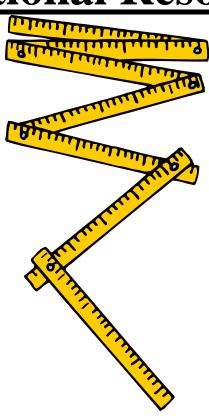
Multnomah County Annual Budget FY 2010

Performance Measurement Manual Additional Resources



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www.co.multnomah.or.us/budget/ www.co.multnomah.or.us/budgeteval/ The following lists additional resources, many of which were used in the development of this manual. This symbol \square denotes material in the Budget Office Evaluation library available for check-out. Recommended source materials are denoted with this symbol \checkmark .

Accountability for performance: measurement and monitoring in local government / edited by David N. Ammons. -- Washington, D.C.: ICMA, 1995.

Applying performance measurement: a multimedia training program [computer file] / International City/County Management Association (ICMA). -- Washington, D.C.: ICMA, 1998.

Benchmarking: a method for achieving superior performance in law enforcement services / William G. Gay. -- Washington, D.C.: National League of Cities, 1996.

Benchmarking: achieving superior performance in fire and emergency services / William G. Gay; International City/County Management Association (ICMA). February 1993. -- Washington, D.C.: ICMA, 1993.

The benchmarking book / Michael J. Spendolini. -- New York: AMACOM, American Management Association 1992.; xiv., 207 p.: ill. An introduction to the process of benchmarking including the 5 steps of benchmarking.

Benchmarking basics: Looking for a better way / James G. Patterson. Crisp Publications, 1996.

Benchmarking for best practices in the public sector: achieving performance breakthroughs in federal, state, and local agencies / Patricia Keehley, Stevin Medlin, Sue MacBride, Laura Longmire. First edition. -- San Francisco, Calif.: Jossey-Bass, 1997.

Best practice benchmarking: an international perspective / Sylvia Codling. -- Houston, Tex.: Gulf Publishing Company, 1996.

Beyond data: current uses of comparative performance measurement in local government / Lydia Bjornlund. -- Washington, D.C.: International City/County Management Association, 1999.

Brief review of performance measurement best practices / by Jim Carlson. Evaluation/ Research Unit. Multnomah County, Or. 2000.

City of Portland service efforts and accomplishments: 2003-04. Fourteenth Annual Report on City Government Performance / Office of the City Auditor, Portland, Oregon -- Portland, Oregon: City of Portland, Office of City Auditor, Dec 2004. ✓ □

Comparative performance measurement / by Elaine Morley, Scott P. Bryant, Harry P. Hatry. -- Washington, D.C.: Urban Institute Press, 2001.

Comparative performance measurement: FY 2000 data report/ ICMA Center for Performance Measurement. Washington D.C. Sept. 2001.

Comparative performance measurement: FY 2003 data report/ ICMA Center for Performance Measurement. Washington D.C. Dec. 2004.

An elected official's guide to performance measurement / by Salomon A. Guajardo and Rosemary McDonnell. -- Chicago: Government Finance Officers Association 2000.

Fairfax County manages for results: A guide to advanced performance measurement/ by Performance Measurement Team of the Department of Management and Budget. Fairfax County, Va. 2005. ✓ □

Government service efforts and accomplishments performance reports: A guide to understanding / Paul Epstein, James Fountain, Wilson Campbell, Terry Patton, Kimberly Keaton. July 2005. Governmental Accounting Standards Board. Norwalk, Ct.

How Federal Programs Use Outcome Information: Opportunities for Federal Managers/ by Hatry, Harry P., Elaine Morley, Shelli B. Rossman and Joseph S. Wholey. Washington, D.C.: IBM Center for the Business of Government, 2003.

How effective are your community services? Procedures for measuring their quality / Harry P. Hatry, Louis H. Blair, Donald M. Fisk, John M. Greiner, John R. Hall, Jr., and Philip S. Schaenman. 2nd ed. -- Washington, D.C.: Urban Institute; ICMA, 1992.

Implementing performance measurement in government: illustrations and resources / Joni L. Leithe. -- Chicago: Government Finance Officers Association, 1997

Making Use of Outcome Information for Improving Services: Recommendations for Nonprofit Organizations/ by Elaine Morley, Harry P. Hatry and Jake Cowan. Washington, D.C.: The Urban Institute, 2002.

