A Manual for
Performance Measurement

Fairfax County

Measures Up

Performance Measurement Team
Department of Management and Budget
2009

www.fairfaxcounty.gov/dmb

http://www.fairfaxcounty.gov/dmb/perf_measure.htm

Foreword

When the *Fairfax County Measures Up* manual was first developed for agencies to use in preparing the FY 1999 Budget, it was noted that the first edition would be the first of many maps on the road toward higher performance. Since that time, thousands of County staff have used the manual to develop and improve goals, objectives and performance indicators for the budgets from FY 1999 to FY 2010. The general consensus is that the information regarding program performance continues to improve through better linkage of mission, goals, objectives and indicators, as well as a more balanced picture of performance through the use of the Family of Measures – *output, efficiency, service quality and outcome*.

Once again, these instructions have been updated to reflect additional information available and lessons learned over the past nine years. It is important to note that **there are no changes to the methodology**. We will continue to use the same process that staff is accustomed to by now, including the efficiency calculation spreadsheet that was introduced for the FY 2000 budget to ensure consistency and accuracy in computing cost per unit. Updates to this manual since then include an expanded section on setting targets, the program logic model, the County's benchmarking efforts, and how Fairfax County uses performance measurement to improve.

Since this effort began, Fairfax County has continued to evolve its approach to continuous improvement, now manifested in the Fairfax Framework for Excellence (FfX) which is based on the High Performance Organization (HPO) model. More information on this model is available to staff on the County's Intranet at http://infoweb/LEAD/. Since a major component of FfX is strategic planning, identifying WHAT we want to achieve (our MISSION), performance measurement is a critical corollary for determining HOW WELL we are meeting that mission. This manual contains information showing how we make that link.

However, even this thirteenth edition should be considered a "work in progress" as we continue to learn more about performance measurement and refine the approach used in Fairfax County. Since we measure performance in order to continuously improve, it is just as important that we strive to continuously improve performance measurement as well.

The multi-agency Performance Measurement Team will continue to work with agencies to fine-tune performance measures in the FY 2011 budget. We look forward to working with all County agencies to integrate performance measurement, not only in the budget document, but in all management processes in order to achieve maximum benefit and ensure continuous improvement in all the services we provide to the citizens of Fairfax County.

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I. INTRODUCTION

What is Performance Measurement?

Performance measurement is the regular collection of specific information regarding the results of County services. It includes the measurement of the kind of job we are doing, and addresses the effect our efforts are having in our community. Together with strategic planning, benchmarking and continuous improvement, performance measurement forms the nucleus for managing for results.

Leading organizations, whether public or private, use performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of their programs, processes and people. While performance measures will not in and of themselves produce higher levels of effectiveness, efficiency and quality, they will provide the necessary data to reallocate resources or realign strategic objectives to improve products, processes and priorities. These best-in-class organizations decide on what indicators they will use to measure progress toward meeting strategic goals and objectives (actions), then gather and analyze data, and finally use these data to drive improvements in their organizations.

Performance Measurement Process
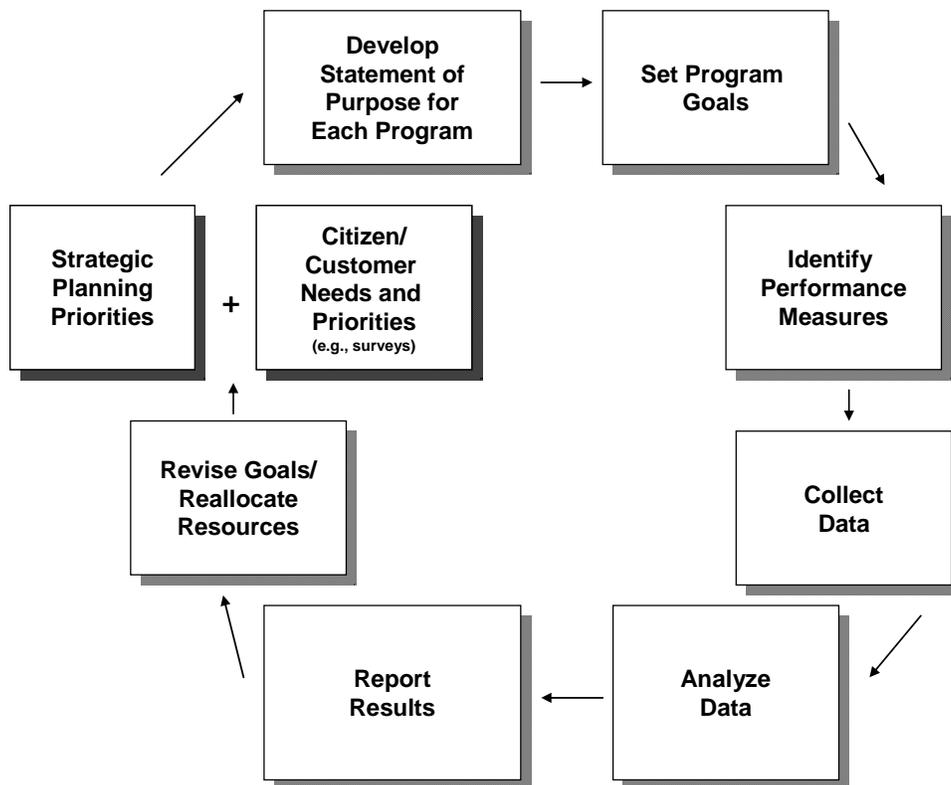
As shown in the diagram on page 4, the PM process is not a linear process; rather, it is a circular or ongoing process. The last step continually feeds into the first steps – focusing on results and strategic planning. The emphasis is on continuous improvement and innovation. Performance measurement is a process; therefore, it's not a "one-size-fits-all" cure-all or a simplistic formula or equation for instant success. Performance measurement is a management tool. In Fairfax County, we measure performance not to keep score. Performance measurement is a tool to constantly improve and deliver our programs and services. Measurement alone is not the answer – you have to use the data to improve. While strategic planning helps organizations focus on "doing the right things," performance measurement (PM) helps organizations determine if they are "doing them right."

Inherent in the PM process are four driving questions:

1. Where are we now?

2. Where do we want to be?

3. How do we get there?

4. How do we measure our progress?

Performance measurement is used to:

- Drive day-to-day decisions, as well as long-term planning

- Invest resources in performance

- Communicate successes and provide accountability

In general, a good performance measurement system should be able to provide answers for the following questions.

- What was achieved?

- How efficiently was the work done?

- How were citizens helped by the effort?

Why Measure Performance?

The most powerful reason for measuring performance is that citizens are continually demanding more responsive and competitive government. In Fairfax County, revenue growth has been limited, while citizen expectations for top quality services remain high. Balancing these realities has been, and will continue to be one of the most significant challenges facing us. In the quest for a consensus on services, service levels, service quality and cost, the need for sound information about the *performance* of services remains vital.

Performance measurement is a practice that has permeated all levels of government – from the federal government's Government Performance and Results Act of 1993 (GPRA) to numerous state and local programs. Rather than being a passing fad, performance measurement is a practice that is being integrated into all aspects of management, including but not limited to, performance budgeting, strategic planning, compensation strategies, and continuous improvement efforts.

In 1994, the Government Accounting Standards Board (GASB) adopted a concept statement strongly encouraging local governments to provide annual Service Efforts and Accomplishments or "SEA" reports, a type of standardized performance report that provides a means for comparing government performance over time and against other jurisdictions. While SEA reporting is not mandated, there is the expectation that governments at all levels should disclose performance data as they do financial data so citizens and elected officials have access to the information they need to make informed decisions in a democratic society.

Benefits of Performance Measurement

In addition to these reasons, many governments report beneficial changes to their organizational culture as a result of performance measurement. We have seen similar benefits accrue for Fairfax County. In general, governments that measure performance do so because it:

- Supports strategic planning and goal-setting

- Strengthens accountability

- Enhances decision-making

- Improves customer service

- Assists governments in determining effective resource use

What Constitutes a Good Performance Measurement System?

In preparing meaningful performance measures, keep the following principles in mind. Measures should be:

- **Results-oriented** - focused primarily on desired outcomes, less emphasis on outputs

- **Important** - concentrate on significant matters

- **Reliable** – accurate, consistent information over time

- **Useful** - information is valuable to both policy and program decision-makers and can be used to provide continuous feedback on performance to agency staff and managers

- **Quantitative** - expressed in terms of numbers or percentages

- **Realistic** - measures are set that can be calculated

- **Cost-effective** - the measures themselves are sufficiently valuable to justify the cost of collecting the data

- **Easy to interpret** - do not require an advanced degree in statistics to use and understand

- **Comparable** - can be used for benchmarking against other organizations, internally and externally

- **Credible** - users have confidence in the validity of the data

Limitations of Performance Measurement

In theory, performance measurement has many benefits and advantages as well as limitations. Some try to use these limitations as reasons not to pursue performance measurement, and in doing so, forego its benefits. The following includes the typical arguments used; the response to those reasons follows each one.

- It's not fair because I don't have total control over the outcome or the impact. RESPONSE: It is the rare program that anyone has total control over the outcome, but if you can't demonstrate any impact on the result, then why are we funding your program?

- It will invite unfair comparisons. RESPONSE: Comparison is going to happen whether you like it or not. By taking the initiative in selecting comparable organizations, you can help your program by proactively comparing performance, determining how well you are doing, and seeking ways to improve your performance.

- It will be used against me. RESPONSE: Demonstrating openness and accountability, even when the news is not so good, inspires trust. If you are open about where you need to improve, most people will give you the benefit of the doubt as long as you demonstrate that you are sincerely seeking to improve. Cynical manipulation of measures, i.e., selecting overly easy targets or ignoring key data, will likewise cause the public to question your motives and credibility and will lead to mistrust. In fact, being honest about your performance and how you can improve can actually help you win support for additional resources.

- It's just a passing fad. RESPONSE: Anyone who thinks performance measurement is just a passing fad need only pick up any public administration-related document to learn that it is being used at the federal, state and local levels of government, with no indication that the requirements for its use, i.e., accountability, continuous improvement, better information for decision makers, etc. will abate. In fact, if anything, pressure to demonstrate accountability and improvement is only expected to increase.

- We don't have the data/we can't get the data. RESPONSE: In this age of information technology, it is hard to believe that performance data are not available. If a program is important enough to fund, staff should be able to find some way to collect data on its effectiveness. It can be as simple as a desktop spreadsheet using information collected from a hard-copy log or it can be trained observer ratings, with numerous variations in-between. What is important is that critical indicators of success are identified and measured consistently and conscientiously.

- We don't have the staff resources to collect the data. RESPONSE: The reality is that administrative-type positions will not be added for performance measurement; however, staff should realize that dedicating 5 percent of their time to come up with thoughtful measures, collecting the data on those measures, and then using the data to manage for results, will generally save a larger portion of their time that they would have spent correcting service problems down the road.

Performance Measurement Approach - Overview

In the first phase, we began with an assessment of existing goals, objectives and indicators to reorient our system from measurement of outputs toward outcomes. Through a four-step process, we examined agency mission, goals and objectives, and then developed indicators to measure performance. This process was intended to improve operational and resource planning, and resulted in improved goal statements, objectives and performance indicators published in the FY 1999 Adopted Budget Plan. That methodology will be continued for the FY 2011 Budget. Secondly, we began comparing performance measures externally. Fairfax County initiated a Regional Performance Measurement Consortium in the fall of 1998 in order to share performance measurement methodologies with other local governments in Virginia and Maryland as well as the District of Columbia. **Benchmarking** is a continuous process, which enables organizations to strive for and in some cases, even surpass some previously determined standard. Benchmarking can be viewed as a systematic process of searching for best practices, innovative ideas, and highly effective operating procedures that lead to superior performance. With improved knowledge, practices and processes gleaned from the benchmarking process, agencies can take actions to improve performance. The following is a list of jurisdictions to which Fairfax County usually benchmarks itself.

