

Eau Claire County

Performance Management Program Handbook

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Third Edition



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SUMMARY OF PERFORMANCE MANAGEMENT PROGRAM

Eau Claire County, Wisconsin

Throughout the past decade demands and costs for county services have been increasing at the same time that revenues have been constrained resulting in sizeable funding gaps during annual county budget processes. The budget gaps have been further exacerbated by the current economic conditions. Concurrently, the annual county budget process began to move in a direction more focused on programs than line items. The process of identifying and delineating programs within departments required an analysis of the underlying legislation and goals that formed the basis for establishing the program. As departments focused attention to programs, the analysis led naturally to the identification of resources required to provide the program or service and then directly to a review of the basic work processes and the goods or services produced through the program or service.

Changing the focus of the budget process from line items to programs and services also required additional analytical and decision making tools for staff, department managers, and the county board in order to better manage the budget process. One of the tools available to assist in program analysis and management not only during the annual budget process but also from an accountability perspective is performance measurement or performance management.

In 2001 a performance management work group was established to review the literature, research and practical applications of performance measurement, performance management and performance budgeting that was available from all sources, determine if the concepts were applicable to Eau Claire County and if so, develop a performance management model for Eau Claire County.

As a result of the performance management work group's research and analysis of available sources, the Eau Claire County Performance Management Program was established. The county's model has been developed internally based on the research and practical applications in other jurisdictions; it is not direct copy of a model from another county or city. Rather, the performance management program has been developed to fit Eau Claire County. The program is anchored on the concept that measuring program performance and utilizing program performance results is a key tool to assist staff in managing programs and to assist elected officials in public policy decision making and accountability.

The performance management program has evolved from piloting a few county programs to the inclusion of all county programs into the performance management model. Since 2009, the Eau Claire County Finance & Budget Committee has required the submission of performance results for all programs with annual department budget requests. Program performance results are also included in annual department reports submitted to the County Board.

The following documents provide a brief history of the Eau Claire County Performance Management Program, the logic model and other key elements of the program, guides to assist in development of performance measures and outcomes, and an appendix listing current programs involved with performance management, sample performance management reporting forms, and available resources and references.

