7,000	9,000	12,000	10,000	6,000	8,000	10,000	15,000	10,000	8,000	6,000	5,000	
% of Applications With Complete Information	85	85	95	75	80	85	90	80	75	85	80	85	90	90
# of Applications Receiving Final Approval	4,400	5,600	7,650	8,400	7,500	4,800	6,400	7,500	10,500	8,000	6,000	4,800	4,000	
% of Applications Receiving Final Approval	80	80	85	70	75	80	80	75	70	80	75	80	80	80
Average Application Cycle Time (Days)	25	30	40	45	40	30	40	45	50	45	30	25	25	30

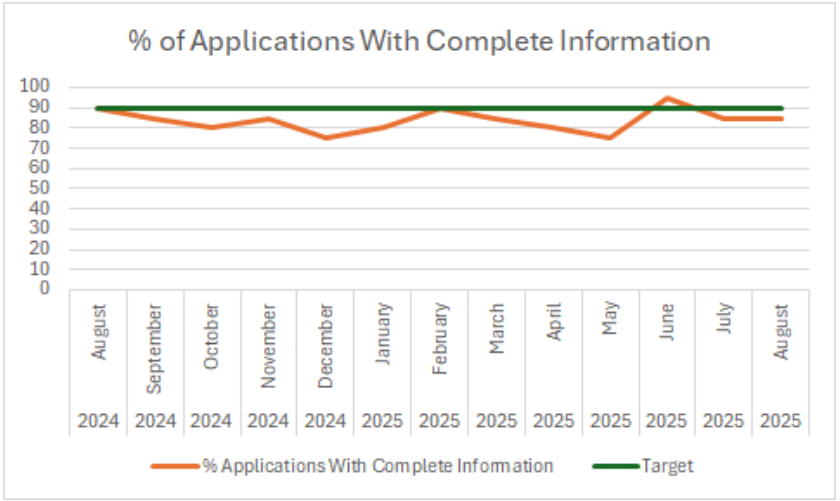
Build in the ability to drill down multiple levels on metrics to determine root causes

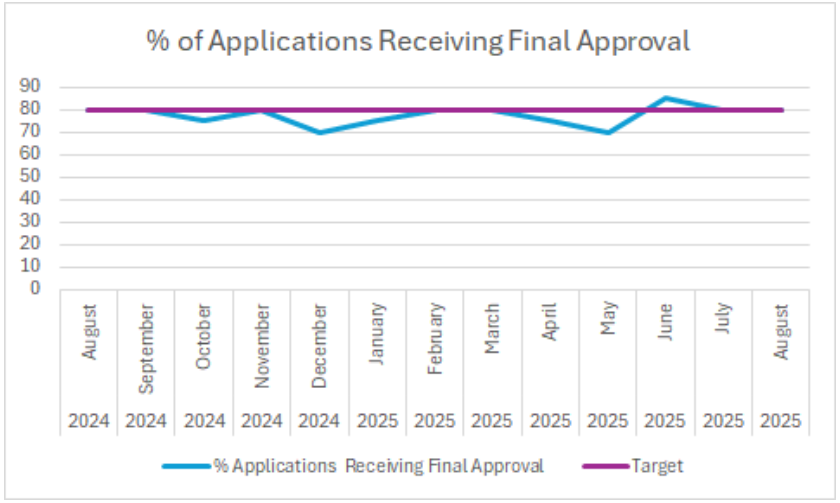
Reasons For Incomplete Applications	% Incomplete Applications	# of Incomplete Applications by Category
Missing Required Information	65	536
Lack of Supporting Documentation	35	289

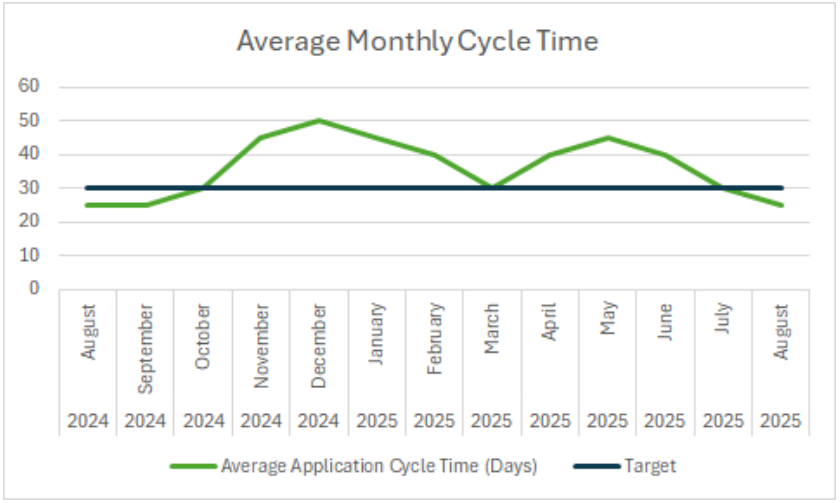
Missing Required Information Items	% of Applications with Missing Item	# of Applications with Missing Item
Full Address	40	215
Social Security #	25	134
Income	35	188

