



1500 Walnut Street, Suite 1600, Philadelphia, PA 19102  
Telephone 215-561-9160 [www.picapa.org](http://www.picapa.org)

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Contact: Harvey Rice  
[215-561-9160](tel:215-561-9160)

## **PICA Releases First Annual Report on City Departments Goals and Performance Measures**

(PHILADELPHIA) — PICA today released “City of Philadelphia Performance: Measurement, Reporting and Accountability,” its first report on the performance of City government. The report analyzes the goals and performance measures of 21 key city departments.

While the report's findings cover the previous administration, the new Kenney Administration has reviewed the report and expressed a commitment to implementing the report's recommendations that call for increased performance measurements, coupled with improved managerial evaluation standards for all departments.

In this process, PICA looked at whether the goals of the departments clearly align with performance of their mission in delivering city services and whether these goals are adequately measured and reported to all Philadelphians.

The report found that some departments have not clarified their mission, goals and objectives. In addition, many departments have not published a comprehensive set of performance measures and in some departments the measures that have been established are not aligned with their mandate for delivery of city services.

Some specific findings include the following:

- The Commerce Department does not report on outcome measures such as total payroll employment, or jobs created or retained as a result of city programs.
- Department of Human Services has failed to implement the 2007 Child Welfare Review Panel’s recommendation to develop an annual report card presenting data on performance outcomes.
- The Office of Innovation and Technology has not developed an enterprise-wide strategic plan for information and technology, as required by the City Code.

- The Police Department does not report statistics by offense, nor does the department report response times, police shootings, officer misconduct and complaints. Publishing this data ensures accountability for processes as well as crime reduction.
- The Office of Property Assessment has not complied with the Philadelphia Code section 2-305 which requires annual publication of assessment ratio studies that include quantitative measures of assessment uniformity and equity for the city as a whole and for particular neighborhoods.
- The Department of Revenue has not reported performance measures on enforcement activities and outcomes, and estimates of revenue not received due to non-filing, underreporting and non-payment. These estimates should guide departmental enforcement activities.

In addition to specific findings for each department, PICA offers the following five general recommendations:

- **Agency Statement of Mission and Goals and Objectives.** Every City agency should develop a concise mission statement and clearly defined goals and objectives either in their respective strategic plans, or in some other strategic document.
- **Agency Performance Measures.** Agencies should develop and report performance measures that capture both service levels and social outcomes.
- **Annual City Performance Report.** The City should issue an annual performance report that captures relevant dimensions of performance for all city agencies and departments.
- **City Operating Budget Document.** The City budget document should be redesigned so that it accounts for and shows the relationship between costs and performance.
- **Five-Year Plan.** The Five-Year Financial Plan should focus on long-term financial issues.

PICA staff is encouraged by the commitment from new Kenney Administration officials to improve accountability and establish managerial evaluation standards, as well as by Mayor Kenney's executive order establishing the Office of Chief Administrator Officer and his inaugural address comment that, "The vision that will guide my administration is that City government should first and foremost deliver efficient and effective services to all Philadelphians."

The PICA Staff Report is available [here](#).