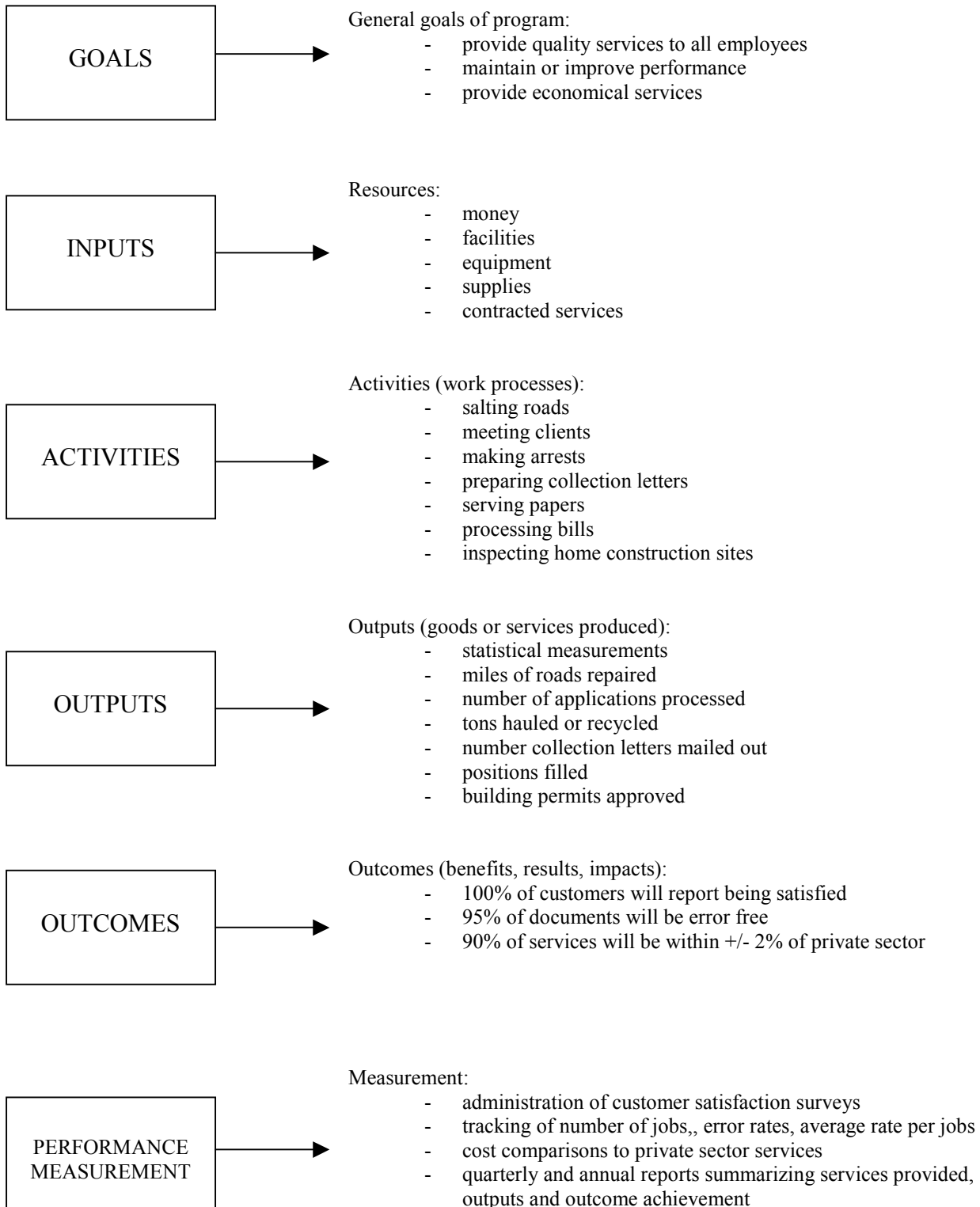
WHY MEASURE OUTCOMES???

- Directive from the County Finance & Budget Committee that program outcome measures are a required component of future budget years' requests.
- To continuously improve our service delivery in both the long and short term. Deliver quality services to customers. Lead to better outcomes.
- Maintain focus on our mission – public service. Ensure a strong connection with the customers of our governmental services. To provide greater clarity about what we are trying to achieve.
- Increase our accountability to citizens who demand and deserve quality public services. Improve accountability to both elected board members and county citizens. Demonstrate we are accountable for the resources allocated.
- Improve our capacity for data driven process improvement, problem-solving and decision making.
- Government Accounting Standards Board (GASB) rules will require measurement in the future. State and Federal standards require greater measurement of results and accountability every year.

**EAU CLAIRE COUNTY
PERFORMANCE MANAGEMENT PROGRAM
GLOSSARY OF TERMS**

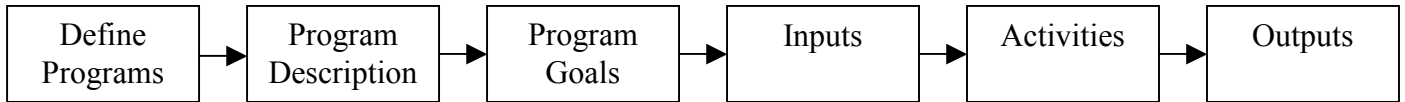
Performance Management:	the use of performance measurement information to help set agreed upon performance goals, allocate and prioritize resources, assist managers in confirming or changing current policy or previous direction to meet those goals, and report on the success in meeting those goals
Programs/Services:	a group of related activities performed by a department, division or unit for the purpose of accomplishing a function (the intended outcome) for which the county is responsible
Performance Goals:	a clear target for specific action, a target level of an activity that is achievable and measurable and sets the direction for strategies
Inputs:	the resources the county uses to produce services, including human, financial, facilities, technology, equipment and supplies
Activities:	the techniques or actions (utilization of resources) that convert inputs into outputs so that a stated performance goal can be accomplished
Outputs:	the goods and services produced or delivered by a department, program or provider agency; can be produced for both internal and external customers
Outcomes:	the quantified results or impacts (both intended and unintended) of county action; progress is assessed by comparing outcomes to performance goals through the use of measures
Performance Measurement:	the process of assessing progress toward achieving predetermined goals; the quantitative and qualitative characterization of performance; indicators of work performed and results achieved in an activity, process, program, service or department

