



## ***Performance Metrics Special Committee - Board of Representatives***

Monica Di Costanzo, Chair

# **Committee Report**

**Date:** Tuesday, September 30, 2014  
**Time:** 6:30 p.m.  
**Place:** Republican Caucus Room, 4<sup>th</sup> Floor, Government Center, 888 Washington Boulevard

The Performance Metrics Special Committee met as indicated above. In attendance were Chair Di Costanzo and Committee Member Reps. Fountain and Nabel. Absent or excused were Committee Member Reps. Ryan and Watkins. Also present were Michael Pollard, Chief of Staff and Robin Stein.

Chair Di Costanzo called the meeting to order at 7:00 p.m.

<b>Item No.</b>	<b>Description</b>	<b>Committee Action</b>
1. PM29.001	REVIEW; Organizational Meeting for Committee. 09/08/2014 – Submitted by Chair Di Costanzo	Report Made

Mr. Pollard explained that:

- The Mayor's office has noted a lack of data for decision-making in the City
- Government tends to lack awareness of performance metrics
- Government needs tools to measure performance metrics and to determine what measures are most relevant for the departments
- Some departments are more able to track performance than others, e.g. the police department, and should be models for other departments
- It is difficult to have savings without investment

Rep. Fountain explained performance metrics, as follows<sup>1</sup>:

- Government is different than the private sector because the bottom line is effective and efficient service to taxpayers rather than profit
- The purpose of government is to improve the well-being of citizens
- Goals are long term aims, whereas objectives are specific and measurable
- Objectives can be used to determine performance metrics
- There are input measures

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<sup>1</sup> The sources of materials were: GASB Special Report, Reporting Performance Information: Suggested Guidelines for Effective Communication Aug 2003; GASB Suggested Guidelines for Voluntary Reporting, SEA Performance Information June 2010; National League of Cities and Urban Institute A Legislator's Guide to Using Performance Information Action Briefs 2003.

- Service accomplishments are output measures and may be qualitative or quantitative
- Good objectives should lead to measurable outputs, although some outputs are easier to measure than others
- Cost output measures are traditional measures of efficiency
- Cost outcome measures (cost to quality) are difficult to determine
- Activity measures are useful internally
- Other factors can affect results and you must be aware of those (e.g. amount of truck traffic)
- Secondary results and unintended consequences must also be noted
- Measures should be linked back to be objectives
- Can use measures for performance-based budgeting
- Can use measures to manage work processes and make them valuable to departments
- Results should be evaluated outside of a department – Compare to prior years, targets, comparable jurisdictions;
- Customer and Citizen perceptions are also types of measures (by survey)

The Committee discussed how they would like to proceed

- This should be outside the budget process
- Could be used to measure outside agency performance

Chair Di Costanzo adjourned the meeting at 8:00 p.m.

Respectfully submitted,  
Monica Di Costanzo

This meeting is on [video](#).