



CITY OF HOUSTON

TURN THE CURVE

LET'S GET TO WORK

Strengthening performance, Improving services.



What is Turn the Curve?

Turn the Curve (TTC) is a Results-Based Accountability (RBA) decision-making process, used by the City of Houston, and governments nationwide, that starts with the end result in mind and works backward to identify what it will take to get there. It shifts departments from “**talk**” to “**action**” via data analysis, identifying root causes, and coordinating action to “turn the curve” on performance in a positive direction.

EY EFFICIENCY STUDY



ERNST & YOUNG EFFICIENCY STUDY

A citywide look at how we operate
and where we can improve



BETTER KPIs

Measures that tell the complete
performance story for every
program



A METHOD TO USE THEM

Using KPIs to drive decisions and
continuous improvement across
the City



Every Program Tells the Complete Story

Departments have improved their KPIs, so each program now measures three things:

How **Much**
Do We Do?

How **Well**
Do We Do It?

Is Anyone
Better Off?



From Data to Action

01

How are we doing?

What does the data show, and is the trend improving, flat, or worsening?

02

What's the Story Behind the Curve?

What factors are pushing up on the data? What factors are pushing down on the data? Why?

05

Action Plan

What is the action plan to implement the solution that will have the most impact on the trendline?

04

What Works?

What solutions can help to address the factors influencing the data? Consider evidence-based practices, low costs/no cost solutions, and Out of the Box ideas.

03

Partners

What internal and external stakeholders can help address the factors and what can they contribute?



Launched Citywide in June

The Mayor formally launched the program; the first round of departments selected their most critical KPIs.

6

Departments have completed intensive workshops on their most critical KPIs

ARA

HFD

FMD

HPL

HHD

MCD

50+

Workshops Held
(through Sept. 2026)

9

More departments are in the process now



01

Houston Permitting Center residential permitting cycle times averaged 24.5 days in August 2026 — a 25% reduction from last year; Planning Department reviews dropped from 14 days to 3 days in the same period with a recent streak of ZERO-day turnarounds

02

Municipal Courts is boosting collections by using other city data sources to identify and reach people with outstanding warrants, bring them into compliance, and make it easier for people to pay by phone

03

ParkHouston is redesigning their 15-day courtesy notice to make it clearer, easier to understand, and more user-friendly. Soon, customers will be able to scan a QR Code and pay their citation in just a few clicks, creating a faster and more convenient experience, while increasing compliance

04

311 launched the “See it, Snap it, Send it” campaign to boost use of the 311 app, helping shift more service requests from phone calls to digital channels—reducing call-center load and wait times while giving residents a faster, more convenient way to report issues

Before

After



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We look forward to bringing results from Turn the Curve back to this Committee on a regular basis.

Thank you | Questions