

## **Introduction to Performance Measurement**

Performance measurement is an assessment of how well an organization performs when providing goods and services to its customers. In government, customers may be residents, visitors, businesses, other governmental entities or even the internal organization itself. Performance measurement produces information that can be used to support day-to-day operations and to help make strategic and budgetary decisions.

Governments must be accountable for the proper use of tax dollars and for providing services that residents demand in an efficient and effective manner. Performance measurement helps provide citizens with the information necessary to ensure accountability - making sure governments are doing what they are suppose to be doing and achieving results that will improve people's lives. As a result, taxpayers have an opportunity to understand what programs to support, as well as the impact of those programs.

In addition, performance measures are a powerful management tool that indicates workload levels, operational results and operational performance. They provide the information needed to make accurate assessments of what has happened, to help understand what needs are and are not being met, to devise plans to meet those needs and demands and to improve service delivery. Government also requires this information to plan for the long term and to ensure that day-to-day operations run smoothly.

Performance measures are indicators of where efforts are, and are not, working well. However, they do not pinpoint specifically why a program, service or department succeeds or fails to produce expected results. It is one of the many tools that the City uses to assess needs and work to improve services.

## **Miami Gardens and Performance Measurement**

Miami Gardens was incorporated in 2003 but operated under a largely County-dictated budget and organizational structure until FY 2005. Even now, some of the traditional functions are still being carried out through contract. The reader is cautioned not to put too much emphasis on the actual results this soon into our program delivery history. As the City matures, the data collected will begin to reflect the true nature and quality of services provided. The City now maintains a performance system at the division level.

## Performance Data and the FY-13 Budget

For each major service area, there is presented a brief description of the duties, responsibilities and programs carried out under the administrative organization of the department or division. This is followed by a chart presenting various measurement data: Workload measures and Outcome/Effectiveness Measures. These are presented over time (again, because of the City's recent incorporation, there is not a great deal of reliable historical data available in some operations). This section is followed by a brief analysis of factors that may have had an impact on the statistics and an interpretation of their import.

The data has proven useful over the past several years as resources have declined. They continue to help us focus our efforts and areas of proven high need rather than on antidotal claims. During this period, staff will be reviewing the data collected to ensure that it accurately reflects the kind of data that is useful as both a management tools and a citizen resource.