PERFORMANCE MANAGEMENT EXAMPLES OF TERMS



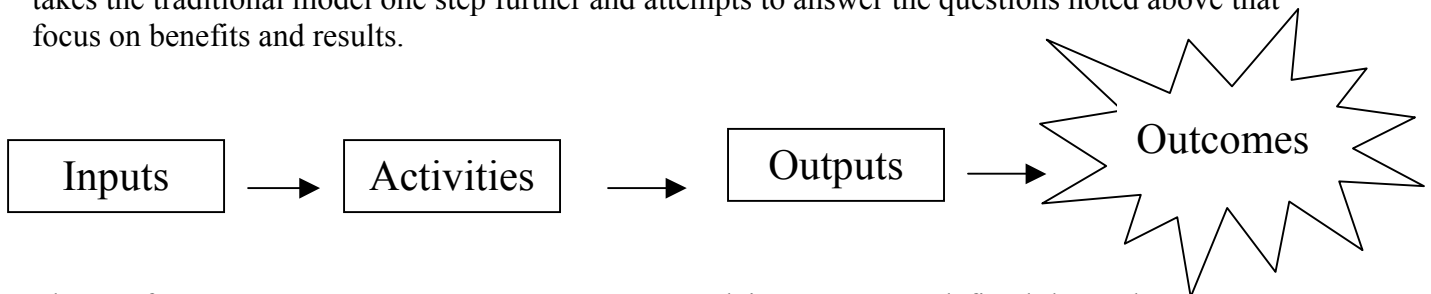
Eau Claire County Performance Management Process

The starting point for Eau Claire County’s Performance Management initiative was identifying the program areas within each department that were being performed. The following diagram provides a visual illustration of the process typically followed by Eau Claire County departments. You’ll notice that the model stops at the “output” box, which has been the traditional service model used when programs have historically been looked at or discussed in Eau Claire County as well as other organizations.

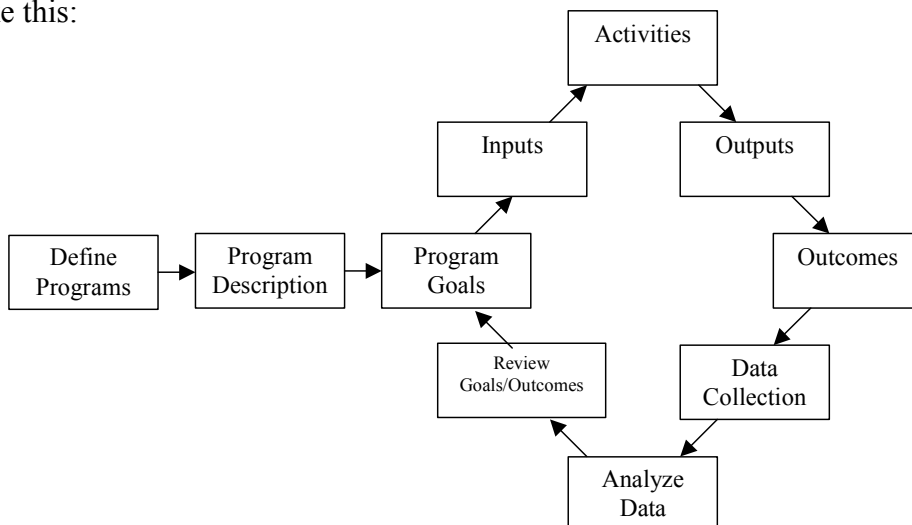


Historically, if you ask how a specific program is performing, the answer typically consisted of a lot of data counting that told how much, how many, or how often. But it’s lacking one important focus: the benefit derived from the effort. Analysis of only the inputs, activities, and outputs of a program area doesn’t answer the question: “Is the program making a difference?” In other words, “Are the participants or recipient target groups better off after the service is performed?” The traditional model doesn’t tell us, for example, if the service was at an acceptable quality, if it was done timely, or if it was economical.