A manual for performance measurement Fairfax County (measures up 8th Ed.)/ by the Performance Measurement Team of the Department of Management and Budget. Fairfax County, Va. 2005. ✓ □

Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards/by David N Ammons. Thousand Oaks, California: Sage Publications, 1996. ✓ □

Means...ends...indicators: Performance measurement in the public sector. Policy Brief #3. Institute on Governance. Ottawa, Ontario, Canada. April 1999.

Measuring city agency responsiveness: the citizen-surrogate method / by Robert D. Herman and Nicholas C. Peroff; International City Management Association (ICMA). -- Washington, D.C.: ICMA, May 1981.

Measuring up: Governing's guide to performance measurement for geniuses (and other public managers) / Jonathan Walters. -- Washington, D.C.: Governing Books, 1998.

Meeting the Challenges of Performance-Oriented Government/ by Kathryn Newcomer, Edward T. Jennings, Jr., Cheryle Broom and Allen Lomax. Washington, D.C.: American Society for Public Administration, 2002.

Monitoring the quality of local government services / Harry P. Hatry, John M. Greiner, Maria Swanson -- Washington, D.C.: ICMA, Feb 1987.

Multnomah County catalog of county programs: Program objectives productivity system by the Office of Planning, Evaluation and Program Development,. Multnomah County, Oregon. December 1973.

Municipal benchmarks: assessing local performance and establishing community standards / David N. Ammons. 2nd ed. -- Thousand Oaks, Calif.: Sage Publications, 2001.

Not a tool kit: Practitioner's guide to measuring the performance of public programs. Schacter, M. Institute on Governance. Ottawa, Ontario, Canada. 2002. ✓ □

Oregon benchmarks: standards for measuring statewide progress and institutional performance: report to the 1995 Legislature / Oregon Progress Board. Economic Development Department. -- Salem, Oregon: Oregon Progress Board, Annual, 1995.

Overcoming the Challenges in Managing for Results/ by Joseph S. Wholey, Washington, D.C.: IBM Center for the Business of Government, 2004.

The Performance-Based Management Handbook (Vol. I-VI) / by Will Artley, DJ Ellison, Bill Kennedy. United States Department of Energy. Washington D.C.: 2001.

Performance budgeting in municipal governments / by Janet M. Kelly and William C. Rivenbark. Last accessed 11/07/05 http://web.pdx.edu/~stipakb/download/PerfMeasures/PerfBudgetingInMunicGovt.doc

Performance measurement: a guide for local elected officials / The Urban Institute in cooperation with The National League of Cities and National Association of Counties -- Washington, D.C.: The Urban Institute Press, 1980.

Performance measurement: a tool for managing county governments / by Jim Culotta. -- Washington, D.C.: NACO, 1999.

Performance measurement: a tool for policymakers / James R. Griesemer; National League of Cities -- Washington, D.C.: NLC, May-June 1994.

Performance Measurement Challenges and Strategies. Office of Management and Budget. Washington D.C., 2003. http://www.whitehouse.gov/omb/part/index.html Last Retrieved 11/03/2005.

Performance measurement: concepts and techniques / American Society for Public Administration's Center for Accountability and Performance. 2nd ed. -- Washington, D.C.: American Society for Public Administration, 1999.

Performance measurement: getting results / Harry P. Hatry. -- Washington, D.C.: Urban Institute, 1999.

Performance measurement: the key to accelerating organizational improvement / Price Waterhouse. -- Arlington, Virg.: Price Waterhouse, 1993.

Performance measurement: the link to effective government / by Patricia Tigue and James Greene, Jr.; Government Finance Officers Association [GFOA] -- [Washington, D.C.]: GFOA, Apr 1994.

Performance measurement for accountability and service improvement / Christine Ulrich; International City/County Management Association (ICMA) Management Information Service. September 1997. -- Washington, D.C.: ICMA, 1997.

Performance measurement in law enforcement [MIS Report] / Bill Thomas and Callie Stivers; International City/County Management Association -- Washington, D.C.: ICMA, Mar 1995.

Portland-Multnomah County benchmarks: standards for measuring community progress and government performance / Portland-Multnomah County Progress Board. January 1994. -- Portland, Or.: Portland-Multnomah County Progress Board, 1994.