Graphical Views of Metrics Results









Improvement Opportunity Identification

- **Monthly Review of Agency Level Metrics and Dashboard Reporting.**
- **Identify Metrics Not Meeting Targets and in Need of Improvement.**
- **Identify Underlying Reasons for the Root Cause of the Problems that Can Address the Issues.**
- **Determine Actions to Address Critical Remediation Items.**

Senior Leadership Level Dashboard Reporting

- **Identify Metrics Across Agencies to Report at Senior Leadership Level.**
- **Collect Data Across Operational Tesams and Provide Senior Leadership Views.**
- **Develop Feedback Processes with Operations Leaders to Discuss Metrics Performance.**

Pilot Identification Approach

- **Leverage the Approach that the New York City Dynamic Mayor's Management Report Uses to Organize Critical City Services into 7 Key Areas.**
- **Apply Criteria for Pilot Selection Across the 7 Categories and Create Shortlist.**
- **Confirm with Operations Leaders that there is Support and Commitment For Implementation Activities and Resourcing Needs.**
- **Finalize 5-7 Operations Teams for piloting.**

Criteria for Early Adopter Pilot Selection

- **Operations with Strong Visibility and Touchpoints within the Customer Segments.**
- **Goals That are Aligned to Strategic Initiatives (New York City Example Include City of Yes, Affordability, Quality of Life, Non-Profit Payments).**
- **Initial Focus on Critical Operations.**
- **Agency Resource Availability and Senior Leadership Engagement Support.**

Potential Shortlist For New York City Agency Consideration

Administrative Services	Basic Services for All New Yorkers	Building Human Potential	Health and Human Services	Infrastructure and Sustainability	Promoting Viable Communities	Public Safety and Access to Justice
		• Department of Education – Day Care Centers	• Admin For Children's Services • Department of Youth and Community Development • DSS - Department of Homeless Services • DSS - Human Resources Administration • Department of Health and Mental Hygiene			

** Categories are based on Interactive MMR*

Next Steps

- **Review Framework and Obtain Approval from Chief Operating Officer Office**
- **Identify Pilots**
- **Develop Project Plan**
- **Engage with Agency Leadership and Build Core Metrics Team including:**
  - **Performance Officers / Metrics Lead**
  - **IT Lead / Chief Data Officer**
  - **Process Owners**
  - **Subject Matter Experts**

Appendix

New York City Dynamic Mayor's Management Report Critical City Services Categories

- **Administrative Services**
- **Basic Services for All New Yorkers**
- **Building Human Potential**
- **Health and Human Services**
- **Infrastructure and Sustainability**
- **Promoting Viable Neighborhoods**
- **Public Safety and Access to Justice**

New York City Mayor's Management Report Defined Critical Services Agency List

Administrative Services

- Board of Elections
- Department of Citywide Admin Service
- Department of Finance
- Office of Technology and Innovation
- Department of Records and Information Services

Basic Services for All New Yorkers

- 311
- Department of Cultural Affairs
- Department of Parks and Recreation
- Department of Sanitation
- Taxi and Limousine Commission
- Department of Consumer and Worker Protection

Building Human Potential

- City University of New York
- Department of Education
- Department of Youth and Community Development
- Department of Veterans Services
- Small Business Services
- School Construction Authority
- Public Libraries

Health and Human Services

- Admin For Children's Services
- Department For the Aging
- DSS - Department of Homeless Services
- DSS - Human Resources Administration
- Department of Health and Mental Hygiene
- Health and Hospitals Corporation
- Office of the Chief Medical Examiner

Infrastructure and Sustainability

- Department of Design and Construction
- Department of Environmental Protection
- Department of Buildings
- Department of Transportation

Promoting Viable Neighborhood

- Department of City Planning
- Housing Preservation and Development
- Landmarks Preservation and Commission
- New York City Housing Authority
- Economic Development Corporation

Public Safety and Access to Justice

- Business Integrity Commission
- Law Department
- NYC Emergency Management
- Department of Correction
- Office of Administrative Trials and Hearings
- Fire Department
- Department of Probation
- City Comm on Human Rights
- Civilian Complaint Review Board
- Department of Investigation
- Police Dept

Reference Definitions and Citations

***1 - CTQ Flowdown:** A commonly used tool to go from high-level objectives to specific and measurable CTQs (Critical to Quality Customer Needs) is the CTQ Flowdown. It shows how CTQs relate to higher-level concepts such as performance indicators and strategic focal points. Downward it shows how CTQs relate to measurements.

- **Citation:** Flow Down Approach for Customer Needs to Critical Metrics" on page 7 is an industry practice as referenced in ISixSigma.Com article by Henk De Koning and Jeroen De Mast from the Institute for Business and Industrial Statistics of the University of Amsterdam "The CTQ Flowdown as a Conceptual Model of Project Objectives", 2007 pages 19-28. CTQ Flow Down Reference

***2 - Operational Definitions:** Clear and specific descriptions of terms, concepts, or measurements. They ensure that each measurement is interpreted consistently by different people, which is crucial for maintaining the integrity of measurement systems. For example, operational definitions can include details about what constitutes "accurate" or "complete" in a measurement context.

- **Citation:** "Operational Definitions" on page 8 is an industry practice as referenced from ISixSigma.Com article by Ken Feldman from 2/17/25. "Operational Definition: Unlocking Paths of Communication Through Standardization". Operational Definitions Reference