The question of whether, and how much, participants have changed, how their status has improved, how they have benefited, is answered by measuring *outcomes*. Measuring outcomes takes the traditional model one step further and attempts to answer the questions noted above that focus on benefits and results.



The Performance Management program at Eau Claire County redefined how departments reported on their accomplishments. And so the performance management model used looked more like this:

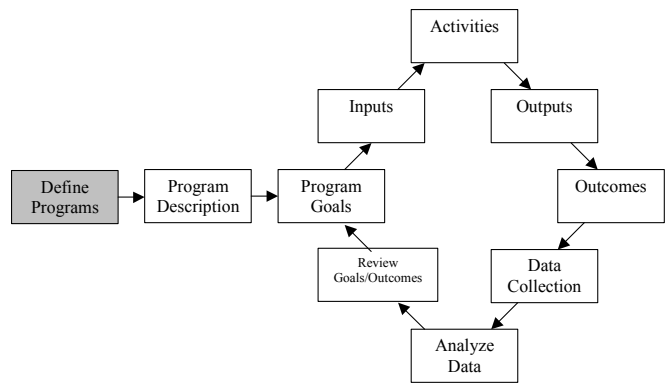


You will see that the model is a more comprehensive and continuous analysis loop. It expands the historical approach to include looking at performance and using it to manage the program area. You will also notice that there is not a definitive end of the process loop. That is because in this model, programs are continuously analyzed and processes changed when necessary to be able to more effectively achieve the goals of the program.

Each step of this model, used by Eau Claire County, will be described in the following section, including examples taken from both a program that provides an internal service (Purchasing-Central Printing) and a program area that provides an external service (Clerk of Courts-Community Service Program), to illustrate that this approach is usable by every department. So let's get started.

Define Programs

Each department was asked to develop a list of program areas, which was defined as a group of related activities performed by a department, division or unit for the purpose of accomplishing a function (the intended outcomes) for which the county is responsible. The complete list of programs that were defined for all of the departments in Eau Claire County is included in the Appendix section of this handbook.



Pulling in the specific information related to the programs that we are using as examples, shows that the Clerk of Courts identified five program areas within their Department:

Administrative Support
Collections
Community Service

Court Appointed Attorneys
Jury Management

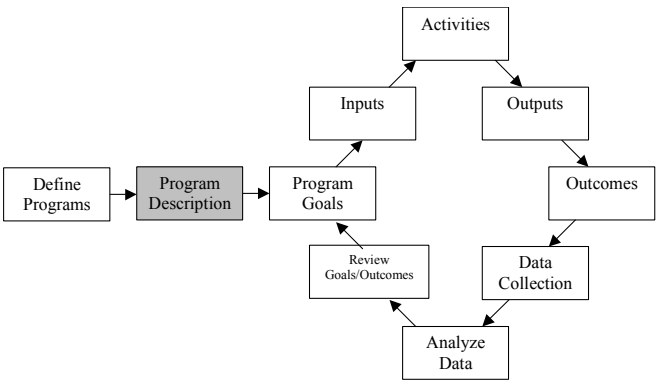
And the Purchasing Department listed eight separate program areas:

Procurement Process
Workman's Comp
Fleet Vehicles
Rentals

Risk Management/Insurance
Central Printing
Central Mail
Wellness Grant

It is significant to note that when developing the list of programs within a department, it is important to remember to group related activities together, and not be tempted to list programs based on job functions or tasks. And in very large departments, sometimes there can be related sub-programs that share a common focus or theme encompassed in one formal program.