Typical Agencies to Which Fairfax County Benchmarks Itself

▪ Alexandria, Virginia	▪ Cuyahoga County, Ohio	▪ Houston, Texas	▪ Richmond, Virginia
▪ Arlington County, Virginia	▪ Dallas, Texas	▪ King County, Washington	▪ Rockville, Maryland
▪ Atlanta, Georgia	▪ Douglas County, Colorado	▪ Los Angeles, California	▪ San Francisco, California
▪ Austin, Texas	▪ Du Page County, Illinois	▪ Los Angeles County, California	▪ San Jose, California
▪ Bellevue, Washington	▪ Durham County, North Carolina	▪ Loudoun County, Virginia	▪ Santa Clara, California
▪ Blacksburg, Virginia	▪ Falls Church, Virginia	▪ Maricopa County, Arizona	▪ Seattle, Washington
▪ Boston, Massachusetts	▪ Fairfax City, Virginia	▪ Montgomery County, Maryland	▪ Stafford County, Virginia
▪ Broward County, Florida	▪ Fairfax County EDA	▪ Nassau County, New York	▪ Suffolk County, New York
▪ Charles County, Maryland	▪ Fairfax County Public Schools	▪ New York, New York	▪ Sunnyvale, California
▪ Charlotte, North Carolina	▪ Hamilton County, Ohio	▪ Orange County, California	▪ Tempe, Arizona
▪ Chesterfield County, Virginia	▪ Hampton, Virginia	▪ Phoenix, Arizona	▪ Tulsa, Oklahoma
▪ Chicago, Illinois	▪ Hennepin County, Minnesota	▪ Portland, Oregon	▪ Wake County, North Carolina
▪ Clark County, Nevada	▪ Henrico County, Virginia	▪ Prince George's County, Maryland	▪ Washington, D.C.
▪ Coral Springs, Florida	▪ Hillsborough County, Florida	▪ Prince William County, Virginia	▪ Virginia Beach, Virginia

In this phase, Fairfax County also expanded its benchmarking horizons by joining the International City and County Management Association's (ICMA) Center for Performance Measurement in 2000. Membership in this annual benchmarking effort provides the County with access to performance data from more than 220 jurisdictions across the country that are also committed to excellence. This will also further the goal of continuous improvement by providing comparative data the County can use to gauge performance in relation to other jurisdictions, as well as learn best practices from high performers. Beginning in 2006, ICMA formed a Virginia consortium where 27 cities, counties and towns in the Commonwealth will provide comparative performance data. The areas that Fairfax County benchmarks as part of this effort include:

Police Services	Fire/EMS Services
Library	Parks and Recreation
Housing	Code Enforcement
Youth Services	Refuse Collection and Recycling
Fleet Management	Facilities Management
Information Technology	Purchasing
Human Resources	Risk Management

In the third phase, the County undertook a more systematic linkage between strategic plans, performance measurement and the budget. The County's budget underwent a significant redesign for FY 2005 in which agencies addressed the linkage between their Mission, Focus, New Initiatives and Recent Accomplishments, and Performance Measures. At the program area level, e.g., public safety, public works, health and welfare, etc., benchmarking data were included in the budget to demonstrate how Fairfax County's performance compares with other jurisdictions. Finally, at the countywide level, Key County Indicators were developed that demonstrate accountability for achieving the County's seven vision elements.

In 2006, the County Executive formed a multi-agency team to study the feasibility of implementing the **Balanced Scorecard (BSC)** as the methodology and framework for agencies to use for the next phase of strategic planning. Consequently, after much research and consideration of various alternatives and approaches, this multi-agency team recommended the Balanced Scorecard approach as the methodology for strategic planning in the County. Specifically, the County Executive directed that each agency develop a one-page Strategy Map aligning agency strategic objectives with the four perspectives of the Balanced Scorecard:

- Customer
- Financial
- Internal Processes
- Learning and Growth

Strategy Maps are very effective because these one-page blueprints of strategic objectives demonstrate the cause-and-effect relationships of strategic objectives across the four BSC perspectives. The Strategy Map also enables readers to identify gaps and intuitively grasp the interdependencies between agency strategies. Ultimately, Strategy Maps translate agency strategies into operational terms.

Agency Strategy Maps and Balanced Scorecards of measures aligned with the above four perspectives can be viewed at:

http://infoweb.fairfaxcounty.gov/lead/balanced_scorecards.html

The Balanced Scorecard typically reflects two different types of measures: (1) lead measures which are measures that reflect something an agency is doing in the present to influence long-term results. Lead measures are short-term activities (outputs) that serve to predict the outcome of current program operations in the future; (2) lag measures, in contrast, are typically outcomes or results which communicate how past operations and activities fared. Often lag measures feature outcomes, efficiency and effectiveness measures evaluating the benefits, cost per participant, and the success of delivering the programs and services. The Balanced Scorecard is balanced because:

- It balances both financial and non-financial measures
- It has both an internal and external focus
- It includes both lead and lag measures

While the essence and focus of the 'Family of Measures' provides decision-makers and the public with very specific performance measures aligned with each agency cost center and functional program areas that report on past and current performance as well as future estimates of performance, the Balanced Scorecard measures are focused on the pivotal strategic objectives that will help improve current and future performance in many facets of the County government.

Fairfax County will continue to use its existing 'Family of Measures' to depict the effectiveness, efficiency and outcomes of County programs and services to its stakeholders, including the Board of Supervisors and the public, illustrating the County's commitment to accountability and transparency in government. While there may be some overlap in the types of measures that agencies use in both their performance measures in the budget and on the Balanced Scorecard, the focus of performance measures is on external reporting and accountability, while the primary focus of the Balanced Scorecard is an internal management and communication tool which provides the conduit for improving agency performance.

Understandably, the public is rightly concerned about maximizing and optimizing value for their tax dollar and seeing results; therefore, they may not necessarily be interested in some

of the perspectives of the Balanced Scorecard (such as Internal Processes, Learning and Growth and Customer) which are nevertheless important to agencies to focus on to help them remain strategically focused toward the goal of improving their operations and ultimately bringing about more effective, efficient and increased value for the taxpayer. Consequently, the 'Family of Measures' and the Balanced Scorecard approach complement each other and provide the County with a robust set of measures that accurately and comprehensively provide the necessary data for operational managers and decision-makers to make sound judgments and the public to see the value and efficiency and effectiveness of County programs and services.

While there may be some overlap with the 'Family of Measures' and the Balanced Scorecard, generally speaking, the focus and purpose of these different performance measurement methodologies substantiates the County's decision to use performance measures as the metrics to report on the effectiveness and efficiency and value of County programs and services, and the Balanced Scorecard measures as an internal framework to facilitate and promote strategic planning within the County.

Recognition Fairfax County has Earned for Its Performance Measurement Program

- International City/County Management Association (ICMA) – Certificate of Distinction: 2002, 2004, 2005, 2006, 2007 and 2008

- The Performance Institute – City/County Performance Management Award: 2004, 2008

- Government Finance Officers Association (GFOA) – Special Performance Measures Recognition as part of the Distinguished Budget Presentation Award: 2004, 2005, 2007 and 2008

Purpose of the Manual

This manual was first prepared in an effort to get us started. It remains the cornerstone of instructions to continue to measure performance in Fairfax County. The purpose of the manual is to:

- Explain the importance of performance measurement and why we continue to improve our system.

- Provide information about the components of a performance measurement system – mission, goals, objectives and indicators, and how they should be linked and presented.

- ▪ Provide guidance on how to communicate goals, determine service areas, focus objectives on outcomes, and develop indicators that give us useful feedback.

- ▪ Provide guidelines on allocating costs to service areas in order to calculate various indicators.

As mentioned in the Foreword, this manual is a starting point and will continue to be improved according to identified needs. As our experience and understanding grows, additional information, examples, techniques, and tips will be added. We gladly invite your ideas and request that they be directed to any of the members of the team listed on page 28 of this document or forwarded to:

> *Performance Measurement Team*
> *Department of Management and Budget*
> *Suite 561, Government Center*

Summary
The following succinctly summarizes why performance measurement is essential.

> **WHY MEASURE PERFORMANCE?**
>
> If you don't measure results, you can't tell success from failure.
> If you can't see success, you can't reward it.
> If you can't reward success, you're probably rewarding failure.
> If you can't see success, you can't learn from it.
> If you can't recognize failure, you can't correct it.
> If you can demonstrate results, you can win public support.
>
> <u>*Reinventing Government*</u>
> *David Osborne and Ted Gaebler*

II. IMPROVING PERFORMANCE MEASUREMENT

Previous Performance Measurement System

A study of Fairfax County's previous (pre-FY 1999) performance measurement efforts revealed that while our system compared very favorably to many jurisdictions, room for improvement existed. Opportunities for improvement centered on the following:

- ▪ **Aligning indicators and objectives**. Almost one-third of the indicators presented in the <u>FY 1998 Adopted Budget Plan</u> did not correlate with stated objectives; and

- **Orienting Goals, Objectives and Indicators toward Outcomes**. Almost 84 percent of the indicators tracked workload or output rather than service quality, efficiency and outcome.

A similar inventory of the FY 1999 Advertised Budget Plan found that County agencies made significant progress in just the first year of this effort as noted by the following:

- 89 percent of the objectives had outcomes associated with them. By the FY 2002 Budget Plan, 100 percent of objectives are now aligned with outcome indicators.

- While outputs still comprise the largest percentage of the four indicator types at 31 percent, that percentage is down considerably from the previous 84 percent. In addition, greater distribution was found among efficiency, service quality and outcome, which represent 24, 21 and 24 percent of all indicators, respectively.

Timetable for the Thirteenth Year of Enhanced Performance Measurement

The timetable for the twelfth year is also designed around the existing budget process to avoid delays in routine budget development and to have updated performance measurement information available for publication in the FY 2011 Advertised Budget Plan.

Month/Year	Activity
June 2009	The *Fairfax County Measures Up* Manual are disseminated. Agencies begin updating performance indicators for the FY 2011 Budget. In addition, the PM Team will be available to assist agencies improve current measures. Agencies are encouraged to "work early and often" with the PM Team to resolve issues. The DMB analyst for the agency should also be involved in these discussions to ensure consistency and understanding, as well as to contribute to the process.
September 2009	Agency staff produces performance measurement information for the FY 2011 Budget by reporting FY 2009 actual data, and developing estimates for FY 2010 and FY 2011. Since agencies have had ten years to refine their measures, "Not Available (NA)" will not be an acceptable response for these estimates. Exceptions are where an agency is changing its measures to align with its strategic plan. If this is the case, the agency should work with its DMB budget analyst and the PM Team to coordinate these changes. **Please be aware that agencies are responsible for providing actual data for any published estimates, even if future performance measures have been changed.**

Month/Year	Activity
September-December 2009	DMB reviews, analyzes and compiles performance measurement information in preparation for review by the County Executive and inclusion in the FY 2011 Budget.
December 2009 – January 2010	County Executive makes decisions on the FY 2011 Advertised Budget Plan.
February 2010	FY 2011 Advertised Budget Plan is released.

Agency Submission

As indicated above, each agency must submit performance measures to the Department of Management and Budget (DMB) for the FY 2011 Advertised Budget Plan. Due to fiscal constraints, there will be no addendum requests beyond those associated with new facilities and mandates, which should be accompanied by relevant performance measures to be considered for funding.

III. LINKING STRATEGIC PLANNING TO PERFORMANCE MEASUREMENT

Fairfax County has adopted the Fairfax Framework for Excellence (FfX) model, which is about building and aligning leadership and performance at all levels of the organization in order to achieve our vision and do our best work for the community. For the past few years, many County staff have been trained using the LEAD (Leading, Educating and Developing) model for high performance organizations (HPOs). Staff have discussed extensively what it means to be an HPO. As this process has evolved, the need to align agency strategic plans, budgets and performance measures with the Countywide Purpose and Vision Elements has become increasingly clear. The following purpose and vision elements serve as a clear structure for identifying what we collectively want to achieve and how we envision the County if we are successful.

COUNTY CORE PURPOSE AND VISION ELEMENTS

> **To protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County by:**
>
> **Maintaining Safe and Caring Communities**
> **Practicing Environmental Stewardship**
> **Building Livable Spaces**
> **Maintaining Healthy Economies**
> **Connecting People and Places**
> **Creating a Culture of Engagement**
> **Exercising Corporate Stewardship**

⛻ Maintaining Safe and Caring Communities

The needs of a diverse and growing community are met through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.

🌎 Practicing Environmental Stewardship

Local government, industry and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.

🏠 Building Livable Spaces

Together, we encourage distinctive "built environments" that create a sense of place, reflect the character, history and natural environment of the community, and take a variety of forms – from identifiable neighborhoods, to main streets, to town centers. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play and connect with others.

▦ Maintaining Healthy Economies

Investments in the work force, jobs, and community infrastructure and institutions support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.

🚌 Connecting People and Places

Transportation, technology and information effectively and efficiently connect people and ideas. As a result, people feel connected to their community and have the ability to access places and resources in a timely, safe and convenient manner.

👥 Creating a Culture of Engagement

Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public needs.

🏛 Exercising Corporate Stewardship

Fairfax County is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

How are Strategic Planning and Performance Measurement Linked?

Strategic planning is the process of looking toward the future, typically a 2-5 year horizon, identifying why an organization exists (MISSION), what it would look like if it achieved its mission (VISION) and the concrete steps (GOALS and OBJECTIVES) it must take to achieve that vision. Data that tell if you are achieving results on your strategic plan are PERFORMANCE MEASURES. Performance measurement helps translate an organization's mission, vision and strategy into tangible objectives.

This integrated process, known as **Managing for Results**, is based on

- Identifying strategic goals and objectives as well as relevant measures;
- Determining what resources are necessary to achieve them;
- Analyzing and evaluating performance data; and
- Using that data to drive improvements in an organization.

The diagram on the following page illustrates the Managing for Results process. It is continual, with each of the components connected to the others.

MANAGING FOR RESULTS
IN FAIRFAX COUNTY

IV. PERFORMANCE MEASURES - THE TERMINOLOGY

Family of Measures

While many jurisdictions measure performance, there are variations in how each classifies indicators, as well as their approach for how it is done. This guide provides a standard Fairfax County approach to ensure that we are consistent in reporting performance measurement information. For example, one of the most common mistakes in terminology made is when some think efficiency is how quickly a task is accomplished. While that may relate to a literal definition of the word, Fairfax County and the Government Accounting Standards Board (GASB) consider efficiency to be the ratio of inputs to outputs or how much output is derived from a unit of input (e.g., budget dollars, staff time, etc.). Timeliness (how quickly something is done) is a measure of service quality. Please pay particular attention to how these terms are used as part of Fairfax County's methodology, which is designed to ensure consistency across all agencies.

