



JACKSONVILLE CITY COUNCIL

**TRUE COMMISSION
PERFORMANCE COMMITTEE MEETING MINUTES
July 28, 2008
3:30 p.m.**

**City Council Conference Room A
Suite 425, City Hall
117 W. Duval Street**

Attendance: Committee Members John Palombi, Ron Mallett, Pam Korn, Marcella Lowe, Randy Deen and Greg Anderson

Guest: Heath Beach – Assistant Budget Officer, Administration and Finance Department

The meeting was called to order at 3:30 p.m. by Acting Chairman John Palombi

Mr. Palombi proposed that the committee discuss how to follow up on two topics deriving from previous work of the Performance Committee – performance measurement and reporting, and procurement and contract management.

With regard to performance measurement and management, Mr. Palombi has talked with the City's Chief Administrative Officer Alan Mosley about the performance measures that appear in the Mayor's proposed FT08-09 budget. The measures are a work in progress; some of the measures are imperfect and measure what *can* be measured, not necessarily what *should* be measured because that is sometimes difficult to conceive. Mr. Mosley said that he would appreciate the TRUE Commission's help in refining the performance measures and making improvements and suggestions.

With regard to the TRUE Commission's report on procurement and contract management, the reaction from those who received copies seemed to be generally favorable and encouraging, but it's doubtful that much if anything has changed substantively as a result. There are still reports in the media indicating that procurement processes are failing, some in ways that the TRUE Commission identified and warned about in its report. The few changes that are taking place are happening in the City government proper, not in the independent authorities where the media have recently identified problems. Could the TRUE Commission be helpful by calling in representatives of the independent authorities for discussion and prodding them to take some of the recommended actions?

The committee discussed the City's lack of substantive fiscal control over the School Board. Unlike the other authorities and boards of the City, the School Board is specifically exempted from City Council budgetary oversight by the City Charter.

Heath Beach, the City's Deputy Budget Officer, discussed how the performance measures appearing in the proposed FY08-09 budget were developed, noting that the City has gone through several variations of performance measurement and management over the past decade beginning with the Stirling Award process under Mayor Delaney. The decision was made to start testing the new system primarily with two departments – Public Works and Recreation and Community Services – whose work and services lend

themselves to somewhat easier quantification than some other City departments. The administration does *not* want a performance system to be onerous for the departments, either too difficult or too costly to implement. They have started with four primary categories of measurements: 1) inputs; 2) workload/demand; 3) efficiency; and 4) effectiveness. The TRUE Commission could help with refinements and prioritization of the measures chosen; what really needs to be measured and how should priorities be established among competing uses for limited funds?

The City wants to benchmark itself against other jurisdictions but needs to decide who is best for comparison purposes. Their initial investigation seems to indicate that cities and counties all measure slightly different things in a slightly different way – hard to establish comparability. Commissioner Deen suggested the use of standards developed by national organizations such as the Government Finance Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB). Mr. Beach indicated that their effort derived in part from the system of the International City/County Management Association (ICMA), the professional organization for city and county managers. He also stated that the administration has tried to let the departments and divisions design the measures because they know what can be measured and what should make sense for the way their unit operates.

Mr. Deen suggested San Antonio or Austin, Texas as jurisdictions that have done a good job with a performance measurement system and reporting those measures to the public on their web sites. Mr. Beach indicated that the City does not have many automated systems for reporting data, which led to a discussion of the drawbacks of the City's Oracle financial software package. It is not user-friendly and is difficult to get reliable information out in a useable format, as well as being difficult to break out costs by particular activity rather than by operating unit. Mr. Beach offered to share more details about how the Public Works and Recreation and Community Services measures were developed if that would be a helpful starting point. He welcomed the commission's input and assistance in developing a citizen-friendly reporting format. Commissioner Anderson suggested the need to incorporate some means of interpreting what the reported numbers mean – what constitutes better or worse performance on whatever scale has been selected?

The committee prevailed upon Commission Anderson to chair the group from this point forward.

The group discussed the City Council Finance Committee budget hearing schedule and the members divided up the meetings among themselves so that someone from the TRUE Commission will cover each meeting.

There being no further business, the meeting was adjourned at 5:07 p.m.

Jeff Clements, Chief
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4:00 p.m.