

# Key Performance Measures



## Bureau Dashboards: Connecting Budget and Performance

In recent years, the City Budget Office has undertaken efforts to increase the efficacy of performance management in the budget process. Last year, bureaus worked with CBO to establish Key Performance Measures to be reported in the budget and published online. These measures (or “KPMs”) aim to provide Council with additional information for making budget decisions, by tracking the effectiveness and efficiency of each bureau’s core programs and services.

This year, bureaus identified strategic targets for each KPM that indicate the long-term level of service goal for that measure. Results for all KPMs may be viewed on the bureau performance dashboards at [portlandoregon.gov/cbo/performance](http://portlandoregon.gov/cbo/performance).

<p><b>Goal</b></p>	<p>Increase the efficacy of City decision-making by (1) using performance data to quantify the impact of budget decisions; (2) improving the quality of current performance measures; and (3) fostering a performance-focused culture Citywide.</p>
<p><b>Key Performance Measures</b></p>	<p>Each bureau has developed a handful of <b>Key Performance Measures</b> and quantified the impact of budget requests, using Key Performance Measures or other performance metrics.</p> <p><i>Key Performance Measures (KPMs) are the most useful and selective performance measures. KPMs are outcome indicators of core service delivery, and provide bureau managers and City Council with information to guide decision-making. KPMs are clearly understandable, results-oriented, selective, useful, reliable, and comparable.</i></p>
<p><b>Actions Taken</b></p>	<ol style="list-style-type: none"> <li>1. Each bureau has <b>developed a handful of Key Performance Measures</b> that provide data on the bureau’s most essential, core services – or functions associated with the bureau’s strategic plan. Data collected on program efficiency, effectiveness, and workload continue to be reported in the Adopted Budget document.</li> <li>2. After one year of tracking Key Performance Measures, some bureaus <b>requested modifications or established new measures</b> to improve tracking of results.</li> <li>3. As part of the FY 2016-17 budget process, bureaus identified a <b>long-term strategic target</b> for each KPM that is aligned with a City or bureau strategic plan. This additional comparison helps track progress on broader Citywide goals.</li> <li>4. <b>Budget requests have quantified expected performance improvements</b> resulting from changes in resources. Bureaus used Key Performance Measures or other performance data to quantify impacts.</li> <li>5. <b>Performance dashboards</b> for each bureau are available to Council and the public at <a href="http://portlandoregon.gov/cbo/performance">portlandoregon.gov/cbo/performance</a>. Dashboards are updated periodically in accordance with the budget cycle.</li> </ol>



# Key Performance Measures

## Bureau Dashboards for FY 2016-17 Budget Work Sessions

### Trend Arrows:

Comparison of FY 2013-14 to FY 2014-15



#### Trending in the favorable direction

Comparing the past two fiscal years, this performance measure is trending in the favorable direction.



#### Trending in the adverse direction

Comparing the past two fiscal years, this performance measure is trending in the adverse direction.



#### Stable

Comparing the past two fiscal years, this performance measure has not changed.



#### Insufficient data

Measure is new or contains only one year of data.



#### Workload Measure

Measure tracks workload in contrast to efficiency or effectiveness.



#### Strategic Target

Gray band indicates long-term level of service goal for measure.

### Questions for Discussion

- What about the program or service is working well?
- Is there any reason why the target will not be met?
- What are potential threats to continuing this trend?
- Should the target be adjusted upward?

- What actions might the City take to resolve adverse trends in performance? What is the bureau doing to address the issue?
- What additional resources might turn around the adverse projection?
- Can Council assist with coordinating efforts across bureaus?