Fairfax County's methodology encompasses a *Family of Measures* approach in order to present a balanced picture of performance instead of focusing it narrowly on a single aspect such as quantity produced (output) or cost (efficiency). The *Family of Measures* includes the following types of indicators:

Terminology	Definition	Examples
Input	Value of resources used to produce an output. Direct costs (personnel services, operating expenses, recovered costs, capital equipment) plus fringe benefits	• Dollars budgeted/spent • Staff hours used • SYE

Output	Quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.
	TIPS:
	What was produced/provided
	Usually end in "ed"
	Questions to ask
	  • What services were delivered?
	  • What volume was provided?
	  • How many units of service?
		• Eligibility interviews conducted
		• Library books checked out
		• Children immunized
		• Prisoners boarded
		• Purchase orders issued
		• Patients transported

Efficiency	Inputs used per unit of output (or outputs per input).
	  • Cost per unit where input is $
	  • Productivity where input is hrs/staff
		• Cost per appraisal
		• Cost per client
		• Cost per senior lunch served
		• Plans reviewed per reviewer
		• Investigations conducted per investigator
		• Hours per occupancy inspection

Terminology	Definition	Examples
Service Quality	Degree to which customers are <u>satisfied</u> with a program, or how <u>accurately</u> or <u>timely</u> a service is provided.	• Percent of respondents satisfied with service • Error rate per data entry operator • Frequency of repeat repairs • Average days to address a facility work order
Outcome	Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. External forces can sometimes limit managerial control; however, managers are still responsible for outcomes associated with their programs. Outcome focuses on the ultimate "why" of providing a service. TIPS: Describe the impact or benefit of the service on the customer Describe what was changed or accomplished as a <u>result</u> of the service. Questions to ask • How has the customer benefitted? • Why is the customer better off? • What is the impact of the service?	• Reduction in fire deaths/injuries • Percent of job trainees who hold a job for more than six months • Percent of juveniles not reconvicted within 12 months • Adoption/redemption rate of impounded animals

V. FOUR-STEP METHODOLOGY

A four-step process is used to develop agency performance measures.

Step 1. <u>Review and Evaluate Existing Agency Mission and Cost Center Goals.</u>

Agencies should use their mission as identified during their strategic planning process. At the next level are goals, which give more specific direction on how the agency will achieve its mission; however, they are generally not quantified and span multiple fiscal years. A good goal statement should:

- Begin with "To" and a verb
- Say generally what the cost center does
- Identify customers
- State <u>why</u> a cost center exists
- Be associated with an <u>outcome</u> indicator (statement of accomplishment)

The following is a useful template for writing or validating a goal statement.

<div style="border:1px solid">

Goal Statement

To provide/produce (<u>service or product</u>)

to (<u>customer</u>)

in order to (<u>statement of accomplishment</u>).

</div>

An outcome indicator should be identified that enables measurement of the extent to which a goal has been achieved. An example of how a cost center goal fits into the above template can be found in the case of Health Department's Maternal and Child Health Cost Center whose goal is:

> **To provide maternity, infant, and child health care emphasizing preventative services to achieve optimum health and well-being.**

A tip to consider:

If you think of goal statements in terms of your customers, outcomes will be easier to identify. Who are your customers? These can be internal or external. For example, the Department of Information Technology may have few external customers for its services, but it has many internal agency customers.   Ask yourself **"what ultimate benefit will these customers receive if the program/service is effective?"**

Step 2. Identify Service Areas.

Ask yourself, what do you do? Agencies have limited resources with which to measure performance and therefore must be strategic in what they select. To avoid micro-measurement, activities should be consolidated into service areas that will be used as the basic level for developing objectives and indicators. Some cost centers may have a single service area, while others may have several. Service areas should have a common purpose and lead to a common outcome for the customers of the service. To define service areas, identify the major activities you perform and conceptually collect these activities into a logical group with a common purpose. Consider the word "major" according to the following elements:

- Activities that consume a major portion of the cost center's budget

- Activities that are critical to the success of the agency's mission

- Activities that have a significant customer service focus

- Activities that are politically sensitive or frequently in the spotlight due to attention by the BOS, public, and/or media (stakeholders)

Step 3. Define Service Area Objectives

Service area objectives are outcome-based statements of specifically what will be accomplished within the budget year. While strategic plans stretch across multiple years and cannot generally be accomplished in one year, the annual budget addresses that portion of the plan the agency can accomplish in a given fiscal year.

Each service area will have at least one objective statement and at least one indicator of each type, i.e., output, efficiency, service quality and outcome. The service area objectives should clearly demonstrate progress toward the cost center goal.

Ideally, each objective should have an attainable target level with a basis in scientific research, industry practice, peer average, or Board policy. Agencies should focus on quantified objectives and develop applicable targets for the FY 2011 annual budget process.

In general, a service area objective should address the following.

- Support the cost center goal statement

- Reflect planned benefit(s) to customers

- Be written to allow measurement of progress

- Be quantifiable within the fiscal year time frame

- Describe a quantifiable future target level (if appropriate)

The following template can be used for writing an objective statement.

Objective Statement

To improve/reduce (<u>accomplishment</u>)

by (<u>a number or percent</u>) from X to Y, [toward a target

of (<u>a number</u>)].

Note: the last (target) part is optional; to be used as appropriate.

Some examples of service area objectives in the Maternal and Child Health Services Cost Center of the Health Department are:

➤ To improve the immunization completion rate of children served by the Health Department by 3 percentage points, from 77 to 80 percent, toward a target of 90 percent, which is the Healthy People Year 2010 goal.

Step 4. <u>Identify Indicators that Measure Progress on Objectives</u>

Indicators are the first-level data for reporting performance and WHERE POSSIBLE, at least one output, efficiency, service quality and outcome indicator should be developed for each service objective. The complete *Family of Measures* conveys the extent to which a service area objective and cost center goal have been met.

When developing indicators, you should ask how you can measure whether you are meeting your objectives. Not Available (NA) should only be used for prior year actuals where objectives and indicators did not previously exist. This may be due to agencies changing their service areas, objectives and/or indicators substantially to align with their strategic plans and have not yet established a baseline. In those situations, the agency should work with their DMB budget analyst and the Performance Measurement Team to determine the most appropriate manner to present the new measures.

Examples of various service areas, objectives and Families of Measures are shown on the next page.

Sample Families of Measures

Service Area	Objective	Input	Output	Efficiency	Service Quality	Outcome
Delinquent Tax Collection	To maintain 30 percent collection of delinquent accounts receivables, while maintaining a cost per dollar collected of no more than $0.18.	Budget/ actual costs Staff	Delinquent taxes collected	Cost per delinquent dollar collected	Percent of bills deliverable	Percent of delinquent taxes collected
Juvenile Community-Based Residential Services (CBRS)	To have at least 65 percent of CBRS residents with no subsequent criminal petitions within 12 months of case closing in order to protect the public safety.	Budget/ actual costs Staff	CBRS child care days provided	CBRS cost per bed day	Percent of parents satisfied with CBRS services	Percent of CBRS-discharged youth with no new delinquent petitions for one year
Fire Suppression	To maintain fire loss at 0.02% or less of Total Property Valuation, while striving to minimize fire deaths and injuries by keeping civilian fire deaths to less than 1 per 100,000 and civilian fire injuries to less than 10 per 100,000.	Budget/ actual costs Staff	Incidents responded to	Cost per incident	Average suppression response time (in minutes)	Fire deaths per 100,000 population Fire injuries per 100,000 population Fire Loss
Senior-Based Services	To maintain at 95 percent, the percentage of seniors receiving community-based services who remain living in the community rather than entering an institution after one year of service or information.	Budget/ actual costs Staff	Clients served	Cost per client	Percent of clients satisfied with services provided	Percent of clients who remain in the community after one year of service
Capital Facilities	To monitor design and construction activities in order to maintain construction cost growth at no more than 5.0 percent.	Budget/ actual costs Staff	Projects completed	Engineering design costs as a percent of total project cost	Percent of projects completed on time	Contract cost growth (percent)

Administrative Cost Centers

In previous years, some administrative cost centers were unable to provide indicators in the budget document due to the complexity of defining the variety of micro tasks and measurement difficulty associated with administrative activities.

However, these cost centers also represent County-funded programs and we have the responsibility to report on the performance of all types of services. Administrative cost centers provide services to internal customers within an agency and the needs of these customers are definable and measurable. The following table lists examples of the Family of Measures for various administrative service areas, but is not intended to be all-inclusive, so agencies are encouraged to develop additional/alternate measures as appropriate.

EXAMPLES OF MEASURES IN ADMINISTRATIVE AREAS

Service Area	Objective	Input	Output	Efficiency	Service Quality	Outcome
Budget	To maintain a variance of no more than 2% between estimated and actual expenditures.	Budget/ actual costs SYE	Budget dollars managed	Cost per $1,000 managed	Percent of budget expended	Variance between estimated and actual expenditures
Accounts Payable	To process payment for 95% of invoices within 30 days of receipt in order to maximize discounts and ensure timely payment of vendors.	Budget/ actual costs SYE	Payments made	Cost per payment made	Average time to process payments	Percent of payments processed within 30 days Discounts taken
Accounts Receivable	To increase the collection rate of funds due to the County by 5 percentage points from 90% to 95% in order to maximize revenue.	Budget/ actual costs SYE	Revenue collected	Cost per dollar collected	Percent of payments posted accurately	Collection rate
Human Resources	To improve recruitment time from 8 to 6 weeks, toward a target of 4 weeks in order to maintain adequate staffing.	Budget/ actual costs SYE	Vacancies filled	Cost per vacancy filled	Satisfaction rate with vacancy processing	Average recruitment time

Measuring Customer Satisfaction

With the use of service quality as one of the indicators included in the Performance Indicator section of the annual budget, agencies have formalized their focus on measuring customer satisfaction. There are a number of ways agencies can measure customer satisfaction. We want to emphasize that agencies do not always need to develop and administer a "statistically valid" survey in order to measure service quality. In fact, Fairfax County citizens should not be deluged with surveys from multiple agencies. What is important is that agencies are making a regular effort to obtain feedback from customers on County services. Most agencies will want to begin with a simple, cost-effective approach to measuring customer satisfaction as discussed below. In order to help agencies work through this process, the Performance Measurement Team has developed some tips and guidelines to assist you in your efforts. In addition, the PM Team provides a class on Surveying for Customer Satisfaction.

Although formal surveys are usually the first method that comes to mind to measure customer satisfaction, agencies are encouraged to be creative and consider other cost-effective, easy to administer means such as the following:

- Response Cards
- Websites
- Interactive Kiosks
- Point-of-Service Questionnaires
- Telephone Surveys
- Written Surveys
- Secret Shopper

Response Cards - This can be a simple and low-cost way of measuring customer satisfaction. Usually these are postage-paid cards, containing less than ten questions that can be completed and mailed back at customers' convenience. The primary disadvantage to a response card is that size limits the amount of information that can be included and their return is not random. However, they represent one way to get feedback from your customers.

Websites - A number of agencies now have websites on the Internet. To allow for customer feedback, a feedback button can be provided so that users can comment on the site, or they can be directed to complete a brief questionnaire. This also allows customers to respond at their leisure. Again, these responses are not random and are of course, limited to customers who have access to computers.

Interactive Kiosks - An interactive kiosk allows customers to electronically respond to questions about services arranged in a menu format. For those agencies that have applications on the County kiosks or plan to, this presents yet another opportunity to solicit customer input.

Point-of-Service Questionnaire - Agencies that have a service counter also have the opportunity to provide questionnaires or suggestion boxes, enabling customers to provide immediate input. This may allow for a higher response rate than a response card as people may fill out the questionnaire while they wait or immediately after they receive the service. If an agency uses a questionnaire, it may also want to provide a return address so that customers can take the questionnaire home if they so choose. An even more efficient way of getting feedback is to have a computer

monitor with a pre-programmed survey that is easy for customers to use after they have received the service. They can enter their comments which are then automatically tabulated.

Telephone Survey - The main advantage of telephone surveys is that they are relatively inexpensive and can allow for different variation of questions based on screening information. In addition, a telephone survey allows for a more rapid collection of data than a mail survey since data can be inputted simultaneously. However, there are disadvantages. To be done well, careful training and monitoring of interviews is necessary. The cost-per-interview is generally higher than those for mail surveys and may be subject to interviewer bias if not properly conducted.

Mail Survey - The advantages of a mail survey include no interviewer bias, the ability to handle large sample sizes, lower cost than telephone, and the ability to ask complex questions. However, the cost of a mailed survey can still be significant, especially if an agency is attempting to get a large sample size. In addition, the time involved to plan, design and administer a mail survey can be considerable. If your agency chooses to use this type of vehicle, please contact the Performance Measurement Team for guidance on design and sampling, as well as to coordinate the number of surveys being mailed to County residents.

Secret Shopper – Some agencies use "secret shoppers," someone who is not known to the staff, to use the services and report back on the quality. An example is in the Department of Tax Administration where staff telephone Central Information staff to ask questions to determine if they are addressed correctly. If not, additional training is provided.

As discussed earlier, the results of the questionnaire or response vehicle will not necessarily be a probability sample; however, these results may be used in the Performance Indicator section of the budget. Since we are interested in the public's response, as opposed to scientific sampling in every case, it is permissible to use the results in the budget. The only caveat is that these results should be footnoted to indicate that the results are based on X responses and the type of survey conducted should also be described.

SAMPLE AGENCY

	Prior Year Actuals			Current Estimate	Future Estimate
Indicator	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/ Actual	FY 2010	FY 2011
Customer satisfaction level with courtesy of counter staff	72%	76%	80% / 81%	85%	90%

[1] FY 2007 actual is based on 1,378 point of service cards completed.

