

Controller's Office Citywide Performance Measurement Program

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Performance Measurement

- Performance measurement - the regular tracking of performance data to analyze the efficiency and effectiveness of programs or services.
- Performance management - the use of performance data to manage programs or services.



Citywide Performance Measurement Program

Begun in 2000

Goal: Increase the use of performance management among public officials, department heads, and department managers to make resource allocation and operational decisions that improve outcomes.

Program activities

- Consultation to departments on designing and implementing performance measurement systems
- Citywide database to help departments collect, analyze, and report performance data
- Training on performance measurement and database
- Public reporting of performance data

Performance Measurement Database

The citywide performance measurement database currently houses over 1,100 measures across all City departments.

Reports from the database

- Bimonthly Government Barometer
- Mayor's Proposed Budget (Budget Book)
- Controller's Annual Year-End Performance Report
- Ad hoc requests
- Others (DHR performance appraisal completion, etc.)

FY11 Program Emphasis

- Engaging program participants in limited program evaluation to determine how to better support their use of performance measurement.
- Data validation effort (verifying that performance data in the citywide database are supported by primary source documentation).
- Database improvements to make data collection, review, and reporting easier for department contacts.
- Reporting improvements including department-specific dashboards and improved Government Barometer.
- Streamlined semi-annual data collection and review process.

Recent Results

- Success of the Government Barometer in sharing key performance and activity information with the public in order to increase transparency, create dialog, and build the public's confidence regarding the City's management of public business.
- 46% of Citywide Performance Measurement Program participants noted an increase or strong increase in the use of performance measurement in their department over the last three years.
- International City/County Management Association (ICMA) Certificate of Distinction in 2009 and 2010.



Other Controller's Office Performance Management Efforts

The Controller's Citywide Performance Measurement Program is one performance management effort among many at the City.

Some other initiatives within the Controller's Office include:

- Performance audits, program evaluations, and short-term performance or efficiency reviews
- Controller's Office maintenance standards programs for parks and streets
- City Survey

Other City Performance Management Efforts

Some performance management initiatives led by other departments:

- Department head annual performance plans with quantitative performance measures
- SFStat
- 311
- Department specific "performance stat" programs (HSASat, DPWStat, CompStat)
- Various department performance measurement and reporting for other purposes (eg, CSS, etc.)
- Local 21 capital project gainsharing program



For more information

www.sfgov.org/controller/performance

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