Program Descriptions



Once the program areas are defined, each program needed a description that briefly described the intent of the program. Sometimes this can be referred to as the mission or purpose of the program.

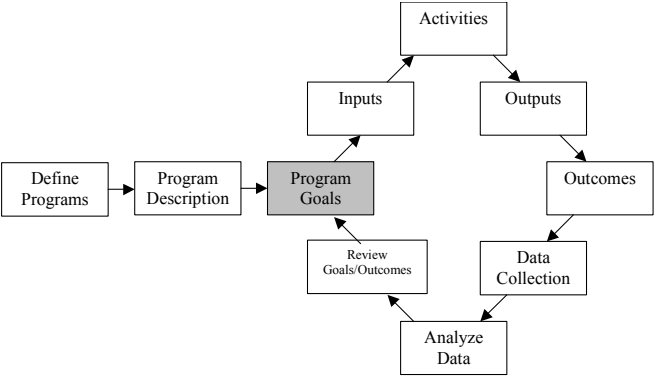
The **Community Service** program in the Clerk of Courts department was described as:

“This program is used as a sentencing option for criminal and traffic violators and in lieu of payment of fines when genuine hardship exists. By allowing defendants to work at non-profit organizations, jail overcrowding is lessened, tax dollars are saved and something positive is given back to the community.”

The **Central Printing** program in the Purchasing department was described as:

“Central Printing is an in-house print shop that provides printing, laminating and bindery services to County departments. Its focus is to fulfill all printing needs and requests by County employees, including sending print jobs out of house if that is more cost efficient.”

Program Goals



The next step was to create a list of what the goals are of the programs. The goals are what the program hopes to accomplish. They typically relate to the program description or mission statement.

In the Clerk of Courts **Community Service** program example, the goals were noted as:

Personally visit or contact at least half of the placement agencies to bolster and maintain a positive relationship.

Maintain or increase the number of placement agencies to assure the availability of a variety of placement opportunities

Maintain or increase the number of participants successfully completing their community service.

In the Purchasing **Central Printing** program example, the goals were noted as:

Provide quality service.

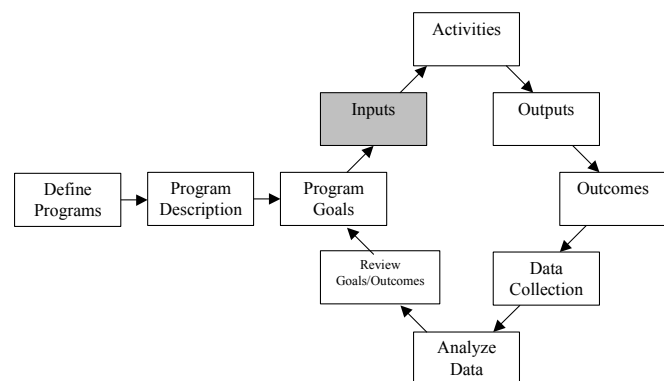
Provide quick turn around time – 1 day on most projects, 3 days on special projects.

Provide central printing services at a lower cost than contracting “out of house”.

It is important to note that the goals developed should not be ambiguous; they should be as precise as possible. They should also be results-oriented, and link to the day-to-day activities of the program. And for purposes of the Eau Claire County initiative, most goals were achievable with a one year or less time frame, but they can be more longitudinal in nature if desired.

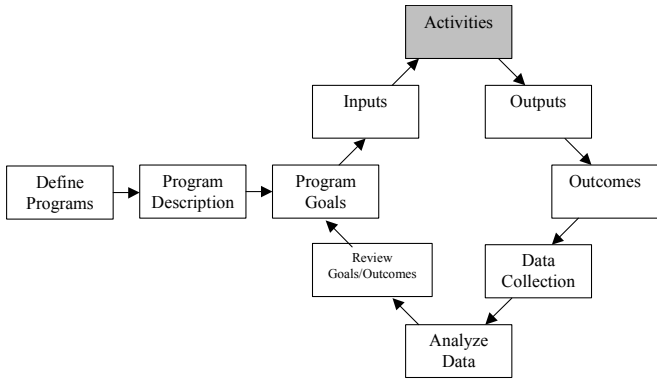
Inputs

The inputs are a listing of the resources used in the program area. They can include human resources, financial, facilities, technology, equipment and supplies.