Completing the Performance Measurement Worksheet

A one-page worksheet is used to record the "Family of Measures" for each service area within a cost center. In situations where agencies only need to update their objectives and indicators, but are not substantially altering them, i.e., adding, deleting, etc., **use of the worksheet is not necessary**. **Objectives and indicators are updated in the PM database.** If however, agencies wish to substantially revise the measures published in the FY 2010 Adopted Budget Plan, a completed worksheet is recommended for each revised service area objective, *as well as an explanation of how the revision will improve the agency's performance measurement.*

The form is available in Word format for your use. Rows may be added if necessary to complete the form. Appendix A contains a blank copy of the form.

For cost centers with multiple service areas, repeat the form for each service area. However, it should be noted that it is acceptable, and even preferable, to have one good objective and family of measures per cost center rather than a number of weak ones.

In completing the worksheet, follow the steps below, which correspond to the 4-step methodology.

Index Info: For each cost center, enter the agency and cost center name, agency number, contact name and phone number on the initial worksheet page. For subsequent service areas within a cost center (if applicable), this portion of the worksheet can be blank.

Step 1: Enter the cost center goal statement in the cell directly below the title "Cost Center Goal."

Step 2: Enter the service area title in the space to the right of the cell titled "Service Area."

Step 3: Enter a service area objective in the space to the right of the cell titled "Service Area Objective."

Step 4: Enter at least one indicator title in the cells to the right of the row that begins with "Indicator." Enter the formula for calculation of the indicator in the cells to the right of the row that begins with "Indicator Calculation." Enter the data sources for the indicator in the cells to the right of the row, which begins with "Data Source(s)."

This form is important when establishing measures because it documents where data come from, as well as any necessary calculations. When staff assignments change (and this is very likely), this document helps to ensure that agencies track and report performance data consistently and accurately.

On the following page is an example of a completed Performance Measurement Worksheet for the Maternal and Child Health Services Cost Center of the Health Department.

PERFORMANCE MEASUREMENT WORKSHEET EXAMPLE

Agency/Cost Center Name: Health Department/Maternal and Child Health Services
Agency Number: 71
Agency/Cost Center Contact:_____   Phone: _____

Cost Center Goal	Outcome Indicator
To provide maternity, infant and child health care and/or case management to at-risk women, infants and children in order to achieve optimum health and well-being.	Immunization Completion Rate for Children Using Health Department Services

Service Area: Immunization

Service Area Objective: To improve the immunization completion rate of children served by the Health Department by 3 percentage points, from 77 percent to 80 percent, toward a target of 90 percent, which is the Healthy People Year 2010 goal.

	Input Indicators	Output Indicator	Efficiency Indicator	Service Quality Indicator	Outcome Indicator
Indicator	Budget and actual costs	Children seen for immunizations Vaccines given	Cost per vaccine	Percent of clients satisfied with service	Two-year-old completion rate
Indicator Calculation	Personnel Services + Operating Expenses + Equipment + Fringe Benefits Less revenue received	Total children seen Total vaccines given	Total Cost Vaccines / Total number of vaccinations administered annually	Total satisfied / Total respondents	Percent completing immunization schedule
Data Source(s)	BPREP and FAMIS	HMIS	See input and output indicator	Point-of-service survey of clients	HMIS

The agency also provided the following data in their "Performance Measurement Results" narrative section of their budget: **CDC information states that for every dollar spent on immunizations, $10 is saved in future medical costs and the indirect costs of work loss (parent), death and disability.**

This is useful explanatory information that contributes to better understanding of the program's benefits. It provides quantifiable benefits that the public can understand and appreciate.

Completing the FY 2011 Advertised Budget Plan Cost Center Section

Since this is the twelfth year of the County's enhanced performance measurement, agencies have spent considerable time selecting and refining indicators. Depending on the direction of an agency's strategic plan, there may be little or no change to the indicators. The objectives are the key areas to focus on for updating. Start with your FY 2009 Adopted Budget Plan and follow that format for agency mission, cost center goals, objectives and indicators. Provide actual data for FY 2008 and make projections for FY 2010 and FY 2011 based on prior year actuals, current resources and anticipated performance.

When formulating/updating your objectives, please ensure that the target is a reasonable stretch from the current fiscal year (FY 2010) to the budget fiscal year (FY 2011). Do not use FY 2009 as your base for calculating percent change; use FY 2010 to FY 2011. These numbers should correspond to the estimates shown in the Performance Indicators table for those fiscal years. However, you will want to look at all prior years for which data are available in order to ascertain trends and make reasonable projections. When setting targets, there are several points of reference to consider:

- Previous performance – how it can be improved

- Industry or national standards – for example, benchmarks established by the International Facilities Management Association or the Healthy People 2010 targets

- Mandates by federal, state or local governing bodies

It is important to consider what can be accomplished given the anticipated level of resources and the expectation that County services will be provided in the most efficient and effective manner. It is also essential to remember that these targets are reviewed by the Board of Supervisors as well as the public, and targets that are set artificially low are subject to questions and revision.

Determining Program Costs

When calculating measures such as efficiency, it is necessary to provide accurate cost data. While there are different approaches to take in defining costs, the method Fairfax County uses for consistency is DIRECT COSTS PLUS FRINGE BENEFITS. Direct costs are those that are devoted to a particular service area within a cost center and include:

- Personnel Services (Character 20)
- Operating Expenses (Character 30)
- Recovered Costs (Character 40)
- Capital Equipment (Character 60)

Added to these direct costs, which may have to be prorated per service area, are the following fringe benefit factors. They should be applied to salaries. The factors are based on fringe benefit planning factors and are rounded for simplicity. They are as follows:

- General County/Trade/Manual/Custodial   29%
- Police   34%
- Fire/Deputy Sheriff/Animal Wardens   46%

Calculating Efficiency Indicators

In an earlier edition of this manual, an efficiency calculation spreadsheet was introduced with a standard methodology and format for calculating efficiency indicators, which are the relationship of inputs to outputs, e.g., cost per appraisal, cost per client, etc. This improvement was identified to enable agencies to prepare their efficiency indicators more accurately and consistently, as well as to allow DMB analysts to revise the indicators if the inputs, i.e., budget dollars have been adjusted.

The example on the next page is provided to show how an agency uses the spreadsheet. It assumes a .50 percent proration of one position and 0.25 proration for another. To further compute Character 20 costs, Fringe Benefits of 27 percent for General County Employees as well as Extra Pay are added. If the agency has Shift Differential, it should be added accordingly. Likewise, applicable costs in other budget characters (30, 40, and 60) would be calculated in a similar manner.

Cost Efficiency Calculation Spreadsheet
Example - For illustration purposes

Character 20 Calculation

Position	Position Personnel Number	SYE Per Svc Area	Salary	Prorated Salary	Benefit Rate	Salary with Fringe Benefits	Extra Pay	Shift Differential	Total Cost
Management Analyst II	00111	0.50	$48,579	$24,290	1.29	$31,333	$467	N/A	$31,800
Admin Assistant I	00112	0.25	$25,317	$6,329	1.29	$8,165	$365	N/A	$8,530
Subtotal Personnel Services									$40,330

Note: Fringe benefit rates are as follows for FY 2010:

Fire & Rescue	46%
Deputy Sheriffs	46%
Police	34%
Trade, Manual, and Custodial	29%
General County	29%

Note: Use only the characters (20, 30, 40, 60) that apply.

Character 30 Calculation

Subobject Code	Subobject Code Description	Budget Amount	Percent Allocated	Total
3010	Service – Prof Consultant	$50,000	0.20	$10,000
3225	Supplies – Office	$4,300	0.20	$860
4250	Info Processing Services	$11,900	0.20	$2,380
4251	PC Replacement (2 PCs)	$6,000	0.20	$1,200
4302	Copying	$2,150	0.20	$430
	Subtotal Operating Expenses	$14,870		$14,870

Character 40 Calculation

Subobject Code	Subobject Code Description	Budget Amount	Percent Allocated	Total
6409	Personnel Services Recovered	-$50,000	0.20	-$10,000
6417	Operating Expenses Recovered	-$4,300	0.20	-$860
	Subtotal Recovered Costs			-$10,860

Character 60 Calculation

Subobject Code	Subobject Code Description	Budget Amount	Percent Allocated	Total
6506	Data Processing Equipment	$2,000	0.20	$400
6541	Office Equipment	500	0.20	$100
	Subtotal Capital Equipment			$500

Total Direct Costs

Char 20	Char 30	Char 40	Char 60	TOTAL
$39,745	$14,870	-$10,860	$500	$44,255

Efficiency Calculation

Cost /	Units of Output	= Cost Per Unit
Total Direct Costs/Output		
$44,255	1,200	$36.88

Instructions for Using Efficiency Calculation Spreadsheet

1. Identify all direct costs that are associated with providing a particular service (for service areas addressed in the agency's Performance Indicators). Direct costs include Personnel Services, Operating Expenses, Recovered Costs, and Capital Equipment (if applicable), as well as Fringe Benefits.

2. For positions, identify the position number and annual salary.

3. It may be necessary to prorate positions by Staff Year Equivalent (SYE) where applicable. For example, a position may spend only 25 percent of its time on a particular service area's function. Document that percentage on the spreadsheet. The spreadsheet is set up to multiply the annual salary by the proration percentage to determine a prorated salary for the service area. If it is 100 percent, indicate that.

4. Determine the Fringe Benefit rate using the percentage indicated on the spreadsheet for the particular employee category. A formula is in place that will multiply that percentage by the prorated salary to determine the figure for Salary and Fringe Benefits.

5. If the position has any other associated Personnel Services costs, i.e., Extra Pay or Shift Differential, identify them. The spreadsheet will then calculate the Total Personnel Costs. Exercise caution when working with the spreadsheet to ensure that you do not delete the formulas or else you will have to add them back in to make sure that the calculations work properly.

6. For the remaining characters, Operating Expenses, Recovered Costs, and Capital Equipment, determine which if any, subobjects in these categories are used as inputs to provide the service identified. Add or subtract rows as necessary. If appropriate, prorate the cost center's budget according to the amount of resources dedicated to the service area. For the spreadsheet, enter the following data: subobject description, subobject code, budget amount, and percent allocated. The spreadsheet will calculate the total based on the amount and percent as long as the formula has not been deleted. Take care to ensure that data are not added in cells with formulas or it will override them.

7. The spreadsheet has been set up so that the formula cells which calculate the totals by Character link to the line identified as **Total Direct Costs** which then computes the total cost.

8. The above **Total Direct Costs** cell then automatically links to the last line of the spreadsheet. The agency should enter the number of outputs (should agree to outputs presented for service area's performance indicators). The spreadsheet will automatically compute the Cost per Unit.

Retaining Adequate Documentation

Agencies should retain complete documentation to support the performance measures reported. These documents can be paper, microfilm, microfiche or computer records. However, it is essential that the information be readily available for explanation and auditing to address questions and attest to the reliability of the data.

The Logic Model

Programs offered by Fairfax County can range from very simple to highly complex. Some County staff, particularly in the Human Services area, have used a program logic model in order to develop performance measures for their programs. A program logic model is a description of how the program works in order to achieve the desired benefits. The diagram captures a series of "if-then" changes that the program intends to influence through its inputs, activities and outputs. The model will:

- Enable the agency to think through the steps and develop a realistic idea of what the program can accomplish;

- Provide a useful framework for identifying outcomes; and

- Identify important program components that must be tracked in order to assess program effectiveness.

Logic models are usually diagrammed as a series of boxes representing ***inputs, outputs (including activities and strategies), and outcomes***. They may be drawn either horizontally or vertically. An example is shown on the following page.

LOGIC MODEL

INPUTS	OUTPUTS	OUTCOMES		
What we invest	**What we do (activities/strategies)**	**Short-term**	**Medium-term**	**Long-term**
Staff	Workshops	Awareness	Behavior	Conditions:
Dollars	Outreach	Knowledge	Decisions	Safety
Volunteers	Inspections	Attitudes	Policies	Economic
Materials	Assessments	Skills		Social
Equipment	Monitoring			Environment
Technology				Civic

Inputs are resources dedicated or consumed by a program. Examples include money, staff and staff time, facilities, equipment and supplies.

Outputs are the direct products of program activities and used are measures in terms of the volume of work accomplished, i.e., classes taught, people served, applications processed, etc.

Activities are what a program does with the inputs to fulfill its mission. Activities include the strategies, techniques and types of services that comprise a program's service methodology.

Outcomes are *benefits* resulting from program activities. For a human services program, it is generally some change in a participant's condition; for economic development, it is change in an area's economic status; and for public safety, it can be the degree to which citizens are or feel safe.

In using the logic model, agencies can start with the last step, i.e., identifying outcomes, and then work backward to identify the objective, service area and even cost center goal. This is not required; however, some staff have noted that this process works better for them. What is important is that the key steps in the development of meaningful measures are not overlooked.

The following is an example of how a logic model could be completed for a Fire and Rescue Department goal area of "To protect lives and property."

INPUTS	OUTPUTS	OUTCOMES		
What we invest	**What we do (activities/strategies)**	**Short-term**	**Medium-term**	**Long-term**
Staff Dollars Volunteers Materials Equipment Technology	Training Inspections Emergency response Public education	Skill level of personnel Results of inspections Citizens educated	Response time Fire containment Percent of buildings with fire code violations Prevalence of smoke detectors	Protection of lives and property (fire deaths, injuries, fire loss)

VI.RESOURCES

Staff

The Performance Measurement (PM) Team, consisting of staff from various agencies, is available for those seeking additional assistance and guidance. Agencies are also encouraged to work with their assigned DMB analysts as well to improve their performance measurement. The following is a list of PM Team members to contact for assistance.

