

ROLE 5: ASSIST ELECTED OFFICIALS OR CITIZENS

Practice 5a. External advocacy: Advocate to, or assist, external stakeholders, concerning the development, implementation, or improvement of government performance management systems.

Austin, Texas, City Auditor (www.ci.austin.tx.us/auditor): In 1992 the Office of the City Auditor drafted and presented to the Austin City Council a performance measurement and reporting resolution. The Council adopted the resolution encouraging City management to measure performance and issue annual performance reports. The auditor's role has been to audit the adequacy of these reports as well as the City's progress in implementing performance management on a citywide basis (see 1b). As part of its 1998 review of the City's progress, the City Auditor's Office drafted an ordinance that would require specific performance measurement and management practices, spelling them out in more detail than the 1992 resolution. The Auditor's Office included the draft ordinance in its report on the use of performance measurement in Austin. The City Manager's response to the report was to propose a plan to improve performance management in Austin, in cooperation with the City Auditor (see 4b), which the City Council accepted, rather than pass the ordinance. So the proposed ordinance influenced performance management improvement in the City, even though it was not passed. As part of its 2002 review of the City's progress, the City Auditor's Office drafted a "best practices" performance management and accountability ordinance. The comprehensive ordinance would place stronger performance planning, reporting, measuring, analyzing, and reporting requirements on City departments. When presenting its findings to the City Council Audit and Finance Committee, the Auditor's Office brought the need for an ordinance of this nature to the Committee's attention. At that time the Council Committee tabled the report, and by reference a possible ordinance, for consideration at a later date.

In addition to reporting to the Council and proposing draft ordinances on City performance management, the City Auditor's Office has also brought examples of best practices in performance measurement to the City Council's Audit and Finance Committee. These Committee meetings are taped and can be viewed by both the public as well as the City management. In 2002 the Audit Office had a representative of the State of Texas Legislative Budget Board make a presentation to the Audit and Finance Committee on the Texas Strategic Planning and Performance System best practice model that incorporates strategic planning, performance budgeting, and performance monitoring. In 2002, the City Auditor's Office asked the City's Fire Chief make a presentation to the Audit and Finance Committee describing how his Department uses performance measurement data to strengthen its operations. Over the years, the Austin Fire Department has been a leader in the City's Managing for Results efforts and has built a strong technological and human infrastructure to support its performance management system.

A summary of the report *Performance Measurement and Reporting 1998*, December 1998, is available at the Office of the City Auditor website (www.ci.austin.tx.us/auditor).