A practical guide for measuring program efficiency and effectiveness in local government / by Mark Glover, Director, The Innovation Groups -- Tampa, Florida: Innovation Groups, 1994.

The price of government: Getting the results we need in an age of permanent fiscal crisis/ by David Osborne and Peter Hutchinson. Basic Books. New York, NY., 2004. ✓ □

Productivity improvements in public works [MIS Report] / Richard G. Bills. -- Washington, D.C.: ICMA, June 1990.

Productivity in human services: measurement, improvement, and management / United States. Department of Health, Education and Welfare. -- Washington, D.C.: USDHEW, Project Share, December 1980.

Program and performance monitoring / prepared by Cambridge Systematics, Inc. -- Olympia, Wash.: State of Washington Legislative Transportation Committee, 1993.

Program effectiveness study: final report, April 1991 / Washington (State). Office of Financial Management. Washington State Commission for Efficiency and Accountability in Government. - [Olympia, Washington]: [State of Washington], April 1991.

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Public and Private Agencies Need to Manage for Results, Not Just Measure Them/ by Harry Hatry. Washington, D.C.: The Urban Institute. Last accessed August 31, 2004. http://www.urban.org/url.cfm?ID=900731

Reinventing government: how the entrepreneurial spirit is transforming the public sector / by David Osborne and Ted Gaebler 2nd printing -- Reading, Mass.: Addison-Wesley Pub. Co., Inc., 1992.

Reporting Performance Information: Suggested Criteria for Effective Communication/ by James Fountain, James, Wilson Campbell, Terry Patton, Paul Epstein, Mandi Cohn, Mark Abrahams and Jonathan Walters. Governmental Accounting Standards Board: Norwalk, Connecticut, 2003.

A report on the 1997 citywide resident survey City of Seattle: ratings of the quality of life in Seattle and satisfaction with city services / City of Seattle Office of Management and Planning. October 1997. -- Seattle, Wash.: City of Seattle, 1996.

Results-driven management implementing performance-based measures in community corrections / Harry N. Boone and Betsy Fulton. -- Lexington, Ky.: American Probation and Parole Association, 1995.

Service efforts and accomplishments reporting: an overview / Harry P. Hatry et al.; Governmental Accounting Standards Board -- Norwalk, Conn.: Govt. Accounting Standards Board, 1990.

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Sustaining performance measurement / by Suzanne Flynn. Multnomah County Auditor's Office. Sept. 2004 http://www.nalga.org/qrtly/art04s1.htm Last accessed 11/07/05.

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We can't measure what we do: Measuring what matters in the public sector / by Mary Campbell. From Driving Changes and Getting Results—Bellevue, Wa..: Washington Governor's Office, 2005. ✓ □

Who will bell the cat? A fable for our time: a guide to performance measurement in government / Price Waterhouse. -- Arlington, Virg.: Price Waterhouse, 1993.

The following online resources were adapted from Mark Abrahams of the Abrahams Group

General

Alfred P. Sloan Foundation, Performance Assessment of Municipal Governments Program http://www.sloan.org/programs/stndrd_performance.shtml

GFOA Recommended Practice on Performance Management: Using Performance Measurement for Decision Making (2002) - Updated Performance Measures (1994)

http://www.gfoa.org/services/rp/budget/budget-performance-management.pdf

GFOA Recommended Practice on Measuring the Costs of Government Services http://www.gfoa.org/services/rp/documents/MeasuringtheCostofGovernmentService.pdf

GFOA Best Practices in Public Budgeting http://www.gfoa.org/services/nacslb

ICMA Center for Performance Management http://www.icma.org/main/topic.asp?tpid=18&hsid=1&t=0

Portland Multnomah Progress Board http://www.portlandonline.com/auditor/?c=27347

Cities

City of Albuquerque Progress Report http://www.cabq.gov/progress/index.html

City of Ankeny, IA, Service Efforts and Accomplishments Report http://www.ci.ankeny.ia.us

City of Austin, Scorecard http://www.ci.austin.tx.us/budget/

City of Baltimore, MD. http://www.ci.baltimore.md.us/news/citistat/reports.html

City of Bellevue, WA

http://www.cityofbellevue.org/pdf/Finance/2005%20Annual%20Performance%20Report.pdf