Team Member	Agency	Telephone
Bill Yake, Coordinator	Department of Management and Budget	324-2030
Dawn Ashbacher	Department of Management and Budget	324-2379
Debbie Babcock-Daley	Department of Information Technology	324-4308
Lisa Blecker	Fairfax-Falls Church Community Services Board	324-4426
Kristen Cigler	Department of Community and Recreation Services	324-5306
Jeffrey Edge	Health Department	246-7150
Lorraine Jackson	Department of Public Works and Environmental Services	324-1835
Fatima Khaja	Department of Systems Management for Human Services	324-4516
Allison Lowry	Department of Family Services	324-3528
Doug Miller	Fairfax County Public Library	324-8322
Laurie Stone	Fire and Rescue Department	246-3889

Performance Measurement Library
Another resource available to agency staff working to improve performance measurement is a collection of materials from other jurisdictions, the Government Finance Officers' Association (GFOA), the International City/County Management Association (ICMA), the Government Accounting Standards Board (GASB), the Innovations Group (IG), the federal government, various states, and other sources. Over 300 books, reports, articles, budgets, etc. have been consolidated into a library located in a conference room in the Department of Management and Budget (Suite 561 of the Government Center). A list of the materials contained in this library is included as Appendix C.

Agencies are encouraged to use these materials in order to save themselves time tracking down the same or similar documents. However, please contact your budget analyst or a team member from the Department of Management and Budget listed above to make an appointment to use the materials. This is necessary because the documents are in a conference room that is used for other meetings and an appointment will ensure access to them.

Intranet Website for Performance Measurement
An InfoWeb site on performance measurement was created in the fall of 1997 to provide the resources contained in this guide, communicate developments in the County-wide process and provide links to other resources on the Internet. Examples of materials on this site include manuals, forms, newsletters, and links to other useful performance measurement websites. The site can be accessed at the following address: http://infoweb/dmb

Other Resources
Also included as an appendix to this guide is an expanded glossary of performance measurement-related terms (Appendix B). As additional resources become available, they will be communicated to agency staff to assist in the continuing process of performance measurement.

PM Database
In 2002, the Department of Management developed a web-based performance measurement application for agencies to load PM data into a countywide database. This enhanced data integrity and greatly reduced reporting and analysis time. The database has several reports, foremost among are reports that show what percent of its targets an agency met, as well as how many were achieved within two percent of target. Each agency has a user ID and password. Questions about this database may be directed to Josh Edwards at 324-3574 or Bill Yake at 324-2030.

PERFORMANCE MEASUREMENT WORKSHEET
(Note: Only to be completed if agency is adding or changing measures)

Agency/Cost Center Name: _____

Agency Number: _____

Agency/Cost Center Contact**:**_____   Phone: _____

	Input Indicator(s)	Output Indicator	Efficiency Indicator	Service Quality Indicator	Outcome Indicator
Cost Center Goal					
Service Area:					
Service Area Objective:					
Indicator					
Indicator Calculation					
Data Source(s)					

Explanatory Comments (e.g., explain why you are adding/deleting/modifying goals, objectives and/or indicators from what was published in the FY 2009 Adopted Budget Plan.)

MORE PERFORMANCE MEASUREMENT TERMINOLOGY

Term	Definition	Examples
Accountability	A responsibility to be answerable or to render a full accounting of activities for resources entrusted to Fairfax County government and the application of those resources by County government. In a democratic society, governments are expected to be responsible for financial resources and performance of specific missions, goals, and objectives to the public, as well as elected and appointed officials.	• Legal accountability – Conforming to local statutes, as well as state and federal laws and regulations. • Policy accountability – Operating a program that conforms to the policy goals set by the governing body ("doing the right thing"). • Efficiency accountability – Ensuring that programs are operated efficiently ("doing it right"). • Process accountability – Meeting internal requirements for planning, budgeting, accounting, and reporting activities to facilitate auditing of performance, whether program or financial. • Effectiveness accountability – Measuring actual outcomes against objectives to determine if the job is getting done.
Benchmarks	In the context of outcomes and performance discussion, the term "benchmarks" refers to desired programmatic outcomes. It may include a target or standard for the program to achieve. Benchmarks in this sense should not be confused with the process of "benchmarking," a term used in the context of total quality management and business process reengineering (BPR). Benchmarking has been defined as: "performance comparisons of organizational business processes against an internal or external standard of recognized leaders." Most often the comparison is made against a similar process in another organization considered a "best practice."	• Increase materials circulated per capita by 5% annually • Increase percentage of customer satisfaction from 92 to 95%
Efficiency Measure	Inputs used per unit of output, whereby a lower ratio is desirable. However, if it is presented as outputs per input, a higher ratio is preferred.	• Staff hours/client (input/output) • Cost/appraisal (input/output) • Miles of sewer pipe flushed/staff year (output/input) • Plans reviewed/reviewer (output/input)

Term	Definition	Examples
Output Measure	Quantitative measures of products or units of service provided to a service population.	• Building plans reviewed • Purchase orders processed • Traffic violations prosecuted • Facility square footage serviced • Immunizations administered • Library materials circulated
Performance Indicators	Measures or indicators of progress toward specified outcomes or benchmarks. Includes the relationship between inputs and outputs as well as outcomes, particularly as they are used to evaluate the efficiency and effectiveness of a cost center.	• Output: Meals provided • Efficiency: Cost per meal provided • Service Quality: Percent clients satisfied with meal quality • Outcome: Percent increase of clients who score at or below a moderate risk category based on NSF tool for one year.
Performance Measurement	The process of measuring government performance by tracking progress toward specific quantitative and qualitative outcomes.	Examples of other governments noted for PM include: • State of Oregon • State of Texas • Sunnyvale, CA
Performance Targets	Standards against which to measure performance. Potential standards of comparison include: • Previous performance • Performance of similar organizations • Performance of the best organization	• The percentage of graduates this year compared to last year. • The percentage of graduates from a public high school who attend college compared to the rate for other public high schools. • The percentage of public high school graduates who attend college compared to graduates from prestigious preparatory schools.

Term	Definition	Examples
Program Effectiveness Measure	Degree to which program/service outcomes are consistent with program objectives (desired outcomes), benchmarks, and other standards. Measures of citizen satisfaction are often included for this measure. It is different from cost-effectiveness where the emphasis is on inputs/outcome.	**Objective:** 90% of job trainees hold job for more than 6 months. **Effectiveness Measure:** Percentage of job trainees who hold job for more than six months. **Objective:** Maintain a citizen approval rating of at least 85%. **Effectiveness Measure:** Percentage of citizen rating government services "good."
Service Quality Indicator	Measure of the extent to which customers are satisfied with a program, or how accurately or timely a service is provided.	• Percentage of respondents satisfied with service • Error rate per data entry operator • Frequency of repeat repairs • Response time for service Average wait time
Workload Indicator	External drivers that convey effort required to perform some task or activity. Usually considered an output measure.	• Number of vehicles to repair • Tons of solid waste to dispose Number of clients requesting service

Subject/ Ref #	Material	Author(s)	Publication/ Publisher	Year
Accountability BK-001	Accountability for Performance	Ammons	ICMA	1995
Accountability RP-030	Performance Measurement in Montclair, NJ and Dayton, OH	Grifel	Report to Sloan Foundation	1998
Accountability AR-030	Introduction to Government Performance Auditing	Grifel	Paper presented at the ASPA National Conference	1997
Benchmarking BK-002	Benchmarking for Best Practices in the Public Sector	Keehley, Medlin, MacBride and Longmire	Jossey-Bass	1996
Benchmarking BK-016	Municipal Benchmarks	Ammons	Sage Publications	1996
Benchmarking AR-093	Raising the Performance Bar ... Locally	Ammons	NA	NA
Benchmarking AR-097	A Proper Mentality for Benchmarking	Ammons	Public Admin. Review (ASPA)	1999
Benchmarking AR-098	Benchmarking: Business Process Improvement Toolbox	Andersen, Bjorn	NA	1998
Benchmarking RP-049	Program Division Benchmarking Projects - Parks and Recreation	Arlington, TX	Innovations Group Research Packet	1993
Benchmarking AR-059	Benchmarking Update	Benchmarking Exchange	Benchmarking Exchange	1998
Benchmarking AR-039	Drawing a Roadmap	Brown	Best Practices Co.	1992
Benchmarking AR-095	Local Government Benchmarking Lessons from Two Major Multigovernmental Efforts	Coe	ASPA – Public Administration Review	1999
Benchmarking RP-079	Framework for Managing Process Improvement Benchmark Tutorial	Davis, R.I. and Davis, R.A.	Department of Defense	1994

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Benchmarking AR-040	Customer Service-WP	Dubashi	Best Practices Co.	NA
Benchmarking AR-033	Benchmarking to Become the Best of Breed	Eyrich, IBM	Hitchcock Publishing Co.	1991
Benchmarking AR-041	Labor Relations	Fink	Best Practices Co.	1992
Benchmarking AR-042	Data Processing - Pepsico	Fink	Best Practices Co.	1992
Benchmarking RP-050	Benchmarking: A Method for Achieving Superior Perform-ance in Fire and EMS	Gay	Public Management Group	1993
Benchmarking RP-051	A-Z Benchmarking Projects Update 10-93	Glendale	NA	1993
Benchmarking BK-048	High Performance Benchmarking: 20 Steps to Success	Harrington, H.J. and Harrington, J.S.	McGraw-Hill	1996
Benchmarking AR-094	Mini-Symposium on Intergovernmental Comparative Performance Data	Hatry	ASPA – Public Administration Review	1999
Benchmarking BK-032	Benchmarking	Innovations Group	Innovations Group	1999
Benchmarking BK-052	Comparative Performance Measurement	Morley, Bryant, and Hatry	Urban Institute	2001
Benchmarking RP-052	Benchmarking Reference Material: Benchmarking Process Study	Kisler Sullivan	Scottsdale	1993
Benchmarking RP-100	The Department of the Navy: Benchmarking Handbook	Kraft	U.S. Navy	1997
Benchmarking RP-031	A Guide to Benchmarking	National Security Agency	U.S. NSA	1997

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Benchmarking AR-043	Inventory Management - Marshall Industries	Leland, Montgomery	Best Practices Co.	1992
Benchmarking AR-046	New Options in Benchmarking	McGonagle	Journal For Quality and Participation	1993
Benchmarking RP-054	Best Practices, Street Sweeping	Metropolitan Council, St. Paul, MN	Innovations Group Research Packet	1994
Benchmarking AR-044	Employee Training-Ford-CAW	Morris	Best Practices Co.	1992
Benchmarking AR-002	Frequently Asked Questions on Benchmarking	Multnomah County	Multnomah County	NA
Benchmarking RP-111	Government Process Classification Scheme: A Taxonomy of Common Govt Processes to Use for Collecting and Sharing "Best Practices"	National Performance Review	National Performance Review	1996
Benchmarking RP-116	Serving the American Public: Best Practices in One-Stop Customer Service	Federal Benchmarking Consortium	National Performance Review	1997
Benchmarking RP-117	World Class Courtesy: A Best Practices Report	National Performance Review	National Performance Review	1997
Benchmarking RP-118	Serving the American Public: Best Practices in Customer-Driven Strategic Planning	Federal Benchmarking Consortium	National Performance Review	1997
Benchmarking RP-119	Serving the American Public: Best Practices in Resolving Customer Complaints	Federal Benchmarking Consortium	National Performance Review	1997
Benchmarking RP-120	Serving the American Public: Best Practices in Performance Measurement	Federal Benchmarking Consortium	National Performance Review	1997
Benchmarking RP-121	Benchmarking Report: Multi-Rater Feedback Systems	Federal Benchmarking Consortium	National Performance Review	1995

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Benchmarking RP-122	Human Resources Management: Best Practices Study	National Performance Review	National Performance Review	1996
Benchmarking RP-123	Self-Managed Work Teams: Benchmarking Report	Federal Benchmarking Consortium	National Performance Review	1995
Benchmarking RP-124	Serving the American Public: Best Practices in Telephone Service	Federal Benchmarking Consortium	National Performance Review	1995
Benchmarking RP-126	Balancing Measures - Best Practices in Performance Measurement	National Partnership for Reinventing Government	National Performance Review	1999
Benchmarking RP-127	Benchmarking Study – Competency-Based Systems	U.S. Patent and Trademark Office	U.S. PTO	1995
Benchmarking AR-027	Performance Measurement and Multiple Provider Comparisons	Nyhan and Martin	Paper presented at ASPA Conference	1997
Benchmarking RP-087	Portland Multnomah Benchmarks	Portland-Multnomah Progress Board	Portland-Multnomah Progress Board	1995
Benchmarking AR-001	Benchmarking to Become Best in Class: Guiding Principles in Gresham, Oregon	Rainey	Government Finance Review	1997
Benchmarking AR-082	Costing Government Services: Benchmarks for Making the Privatization Decision	Rose	Government Finance Review	1994
Benchmarking BK-049	Benchmarking Workbook: Adapting Best Practices for Performance Improvement	Watson	Productivity Press	1992
Benchmarking AR-012	Northern Virginia Region - Selected Benchmarks	American Hospital Assn	AHA	1998
Benchmarking RP-055	Comparative Law Enforcement Service Benchmarks	Westerville, OH	Westerville, OH	1992

