

MOTION BY SUPERVISOR DON KNABE

February 16, 2016

Throughout the nation, other jurisdictions are exploring and implementing ways they can better measure the effectiveness of their programs and services. This new approach aims to shift governments' focus away from outputs, and more toward outcomes. On October 20<sup>th</sup>, this Board approved a motion that instructed the Chief Executive Office to report back on the current processes Los Angeles County has in place to measure the effectiveness of their programs and services, and to provide a summary of best practices in developing an outcome-focused approach as evidenced by these other jurisdictions. On December 17, 2015, the CEO submitted the requested Outcomes Report (Report).

The Report notes that the County currently utilizes the Performance Counts (PC) framework to monitor and track departmental statistics and outcomes. PC was launched in 2003, and by Fiscal Year (FY) 2004-05, it was used by all County departments when submitting their Requested Budget. By FY 2009-10, PC was no longer published with

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the budget, and by 2012-13, departments were no longer required to submit their PC with their requested budget, but were directed to continue to collect the information.

On best practices, the Report highlights several key insights to better measure outcomes. These include investing time in the beginning of the process to make sure that the measures that are tracked are meaningful; publishing data online to provide the public and other stakeholders with valuable information about the effectiveness of their government's ability to address important issues; and setting clear goals for improvement for the measured outcomes. Successful jurisdictions also indicated that it was important to have a central team or agency responsible for coordinating the performance measurement process and standardizing data so that it can be distributed in a clear and consistent format.

The Report concludes that based on the success of these other jurisdictions, there is an opportunity here in Los Angeles County to improve our performance measurement system. During this time of limited budgets and increased demand for governmental services, Los Angeles County would be wise to look further at developing a more outcomes-focused approach.

**I, THEREFORE, MOVE, THAT THE BOARD OF SUPERVISORS:**

1. Instruct the CEO to develop a new framework for County metrics, with a focus on tracking and monitoring outcomes. The CEO should consult with County experts on program measurement, academic researchers, and an outside

research consultant specializing in outcomes measures. The CEO shall submit a written report to the Board in 90 days with their recommendations for a new framework to track and monitor outcomes;

2. Instruct all County departments to continue collecting and tracking Performance Counts measures, and be prepared to submit the information to CEO by the recommended timeframe.

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