City of Charlotte's Citizen's Annual Report
http://www.charmeck.org/Departments/City+Manager/Annual+Report/Home.htm

City of Des Moines, Performance Measurement System http://www.ci.des-moines.ia.us/performance.htm

- City of Kansas City (MO), City Auditors Report http://www.kcmo.org/auditor/annualreports/06annualreport.pdf
- City of Lynnwood WA, Accountability Report http://www.ci.lynnwood.wa.us/Docs/2004AnnualPerformanceReport.pdf
- City of Palo Alto CA, Service Efforts and Accomplishments Report http://www.city.palo-alto.ca.us/auditor/ServiceEffortsandAccomplishments.html
- City of Philadelphia, Mayor's Report on City Services http://www.phila.gov/mayor/pdfs/csrreport2001.pdf
- City of Phoenix, City Manager's Executive Report http://www.ci.phoenix.az.us/MGRREPT/index.html
- City of Portland (OR), Service Efforts and Accomplishments Report http://www.portlandonline.com/shared/cfm/image.cfm?id=33651
- City of San Diego, Service Efforts and Accomplishments Report http://www.sannet.gov/city-manager/pdf/seaapril02.pdf
- City of San Jose, City Service Area Performance Report
 http://www.sanjoseca.gov/quest/Full%20Year-End%20CSA%20PM%20Report.pdf
- City of Seattle, Performance Perspectives
 http://www.cityofseattle.net/audit/report_files/pp_96-5.pdf
- City of Winston Salem, Citizen Efficiency Review Committee Reports http://www.ci.winston-salem.nc.us/ooe/frpt.htm

Counties

Clark County, 2003 Annual Performance Report

http://www.co.clark.nv.us/Public communications/Performance Report 2003/index 200 3.htm

King County, WA Department of Natural Resources and Parks: http://dnr.metrokc.gov/dnrp/performance/index.htm

Maricopa County AZ, Performance Report

http://www.maricopa.gov/Internal_audit/pdf/Reports/2004/67%20SEA%20Citizens%20Report%20internet%20report.pdf

Prince William County (VA) Service Efforts and Accomplishments Report http://www.pwcgov.org/default.aspx?topic=040024000110002183

County of San Mateo, CA, Indicators for a Sustainable San Mateo County http://www.sustainablesanmateo.org/

States

Arizona, Managing for Results http://www.ospb.state.az.us/handbook.htm

Florida Government Accountability Report http://www.oppaga.state.fl.us/government/

Illinois Public Accountability Reporting http://www.ioc.state.il.us/Office/PAP/reports.cfm

Illinois, Performance Audits http://www.state.il.us/auditor/special.htm

Iowa, Managing for Results http://www.resultsiowa.org/

Maine Marks http://www.mainemarks.org/indicators/indi_main.htm

Minnesota Milestones http://www.lmic.state.mn.us/datanetweb/chi.html and http://www.mnplan.state.mn.us/pdf/2002/MilestonesMeasuresthatMatter.pdf

New Mexico Department of Transportation, Strategic Plan and Performance Report http://www.nmshtd.state.nm.us/upload/contents/445/StrategicPlan2004.pdf

Oklahoma Health Care Authority, Strategic Plan and Performance Report http://www.okhca.org/reports/PDFlib/strategic_plan_2006.pdf

Oregon Benchmarks http://egov.oregon.gov/DAS/OPB/obm.shtm

Oregon Commission on Children and Families, Outcomes and Accountability http://www.oregon.gov/OCCF/Mission/Outcomes/miout.shtml

Oregon Department of Human Services, Annual Performance Report http://egov.oregon.gov/DHS/publications/pm_reports/2004/2004_report.pdf

Rhode Island, Performance Measures http://www.budget.state.ri.us/measures.htm

Texas School Performance Review http://www.window.state.tx.us/tspr/

Utah, Summary of Goals and Key Performance Measures http://governor.utah.gov/PLANNING/UtahTomorrow/StrategicPlan2000.htm

Virginia Review of Performance Measures
http://www.apa.state.va.us/data/download/reports/audit_local/PerfMeas02.pdf

Washington Department of Transportation, Measures, Markers, and Mileposts http://www.wsdot.wa.gov/accountability/graynotebook.pdf