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Benchmarking BK-005	Transforming Local Government Volume I	Innovations Group	Innovations Group	1997
Benchmarking BK-006	Transforming Local Government Volume II	Innovations Group	Innovations Group	1997
Benchmarking AR-045	Loan Management-Nucor	Wrubel	Best Practices Co.	1992
Benchmarking BK-045	Beating the Competition: A Practical Guide to Benchmarking	Kaiser Associates, Inc.	Kaiser Associates, Inc.	1988
Benchmarking BK-130	Comparative Performance Measurement – FY 2001 Data Report	ICMA	ICMA	2002
Benchmarking BK-134	Guide to Benchmarking	NSA	National Security Agency	1997
Budgeting BG-001	City of Alexandria, Virginia FY 1996-1997 Approved Budget	City of Alexandria, OMB	City of Alexandria	1997
Budgeting AR-086	Redesigning Budget System – Deciding on Investment	Alliance for Redesigning Government	National Academy of Public Administration	1998
Budgeting BG-002	Arlington County, Virginia Proposed Budget FY 1998, Volume I	Arlington County, Finance and Budget	Arlington County	1998
Budgeting BG-003	Arlington County, Virginia Proposed Budget FY 1998, Volume II	Arlington County, Finance and Budget	Arlington County	1998
Budgeting BG-004	City of Austin, Texas FY 1996-1997 Proposed Budget Vol I, General Fund and Internal Service Fund	City of Austin, Office of Management and Budget	City of Austin	1996

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Budgeting BG-005	City of Austin, Texas FY 1996-1997 Proposed Budget Vol II, Other Funds/Capital Budget	City of Austin, Office of Management and Budget	City of Austin	1996
Budgeting BG-006	City of Austin, Texas FY 1996-1997 Proposed Budget Catalog of City Programs - Proprietary Funds, Special Revenue Funds	City of Austin, Office of Management and Budget	City of Austin	1996
Budgeting BG-007	City of Austin, Texas FY 1996-1997 Proposed Budget Catalog of City Programs - Internal Service Funds	City of Austin, Office of Management and Budget	City of Austin	1996
Budgeting BG-008	City of Corvallis, Oregon 95-96 Adopted Operating Budget	City of Corvallis	City of Corvallis	1996
Budgeting BG-009	City of Fairfax, VA Proposed FY 1997-FY 1998 Budget	City of Fairfax Budget Staff	Budget Staff	1997
Budgeting BG-042	FY 2000 Superintendent's Proposed Budget	Fairfax County Public Schools	FCPS	1999
Budgeting AR-073	A Strategy Map for Results-Based Budgeting	Friedman, Mark	The Finance Project	1996
Budgeting BG-010	Hamilton County, Ohio Adopted Budget 1996	County of Hamilton	County of Hamilton	1996
Budgeting BG-011	Hillsborough County, Florida Taxpayers Guide to the Hillsborough County Budget	Hillsborough County Budget Dept.	Hillsborough County, FL	1995
Budgeting BG-012	Hillsborough County, Florida Annual Budgets for FY 1996-97 Volume I, Executive Summary	Hillsborough County Budget Dept.	Hillsborough County, FL	1996

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Budgeting BG-013	Hillsborough County Florida Annual Budgets for FY 1996 and FY 1997, Volume II, Operations and Funding Guide	Hillsborough County Budget Department	Hillsborough County, FL	1997
Budgeting BG-014	Indianapolis Experience - A Small Government Prescription	City of Indianapolis	City of Indianapolis, IN	1993
Budgeting BG-015	City of Indianapolis, Indiana 1997 Proposed Budget	Indianapolis Office of Management and Budget	City of Indianapolis, IN	1997
Budgeting BG-016	City of Indianapolis, Indiana FY 1995 Popular Budget	Mayor S. Goldsmith	City of Indianapolis, IN	1994
Budgeting RP-083	Citizen-Based Budgeting: A Satellite Training Event	Innovations Group	Innovations Group	1998
Budgeting BK-035	Program Budgeting: Administration	Innovations Group	Innovations Group	NA
Budgeting BK-036	Program Budgeting: Development	Innovations Group	Innovations Group	NA
Budgeting BK-030	Program Budgeting: External Services	Innovations Group	Innovations Group	NA
Budgeting BK-034	Program Budgeting: Leisure Services	Innovations Group	Innovations Group	NA
Budgeting BK-029	Program Budgeting: Public Safety	Innovations Group	Innovations Group	NA
Budgeting BK-031	Program Budgeting: Public Works	Innovations Group	Innovations Group	NA
Budgeting RP-081	State of Iowa: Budgeting for Results	Iowa Department of Management	Iowa Department of Management	1997

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Budgeting BG-017	Loudoun County, Virginia Draft Fiscal Plan for FY 1997-FY 1998	Department of Management, Administration, and Financial Services	Department of Management, Administration, and Financial Services	1998
Budgeting RP-104	Experience with Performance-Based Budgeting: An Assessment of Implementation in the States	Melkers and Willoughby	Paper presented at ASPA National Conference	1998
Budgeting BG-018	City of Milwaukee 1997 Budget	City of Milwaukee	City of Milwaukee, WI	1997
Budgeting BG-043	Minneapolis FY 1996 Adopted Budget	Minneapolis Budget Office	Minneapolis, MN	1996
Budgeting BG-019	Monroe County Adopted Budget Instructions Manual	Monroe County Office of Management and Budget	CFO, CE, Office of Management and Budget	1997
Budgeting BG-020	Monroe County Adopted Budget Summary 1998	Monroe County Office of Management and Budget	CFO, CE, Office of Management and Budget	1998
Budgeting BG-042	Monroe County Adopted Budget Summary 1999	Monroe County Office of Management and Budget	CFO, CE, Office of Management and Budget	1999
Budgeting BG-044	Monroe County Adopted Budget 1999	Monroe County Office of Management and Budget	CFO, CE, Office of Management and Budget	1999
Budgeting BG-021	Montgomery County, MD County Executive's Recommended FY 1997 Operating Budget and Public Services Proposal FY 1997-2002	County Executive and the Office of Management and Budget	Montgomery County, MD	1998

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Budgeting RP-065	Helpful Practices in Improving Government Performance: Budget Alignment	National Academy of Public Administration, Center for Improving Govt Performance	NAPA	1998
Budgeting BG-022	Norfolk Approved Capital Improvement Program FY 1998-FY 2002	City of Norfolk	City of Norfolk, VA	1998
Budgeting BG-023	Norfolk, Approved Operating Budget 1997-1998	City of Norfolk, VA	City of Norfolk, VA	1998
Budgeting BG-024	Phoenix, AZ, The FY 1996-1997 Budget	City of Phoenix	City of Phoenix, AZ	1997
Budgeting BG-025	The Phoenix Summary Budget 1996-1997	City of Phoenix	City of Phoenix, AZ	1996
Budgeting BG-026	The City of Portland Mayor's Proposed Budget, Volume I FY 1996-1998	Katz, Baumenauer, Hales, Kafory, Lendberg, Clark	City of Portland, OR	1998
Budgeting BG-027	City of Portland - Adopted Budget Summary 1996-98, Volume I	Katz, Hales, Kafoury, Lindenberg, Clark	City of Portland, OR	1996
Budgeting BG-028	City of Portland - Adopted Budget Summary 1996-98, Volume II	Katz, Hales, Kafoury, Lindenberg, Clark	City of Portland, OR	1996
Budgeting BG-029	City of Portland-Adopted Budget Summary 1996-98, Volume III	Katz, Hales, Kafoury, Lindenberg, Clark	City of Portland, OR	1996
Budgeting BG-030	Prince William County, FY 1997 Proposed Fiscal Plan	Office of Management and Budget	Prince William County, VA	1997

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Budgeting BG-031	Prince William County, FY 1998 Proposed Fiscal Plan	Office of Management and Budget	Prince William County, VA	1998
Budgeting BG-041 and 042	Prince William County, FY 1999 Proposed Fiscal Plan	Office of Management and Budget	Prince William County, VA	1999
Budgeting BG-032	City of Virginia Beach Resource Management Plan FY 1996-97	City of VA Beach	City of Virginia Beach, VA	1996
Budgeting BG-033	City of Virginia Beach Adopted FY 1997-98 Resource Management Plan	City of VA Beach	City of Virginia Beach, VA	1997
Budgeting BG-034	City of Virginia Beach FY 1997-98 Executive Summary	City of VA Beach	City of Virginia Beach, VA	1997
Budgeting BG-035	State of Georgia FY 1999 Budget	Governor Zell Miller	State of Georgia	1998
Budgeting BG-040	Fairfax County Human Services FY 1999 Performance Budget	Dept of Systems Management for Human Services	Fairfax County, VA	1998
Budgeting BG-036	Fairfax County Human Services FY 1998 Performance Budget	Dept of Systems Management for Human Services	Fairfax County, VA	1997
Budgeting BG-043	City of Minneapolis FY 1996 Budget	Minneapolis, MN	Minneapolis, MN	1995
Budgeting RP-056	A Strategy Map for Results- Based Budgeting - Moving from Theory to Practice	Friedman	The Finance Project	1996
Budgeting RP-057	A Guide to Developing and Using Performance Measures in Results-Based Budgeting	Friedman	The Finance Project	1997

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Budgeting AR-032	Activity-Based Costing: Illustration from the State of Iowa	Abrahams and Reavely	Government Finance Review	1998
Budgeting AR-037	Using Activity-Based Costing for Efficiency and Quality	Anderson	Government Finance Review	1993
Budgeting BG-045	Prince William County, FY 1996 Proposed Fiscal Plan	Office of Management & Budget	Prince William County, VA	1995
Budgeting AR-071	Program Performance Budget Training	Multnomah County, OR	Multnomah County, OR	1993
Budgeting AR-053	The Conditions for Implementation of Outcome-Oriented Performance Budgeting	Wang, XiaHu	Paper presented at the National Conference of the American Society for Public Administration	1998
Competition AR-006	Counting on Competition	Kittower	Governing Magazine	1998
Competition AR-013	Growing Competitive Service Delivery Skills	San Diego, CA	ICMA Best Practices Symposium	1998
Human Resources BK-039	Handbook of Human Resources Management in Government	Stephen E. Condry, Editor	Jossey-Bass	1998
Human Resources BK-040	Employee Performance	Innovations Group	Innovations Group	1990
Human Resources BK-041	Broadbanding and Pay for Performance Systems	Innovations Group	Innovations Group	NA
Organizational Change BK-03	Breaking Through Bureaucracy	Barzelay and Armajani	University of California Press	1992
Organizational Change AR-092	National Agricultural Statistics Service Organizational Climate Survey: Results and Comparisons 1990-1993	Goldsampt	National Agricultural Statistics Service/ United States Department of Agriculture	1995

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Organizational Change BK-019	Creating High-Performance Organizations	Popovich	Alliance for Redesigning Government	1998
Organizational Change AR-026	Governance Education: Helping City Councils Learn	Vogelsang-Coombs	Paper presented at the National Conference of the ASPA	1997
Other RP-060	Human Services and United Way Outcomes Training	Carr, United Way	Fx Co Human Services	1997
Other AR-015	The Quest for the Best	Orange County, FL	ICMA Best Practices Symposium	1998
Other AR-016	Including Citizens at the Decision-Making Table	Tacoma, WA	ICMA Best Practices Symposium	1998
Performance Measures RP-021	Comparative Performance Measurement FY 1995 Data Report	ICMA Consortium	ICMA	1997
Performance Measures RP-022	Comparative Performance Measurement FY 1996 Data Report	ICMA Consortium	ICMA	1998
Performance Measures RP-128	Comparative Performance Measurement FY 1997 Data Report	ICMA Consortium	ICMA	1999
Performance Measures RP-129	Comparative Performance Measurement FY 1998 Data Report	ICMA Consortium	ICMA	2000
Performance Measures RP-130	Comparative Performance Measurement FY 1999 Data Report	ICMA Consortium	ICMA	2000
Performance Measures RP-072	Program Performance Measurement Report	Alexandria Department of Human Services	Alexandria, VA	1996

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Performance Measures AR-061	Youth Policy Commission Performance Measures	Alexandria	Alexandria, VA	NA
Performance Measures AR-062	Strategic Plan Chesterfield County, Virginia	Chesterfield County	Chesterfield County, VA	NA
Performance Measures AR-063	Chesterfield County - Departmental Performance Planning	Chesterfield County	Chesterfield County, VA	1998
Performance Measures AR-064	Performance Measurement: Connecting Resources to Results	District of Columbia	District of Columbia	NA
Performance Measures AR-065	Overview of District of Columbia Performance Measurement Efforts to Date and Future Plans	Government of the District of Columbia	Government of the District of Columbia	NA
Performance Measures AR-014	Performance Measures Mean Results	Phoenix, AZ	ICMA Best Practices Symposium	1998
Performance Measures RP-062	Community Human Services 1996 Program Evaluation Report	Office of Research and Evaluation	Ramsey County, MN	1997
Performance Measures FX-002	Performance Measures Fairfax County Concept Training	Abrahams Group	Abrahams Group	1997
Performance Measures AR-021	Does Your City Measure Up?	Aden	Government Technology	1996
Performance Measures RP-105	Performance Tracking, Benchmarking and Data Analysis	Alkadry	Paper presented at ASPA National Conference	1998
Performance Measures AR-054	Measuring Performance, A Reference Guide	Alberta Treasury	Alberta, Canada	1996