Continuing with our example programs, the **Community Service** program of the Clerk of Courts department could include resources such as county staff, vendor staff, and supplies as that program’s inputs. And in the **Central Printing** program, inputs could include equipment, paper, and staff.

Activities



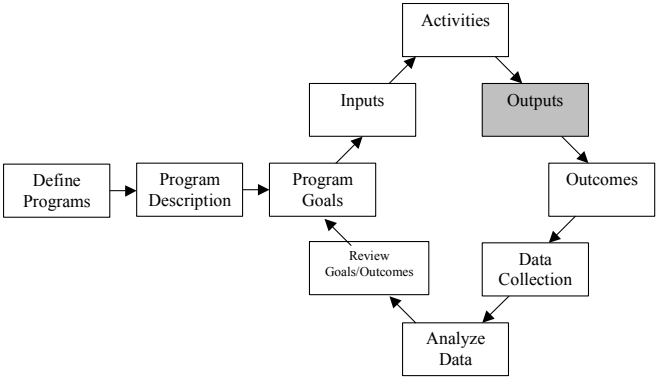
The activities are the job functions that are performed; it is what is done with the inputs to produce something.

Some examples of common activities for the **Community Service** program include identifying potential participants for the program, referring potential participants to be processed into the program, and reviewing participant service information.

Examples for the **Central Printing** program include the formatting of print jobs, the printing or copying of materials, binding, and the collating of printed documents.

Outputs

The outputs are the goods and services produced or delivered by a department, program, or provider agency. They are typically the things that people count, the “how much”, “how many”, “how often” information that the program produces.



Some examples of outputs for the **Community Service** program may be

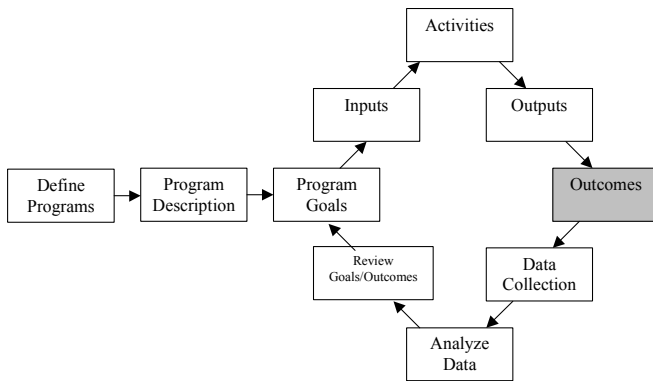
- number of participants in the program
- program participation duration of each participant
- the number of agencies participating
- the number of participants completing the program
- the number of agency site visits done during the year

The **Central Printing** program would have outputs such as:

- number of jobs per month
- cost per job
- total imprints from Central Printing in a defined period
- total number of binding jobs in a defined period

Outcomes

This is the point where we move beyond the traditional model of looking at performance, and actually attempt to answer the question of “are we making a difference?” To do that, we need to try to define some outcome measures that formally answer that question. Remember the definition of outcome as defined in a previous section as: “the quantified results or impacts (both intended and unintended) of county action”.



The Eau Claire County Performance Management initiative attempts to show progress in a particular program area by comparing outcomes to performance goals through the use of measures. So when developing outcomes, a natural starting point is to look at the goals of the program which were defined previously.

Looking again at our example of the **Community Service** program from the Clerk of Courts, one of the goals listed was: *Personally visit or contact at least half of the placement agencies to bolster and maintain a positive relationship.*

And in the **Central Printing** program, one of the goals listed was: *Provide quick turn around time – 1 day on most projects, 3 days on special projects*

The outcome for each of these goals should be developed with the specific goal in mind. The outcome should clearly relate to the goal, and if the outcome is achieved, it should mean the goal was successfully met. The outcome measure is the statement of how departments would know if they are meeting their goals. It attempts to identify what measurable results correlate to program success.