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Performance Measures RP-032	Performance Measurement in Government	Allen, John	GFOA Training Course	1997
Performance Measures RP-034	Commonwealth of Virginia Performance Measures	Allen, George, Governor; Timmreck, Lauterberg, Department of Planning and Budget	VA Department of Planning and Budget	1996
Performance Measures RP-038	Guide to Performance Measures	Allen, George Governor Dept. of Planning and Budget Staff	VA Department of Planning and Budget	1996
Performance Measures RP-039	Performance Measurement in the Commonwealth	Allen, George Governor	VA Department of Planning and Budget	1998
Performance Measures RP-053	City Manager's Executive Report (Performance Indicators)	City Manager	Phoenix, AZ	1998
Performance Measures RP-062	Community Human Services 1996 Program Evaluation Report	Office of Research and Evaluation	Ramsey County, MN	1997
Performance Measures AR-024	The Uses of Performance Measures in Government	Allen, John	Government Finance Review, Vol. 12, No.4	1996
Performance Measures AR-067	The New Public Innovator	Alliance for Redesigning Government	NAPA	1998
Performance Measures AR-023	Overcoming the Inadequacies of Performance Measures in Local Govt: The Case of Libraries and Leisure Services	Ammons, University of Georgia	Public Administration Review: Volume 55, No 1	1995
Performance Measures FX-001	Memo to Agency Directors	Anthony Griffin, Acting County Executive	Fairfax County, VA	1997

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Performance Measures RP-108	1998 Strategic Planning and Performance Measurement Handbook	Strategic Planning Advisory Committee	State of Arizona OSPB	1998
Performance Measures AR-083	After 5 Years, Gore's Reinvention Gets a 'B'	Barr, Stephen	Washington Post	1997
Performance Measures AR-080	Poisoned Measures	Barrett and Greene	Governing Magazine	1998
Performance Measures AR-089	VDOT Plan Bases Pay on Performance	Beard	Free Lance Star	1997
Performance Measures AR-019	Holding People Accountable	Behn	Governing Magazine	1997
Performance Measures RP-073	Reinventing Catawba County	Catawba County	Catawba County, NC	1996
Performance Measures RP-096	Using Tools and Techniques in Achieving Outcomes	Caudle, Sharon	GAO	NA
Performance Measures AR-074	Managing Government Like a Business: The Sunnyvale System	Chan, Amy	Government Finance Review	1994
Performance Measures AR-017	Developing and Reporting Performance Measures	Audit Services Division	City of Portland, OR	1991
Performance Measures AR-036	Accountability and Measurement of Performance System	City of VA Beach, Dept. of Management and Budget	Virginia Beach, VA	1993
Performance Measures AR-076	Defining and Measuring Effectiveness in Public Management	Cohen, Steven A.	Public Productivity and Management Review	1993

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Performance Measures RP-102	Fairfax County Human Services Response to Challenges in the Community: FY 1999 Performance Budget	Dept of Systems Management for Human Services	Fairfax County	1998
Performance Measures AR-058	Performance Measurement Training Workshop	Fairfax County Public Schools	Fairfax County Public Schools	1998
Performance Measures AR-057	Metropolitan Boards of Education Guide	Fairfax County Public Schools	Fairfax County Public Schools	1998
Performance Measures AR-075	Measuring Local Governments' Performance	Few and Vogt	NA	NA
Performance Measures AR-087	Review of the Division of Retirement's Performance-Based Program Budgeting Measures and Standards	Florida Legislature – Office of Program Policy Analysis and Government Accountability	Florida Legislature	1998
Performance Measures AR-055	Performance Measurement and Evaluation: Definitions and Relationships	GAO	US Government Accounting Office GGD-98-26	1998
Performance Measures RP-040	GAO Report to Congressional Committees, The Government Performance and Results Act	GAO	US Government Accounting Office GGD-97-109	1997
Performance Measures RP-041	GAO Report to Congressional Committees, Testimony on Managing for Results Using GPRA to Assist Decision Making	GAO	US Government Accounting Office T-GGD-97-43	1997
Performance Measures RP-042	GAO Report to Congressional Committees, Past Initiatives Offer Insights - GPRA Implementation	GAO	US Government Accounting Office AIMD1-97-46	1997

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Performance Measures RP-070	Integrating Performance Measurement into the Budget Process	CFO Council, GPRA Implementa-tion Committee Subcommittee Project	CFO Council	1997
Performance Measures AR-008	Tailoring Performance Measurement to Fit the Organization: From Generic to Germane	Glaser	Public Productivity and Management Review	1991
Performance Measures RP-085	P5 = Performance 96	Glendale, AZ	City of Glendale, AZ	1996
Performance Measures BK-018	A Practical Guide for Measuring Program Efficiency and Effectiveness in Local Government	Glover	The Innovations Group	1992
Performance Measures BK-013 RP-115 (duplicate copy)	From Red Tape to Results-Creating a Government that Works Better and Costs Less Report of the National Performance Review	Gore, Al Vice President	US Government Printing Office	1993
Performance Measures BK-014	Reaching Public Goals/Managing Government for Results - National Performance Review	Gore, Al Vice President	US Government Printing Office	1996
Performance Measures RP-113	Government Gets a Report Card	Government Performance Project	Governing Magazine, Maxwell School (Syracuse University)	1997
Performance Measures RP-107	Performance Measurement Study: Government-wide Real Property	GSA	GSA Office of Real Property	1998
Performance Measures RP-093	Performance-Based Management: 8 Steps to Develop and Use Information Technology Performance Measures Effectively	GSA	GSA Office of Government-wide Policy	1997

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Performance Measures BK-007	Measuring Program Outcomes: A Practical Approach	Hatry, van Houten	United Way of America	1996
Performance Measures BK-008	How Effective Are Your Community Services?	Hatry, Blair, Fisk, Greiner, Hall and Schaenman	The Urban Institute and ICMA	1977
Performance Measures BK-050	How Effective Are Your Community Services?	Hatry, Blair, Fisk, Greiner, Hall and Schaenman	The Urban Institute and ICMA	1992
Performance Measures BK-009	Efficiency Measurement for Local Government Services - Some Initial Suggestions	Hatry, Clarren, van Houten, Woodward, DonVito	The Urban Institute	1979
Performance Measures BK-033	Performance Measurement Reports	Innovations Group	Innovations Group	1998
Performance Measures BK-051	Outcome Measurement in Nonprofit Organizations: Current Practices and Recommendations	Morley, Vinson, and Hatry	Urban Institute	2001
Performance Measures BK-053	Measuring Up	Walters	Governing Books	1998
Performance Measures RP-091	Performance Summary Report	James City County Office of Training and Quality Performance	James City County, VA	1994
Performance Measures AR-077	Leading Change: the City of Hampton's Appreciative Inquiry	Johnson, Bohlman, Vaughn, and Dunford	Paper presented at the ASPA Northern Virginia and National Capital Area Conference	1998

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Performance Measures RP-069	Utilizing Performance Measures to Achieve Organizational Goals Workshop Materials	KPMG	KPMG	1995
Performance Measures AR-003	Performance Measure Update: Kansas City Government Transformation Vol I, Issue I	Kansas City	Kansas City	1997
Performance Measures AR-020	Putting the Balanced Scorecard to Work	Kaplan Norton	Harvard Business Review	1993
Performance Measures AR-018	The Balanced Scorecard - Measures that Drive Performance	Kaplan Norton	Harvard Business Review	1992
Performance Measures RP-078	Performance Measurement: the Contextual Use of Productivity Indicators in Local Government	Kelly and Rivenbark	NA	NA
Performance Measures AR-096	Comparative Performance Measurement: Insights and Lessons Learned from a Consortium Effort	Kopczynski and Lombardo	ASPA – Public Administration Review	1999
Performance Measures RP-025	Implementing Performance Measures, Illustrations and Resources	Leithe	Government Finance Officers Association	1997
Performance Measures RP-095	Managing for Results: Decision Making in the Age of Accountability	LBJ School of Public Affairs	LBJ School of Public Affairs	1998
Performance Measures RP-094	Performance Measurement Demonstration Project	Common-wealth of Massachusetts	Price Waterhouse	NA
Performance Measures AR-031	Accountability and Customer Service, Department of Health and Human Services - Outcomes Project	Montgomery County, MD	Montgomery County, MD	NA

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Performance Measures AR-091	Presenting Community-Level Data in an "Outcomes and Indicators" - Lessons from Vermont's Experience	Murphy	Public Administration Review, Jan/Feb 1999, v59, no. 1	1999
Performance Measures RP-066	Helpful Practices in Improving Government Performance: An Overview of Helpful Practices	National Academy for Public Administration	NAPA	1998
Performance Measures RP-067	Improving Performance Across Programs: Thinking about the Issue - Taking the First Steps	National Academy for Public Administration Center for Improving Govt Performance	NAPA	1998
Performance Measures RP-099	Information Management Performance Measures	National Academy for Public Administration for the Department of Defense	NAPA	1996
Performance Measures RP-089	New Public Innovator	National Academy for Public Administration	Alliance for Redesigning Government	1998
Performance Measures RP-097	New Public Innovator	National Academy for Public Administration	Alliance for Redesigning Government	1998
Performance Measures RP-110	Serving the American Public: Best Practices in Performance Measurement	National Performance Review	National Performance Review	1997
Performance Measures RP-086	North Carolina Local Government Performance Measurement Project: Overview and Update	North Carolina	North Carolina	1997
Performance Measures RP-114	FY 99 Operating Budget Balanced Scorecards	City of Norfolk	City of Norfolk, VA	1998

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Performance Measures BK-012	Performance and Cost Data, North Carolina Local Government Performance Measures Project	North Carolina Local Government Budget Association UNC, Chapel Hill	North Carolina Local Government Budget Association	1997
Performance Measures RP-084	Health Program Area	North Carolina	North Carolina	1998
Performance Measures FX-003	Fairfax County Measures Up: A Guide for Performance Measurement (1st Edition)	Performance Measurement Team	Office of Management and Budget, Fairfax County, VA	1997
Performance Measures FX-004	Fairfax County Measures Up: A Manual for Performance Measurement (2nd Edition)	Performance Measurement Team	Department of Management and Budget, Fairfax County, VA	1998
Performance Measures FX-009	Fairfax County Measures Up: A Manual for Performance Measurement (3rd Edition)	Performance Measurement Team	Department of Management and Budget, Fairfax County, VA	1999
Performance Measures FX-010	Fairfax County Measures Up: A Manual for Performance Measurement (4th Edition)	Performance Measurement Team	Department of Management and Budget, Fairfax County, VA	2000
Performance Measures FX-005	Memo on Performance Measurement Evaluation Training	Office of Management and Budget	Office of Management and Budget, Fairfax County, VA	1997
Performance Measures RP-048	Performance Measures Reference Guide	Oregon Department of Administrative Services	State of Oregon	1994
Performance Measures AR-070	Defining the Customer	Osborne and Plastrik	Excerpt from Banishing Bureaucracy (pp. 179-183)	1997

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Performance Measures AR-071	Questions People Ask about the Customer Strategy	Osborne and Plastrik	Excerpt- Banishing Bureaucracy (pp 198-201)	1997
Performance Measures AR-047	Customer Quality Assurance	Osborne and Plastrik	Excerpt – Banishing Bureaucracy (pp 192-197)	1997
Performance Measures RP-077	Grading Governments	Osborne and Plastrik	Washington Post Magazine	1997
Performance Measures AR-022	Governor's Office of Planning and Budget - State of Utah Definitions	Parker	State of Utah	1993
Performance Measures RP-080	Developing and Reporting Performance Measures	Audit Services Division	City of Portland OR	1997
Performance Measures AR-060	Steps in Building Prince William's System	Prince William County	Prince William County, VA	NA
Performance Measures RP-098	Measuring Quality and Productivity: Performance Measures for Non-School Libraries	Queensland Department of Education	Queensland Department of Education	1997
Performance Measures AR-048	100 Health and Safety Performance Measures	Safety Online Page	ISHN Homepage	1997
Performance Measures RP-024	Santa Clara County Comprehensive Performance Management (CPM) Training Manual	Santa Clara County and The Abrahams Group	Santa Clara County, CA	1996
Performance Measures AR-011	Seattle: Creating a High Performance Program: The Performance Framework	Seattle City Auditor	Seattle, WA	1996
Performance Measures RP-033	Guide to Performance Measures for State Agencies, Universities, and Health-Related Institutions.	State Auditor's Office, Legislative Budget and Planning	State Auditor's Office	1995

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Performance Measures AR-025	Contractor Performance Measurement	Straight	Paper presented at ASPA National Conference	1997
Performance Measures AR-069	Adapting Private Sector Techniques in the Use of Performance Measures	Thornburgh, D.B.	Paper presented at Managing for Results Conference	1995
Performance Measures RP-059	Developing Client Outcome Monitoring Systems	The Urban Institute	With the American Public Welfare Assn	1981
Performance Measures BK-011	Performance Measurement - A Guide for Local Elected Officials	The Urban Institute	Urban Institute Press	1980
Performance Measures AR-034	Performance Measures Definitions	The Innovations Group	The Innovations Group	NA
Performance Measures AR-035	The Innovations Group Performance Measure Service	The Innovations Group	The Innovations Group	1996
Performance Measures RP-058	Developing, Monitoring, and Reporting City/County Service Levels	The Innovations Group	The Innovations Group	1993
Performance Measures AR-085	Adapting Total Quality Management to Government	Swiss	Public Administration Review	1992
Performance Measures RP-063	The Use of Performance Measures in City and County Budgets	Tigue and Strachota	Government Finance Officers Association	1995
Performance Measures RP-023	How to Measure Performance: A Handbook of Techniques and Tools	Training Resources and Data Exchange Performance Based Management Special Interest Group	Training Resources and Data Exchange (TRADE)	1995
Performance Measures RP-101	Info-Link: A Proposed Framework for Generating Performance Information	U.S. AID: Bureau for Humanitarian Response	U.S. AID	1998

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Performance Measures RP-071	Guidelines for Performance Measurement	U.S. Department of Energy	DOE	1996
Performance Measures RP-035	Commonwealth of Virginia: Conducting an Agency Issues Assessment	VA Dept. of Planning and Budget	State of Virginia	1995
Performance Measures RP-036	Commonwealth of Virginia: Guidelines for Goal Setting and Performance Budgeting for 1996-98 Biennium (June 1995)	VA Dept. of Planning and Budget	State of Virginia	1995
Performance Measures RP-037	Commonwealth of Virginia: 1996-98 Goal Setting and Performance Budgeting (August 1995)	VA Dept. of Planning and Budget	State of Virginia	1995
Performance Measures AR-028	Viewing Organizations as Customers of Government Services: Data from Maryland's Housing Development Program	Van Ryzin and Freeman	Paper presented at the National ASPA Conference	1997
Performance Measures AR-038	The Power of Performance Measurement: A Computer Model and Examples from Colorado	Griesemer	Government Finance Review	1993
Performance Measures FL-001 Leg/Exec through Parks, Rec and Cultural FL-002 Community Development through Vol II	Fairfax County Government Agencies (folder for each agency)	Various research combined by DMB Staff	Fairfax County Department of Management and Budget	1997
Performance Measures RP-061	North Carolina Local Government Performance Measurement Project	Vogt, Few	NC Institute of Govt	1996
Performance Measures BK-037	Handbook of Practical Program Evaluation	Wholey, Hatry, and Newcomer eds.	Jossey-Bass	1994

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Performance Measures BK-10	Evaluation: Promise and Performance	Wholey	The Urban Institute	1979
Performance Measures RP-064	Federal OMB Strategic Plan FY 1998-FY 2003	Office of Management and Budget	U.S. Office of Management and Budget	1997
Performance Measures AR-049	Development and Use of Performance Indicators in the City of Coral Springs, FL	Schwabe	ASPA's Center for Accountability and Performance	1997
Performance Measures AR-050	Development and Use of Outcome Measures: Long Beach Police Department	Bryant	ASPA's Center for Accountability and Performance	1997
Performance Measures AR-051	Performance Indicators: Phoenix Parks, Recreation and Library Department	Curcio	ASPA's Center for Accountability and Performance	1997
Performance Measures RP-092	Guide to Performance Measurement for State Agencies, Universities, and Health-Related Institutions	Texas State Auditor's Office	Texas State Auditor's Office	1995
Performance Measures AR-052	Development and Use of Outcome Information: Portland, OR	Tracy	ASPA's Center for Accountability and Performance	1997
Performance Measures AR-053	Ramsey County, MN: Performance Contracting at the County Level	Skaff	ASPA's Center for Accountability and Performance	1997
Performance Measures BK-043	Beyond Data – Current Uses of Comparative Performance Measurement in Local Government	Bjornlund	ICMA	2000
Performance Measures BK-044	Maine's Guide to Performance Measurement	Bureau of the Budget and State Planning Office	State of Maine	1999
Performance Measures BK-046	Developing and Implementing a Performance Measurement System (wastewater collection and treatment)	Brueck	Water Environmental Research Foundation	1999

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Performance Measures BK-047	Performance-Based Management – Eight Steps to Develop and Use Information Technology Performance Measures Effectively	Office of Government-wide Policy	U.S. General Services Administration	1996
Performance Measures BK-054	Performance Management – Getting Results	Hatry	The Urban Institute	1999
Performance Measures BK-055	Using Productivity Measurement: A Manager's Guide to More Effective Services	ICMA	ICMA	1979
Performance Measures BK-056	The Gore Report on Reinventing Government	Vice President Gore	Time Books	1993
Performance Measures BK-057	Report on the GASB Citizen Discussion Groups on Performance Reporting	GASB	GASB	2002
Performance Measures BK-058	Improving Accountability and Performance of Government	The Brookings Institution	The Brookings Institution	1982
Performance Measures RP-133	Guide to Performance Measurement Management	State of Texas	State of Texas	2000
Performance Measures RP-134	Pride and Performance	City of Scottsdale	Scottsdale, AZ	1997
Performance Measures RP-135	Strategies for Using State Information: Measuring and Improving Program Performance	Shelley Metzenbaum	IBM	2003
Performance Measures RP-136	Policy Tools and Government Performance	U.S. GAO, U.S. OMB, and Johns Hopkins	Johns Hopkins Center for Civil Society	2002
Program Evaluation BK-038	Handbook of Practical Program Evaluation	Wholey, Hatry, Newcomer (editors)	Jossey-Bass	1994

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SEA BK-020	Service Efforts and Accomplishments Reporting: Its Time Has Come **An Overview** (The Green Books)	Hatry, Fountain and Sullivan	Governmental Accounting Standards Board	1990
SEA BK-021	Service Efforts and Accomplishments Reporting: Its Time Has Come **Water and Wastewater Treatment** (The Green Books)	Burnby and Herhold	Governmental Accounting Standards Board	1990
SEA BK-022	Service Efforts and Accomplishments Reporting: Its Time Has Come **Public Health** (The Green Books)	Carpenter, Ruchala and Waller	Governmental Accounting Standards Board	1991
SEA BK-023	Service Efforts and Accomplishments Reporting: Its Time Has Come **Police Department Programs** (The Green Books)	Drebin and Brannon	Governmental Accounting Standards Board	1992
SEA BK-024	Service Efforts and Accomplishments Reporting: Its Time Has Come **Elementary and Secondary Education** (The Green Books)	Hatry, Alexander and Fountain	Governmental Accounting Standards Board	1989
SEA BK-025	Service Efforts and Accomplishments Reporting: Its Time Has Come **Road Maintenance** (The Green Books)	Hyman, Alfelor and Allen	Governmental Accounting Standards Board	1993
SEA BK-026	Service Efforts and Accomplishments Reporting: Its Time Has Come **Fire Department Programs** (The Green Books)	Parry, Sharp, Vreeland and Wallace	Governmental Accounting Standards Board	1991

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SEA BK-027	Service Efforts and Accomplishments Reporting: Its Time Has Come **Sanitation Collection and Disposal** (The Green Books)	Rubin	Governmental Accounting Standards Board	1991
SEA BK-059	Reporting Performance Information: Suggested Criteria for Effective Communication	Fountain	Governmental Accounting Standards Board	2003
SEA AR-079	Measuring Government Performance: Experimenting with SEA Reporting in Portland, Oregon	Tracy and Jean	Government Finance Review	1993
SEA BK-028	Service Efforts and Accomplishments Reporting: Its Time Has Come **Mass Transit** (The Green Books)	Wallace	Governmental Accounting Standards Board	1991
SEA RP-078	Appendix: Service Efforts and Accomplishments Reporting	GASB	Governmental Accounting Standards Board	1991
SEA RP-082	City of Coral Springs: SEA Report	Coral Springs	Coral Springs	1997
SEA RP-028	Good Schools, Good for Everyone The 1997 Community Accountability Report	Fairfax County Public Schools	Fairfax County Public Schools	1997
SEA RP-001	City of Portland Service Efforts and Accomplishments 1993-94 Fourth Annual Report on City Government Performance	Office of the Auditor	Audit Services Division, Portland	1995
SEA RP-002	City of Portland Service Efforts and Accomplishments 1994-95 Fifth Annual Report on City Government Performance	Office of the Auditor	Audit Services Division, Portland City	1996

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SEA RP-003	Portland, Oregon 1996 Annual Report of Community Benchmarks	Wev	Portland Multnomah Progress Board, OR	1996
SEA RP-004	Prince William County Service Efforts and Accomplishments: FY 1995 Actual and FY 1996 Budgeted	Webster	Prince William County, VA	1996
SEA RP-005	State of Oregon Service Efforts and Accomplishments Report	State Auditor	State of Oregon	1995
SEA RP-026	Oregon Shines II	Oregon Progress Board	Oregon Progress Board	1997
SEA RP-027	Oregon Shines II - Summary	Oregon Progress Board	Oregon Progress Board	1997
SEA RP-109	SEA: City of San Diego	San Diego	San Diego, CA	1998
SEA RP-074	City of St. Charles, Illinois: SEA Reporting	City of St. Charles	City of St. Charles, IL	1997
SEA RP-131	City of Portland, OR Annual SEA Report	City of Portland	City of Portland	1998-99
SEA RP-132	City of Portland, OR Annual SEA Report	City of Portland	City of Portland	1999-00
Statistics BK-015	Law Enforcement Management and Administrative Statistics 1993: Data for Individual, State and Local Agencies with 100 or More Officers	Reaves and Smith	US Department of Justice, Office of Justice Programs	1995
Statistics RP-019	Local Police Departments, 1993	US Department of Justice	US Department of Justice	1993
Strategies/PM BK-060	The Balanced Scorecard	Kaplan and Norton	Harvard	1996

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Strategic Planning BK-004	Strategic Planning	Innovations Group Research Packet	Innovations Group	1997
Strategic Planning RP-068	Planning for Results	NAPA - Center for Improving Govt Performance	NAPA	1998
Strategic Planning RP-112	1996-2000 Strategic Plan	Prince William County, Virginia	Prince William County, Virginia	1997
Strategic Planning RP-108	1998 Strategic Planning and Performance Measurement Handbook	Strategic Planning Advisory Committee	State of Arizona OSPB	1998
Strategic Planning RP-043	OMB Circular A-11, Overview of Strategic Plans and Annual Performance Plans	U.S. Office of Management and Budget	U.S. Office of Management and Budget	1997
Strategic Planning RP-044	Federal Human Resources Management for the 21st Century: Strategic Plan FY 1997-FY 2002	U.S. Office of Personnel Management	U.S. Office of Personnel Management	1997
Strategic Planning RP-045	Managing for Results: Critical Issues for Improving Federal Agencies· Strategic Plans	U.S. General Accounting Office	U.S. General Accounting Office	1997
Strategic Planning RP-046	Managing for Results: Observations on OMB's September 1997 Strategic Plan	U.S. General Accounting Office	U.S. General Accounting Office	1997
Strategic Planning RP-047	U.S. Office of Management and Budget Strategic Plan FY 1998-FY 2003	U.S. Office of Management and Budget	U.S. Office of Management and Budget	1997
Strategic Planning RP-118	Serving the American Public: Best Practices in Customer-Driven Strategic Planning	Federal Benchmarking Consortium	National Performance Review	1997
Survey RP-103	The Use of Citizen Surveys in Measuring Agency Performance	Cohen and Eimicke	ASPA National Conference	1998

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Survey FX-007	Tips on Developing and Using a Customer Survey	Fairfax County Department of Management and Budget	Fairfax County	1998
Survey FX-008	1998 Customer Satisfaction Survey	Fairfax County Dept of Purchasing and Supply Mgmt	Fairfax County	1998
Survey SR-001	Prince Williams County Citizen Satisfaction Survey - Report of Results	Guterbock and Spear	Center for Survey Research, UVA	1996
Survey AR-010	A Five-Stage Approach for Improved Use of Citizen Surveys in Public Investment Decisions	Glaser and Bardo	State and Local Government Review	1994
Survey AR-007	Local Government Performance through the Eyes of Citizens	Glaser and Denhardt	Paper presented at the National ASPA Conference	1997
Survey AR-009	Stories Citizens Tell and How Administrators Use Types of Knowledge	Herzog and Claunch	Public Administration Review	1997
Survey AR-029	Customer Satisfaction Survey Guidelines for Government	Jackson and Sandberg	Paper presented at the ASPA National Conference Administration	1997
Survey SR-002	1997 Citywide Residential Survey (Seattle)	Northwest Research Group, Inc.	City of Seattle, WA	1997
Survey SR-003	City of Portland, Oregon	Office of Finance and Administration Bureau of Financial Planning	Portland, OR	NA
Survey SR-004	Assessments by Council Members, City Staff and Citizens	Organizational Consultants, Inc.	City of Charlotte, NC	1998

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Survey BK-036	Designing and Conducting Survey Research: A Comprehensive Guide	Louis Rea and Richard Parker	Jossey-Bass	1997
Survey SR-005	Using Surveys to Measure and Improve Performance	Lawrence Schwartz and Ronald Straight	Paper presented at 58th National ASPA Conference	1997
Survey RP-076	1996 Prince William County Citizen Satisfaction Survey	Guterbock and Spear	Center for Survey Research UVA	1996
Survey BK-017	Obtaining Citizen Feedback: The Application of Citizen Surveys to Local Governments	Webb and Hatry	The Urban Institute	1973
Survey BK-042	Citizen Surveys – How to Do Them, How to Use Them, What They Mean	Miller and Kobayashi	ICMA	2000
Survey AR-004	1997 Boulder Citizen Survey	Boulder, CO	Boulder, CO	1997
Survey AR-005	Portland Citizen Survey	Portland, OR	Portland, OR	1994