For Eau Claire County's initiative, when developing outcome statements, we also asked department staff to look at what data they were currently collecting and using to evaluate program success. Many times, staff are already counting things, analyzing the change in the numbers, and responding with some action. This is performance management, and defining those desired benchmarks and the program performance related to the benchmarks provide a more formal, documented process to show the impact of having that program.

When developing outcomes, there are some key things to remember. Outcomes need to be meaningful and useful. The need to reflect what the program goals are, but also need to be something that can be used then to help manage the program. It is helpful if they meet the S-M-A-R-T test (specific, measurable, attainable, relevant, and time bound).

In continuing with the **Community Service** example, a possible outcome for the goal listed on the previous page could be:

50% of the community service placement agencies will have a site visit each year.

This outcome attempts to demonstrate that the goal of personally visiting or contacting at least half of the placement agencies was met. There is a presumed relationship between personal contact with the placement agencies and maintaining a positive relationship. The outcome meets the S-M-A-R-T test as follows:

Specific:	50% of placement agencies
Measurable:	can track using a log, appointment calendar, etc.
Achievable:	assuming resources and capacity are not an issue
Realistic:	the benchmark percentage of 50% is attainable
Time Bound:	each year

A possible outcome for the **Central Printing** program goal could be:

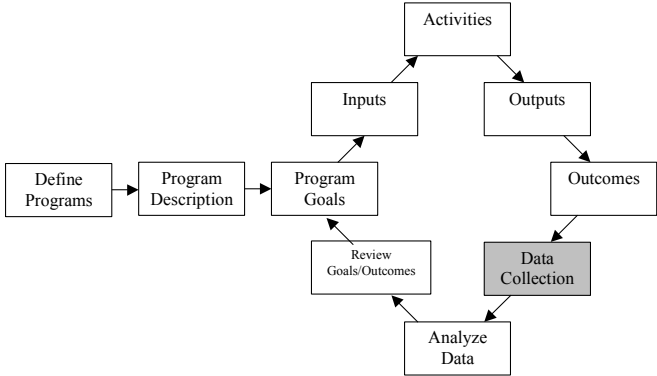
95% of users will indicate excellent turn around time on the program survey each year.

Specific:	95% of users
Measurable:	can track using the survey responses
Achievable:	assuming resources and capacity are not an issue
Realistic:	the benchmark percentage of 100% is attainable
Time Bound:	each year

It is also helpful, as stated earlier, if staff can utilize data they are already collecting when developing outcomes measures. Typically, there is an inherent reason they are counting how many individuals participated in the program, what their start and end dates were, why they left the program, etc. These are all outputs of the program that when the impact or change on them is formally tracked and analyzed, action can be taken to encourage continued successful performance or to minimize or eliminate undesired performance.

Data Collection

So what about data collection? Our county recommended that program staff look at the data they were already collecting and reviewing as part of their normal program monitoring. We didn't want to create extra work if we didn't have to.

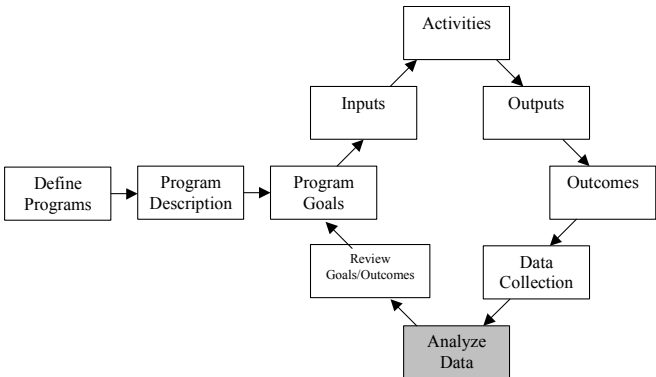


In some departments, there was already a lot of data being gathered and analyzed, and even reported to outside entities, so this process helped document and formalize what was already being done. But in some program areas, program performance was more of a feeling or intuition of the program director or the department head, so some collection tools had to be identified or created and some additional time allocated to compiling the data.

In the two examples we have been using, the **Community Service** program used the status reports that were coming from the contracted provider as one of their collection tools. There was additional effort needed to actually take the Community Service program through the formal performance management process, and to pull the data off the externally provided reports onto their reporting document. For **Central Printing** though, they needed to create a survey and then a system to distribute and collect the responses, in addition to documenting the results then on the performance reporting document.

So for data collection, it is important for departments to look at what is currently being done, what correlation the data that's currently being collected has to the desired goals of the program, and if any of it can be used to determine program performance.

Analyze Data



Once the data has been collected, it needs to be analyzed relative to desired performance.

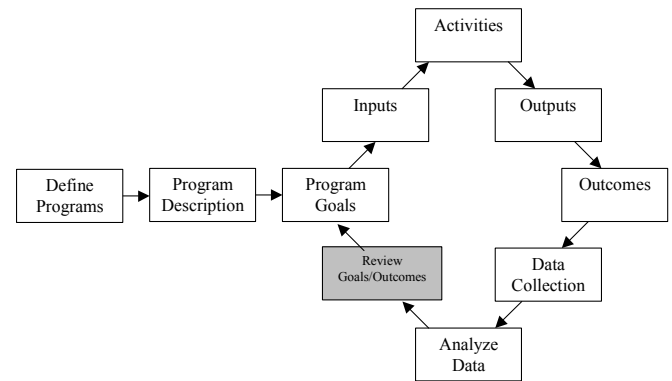
So, does the data collected show what was accomplished by performing the service?

That doesn't mean the data has to indicate the program was beneficial or successful. It means, are you looking at the right data to tell you about the performance of the program. If you determine that you are, then you can continue along the performance management loop and analyze the program to see if you want to continue delivering the program with the same activities, or if there is a need to do something different. If the data is telling you that the program is not performing, and you determine that this data and the outcomes being used are all valid and meaningful, then it's time to look at other ways to try to provide the service.

If the data doesn't provide a clear indication of what the program has accomplished, then review all of the data being collected to see if there's a more meaningful indicator.

Review Goals & Outcomes

Even when you have determined that the data being collected is providing a clear indication of whether the outcome is being achieved, you may come to the realization that the outcome or program goals aren't as reflective of the program's purpose as you originally thought when they were first identified.



Or as time passes, values change, or resources or priorities change, the goals and related outcomes that were once very valid to the program may not be sufficient anymore, and changes need to be made.

This is where performance management becomes a perpetual process. It is ok to change program goals and outcomes when the change is not being done simply to show better performance. When the change is needed to better reflect program impact, then the goals and outcomes need to be reviewed and re-defined as necessary. Routine reviews of the program information is also a good way to provide reassurance that what is being tracked, analyzed, and reported is still the most meaningful way to report the benefit of the program.

One of the most important things to remember about performance management is that it is only one of the many tools that program staff can use to determine the impact of a specific program area. It provides another way for us to continuously improve our service delivery, to maintain focus on our mission, to increase our accountability to governing committees and citizens, to improve our capacity for data driven problem solving and decision making, and to better position our county for future State and Federal standards that will require great measurement of results and accountability.

Challenges of Performance Management

In theory, performance management has many benefits and advantages as well as challenges. Some try to use these challenges as reasons not to pursue performance management, and in doing so, forego its benefits. The following includes the typical arguments used, and the responses to those beliefs.

◇ **You can't measure what I do.** Areas that were previously thought to be “immeasurable” have been shown to actually be measurable. Since so many governments have initiated performance measurement in recent years, more information than ever exists for staff to reference.

◇ **It's not fair because I don't have total control over the outcomes or the impact.** 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 the questions may be asked, why fund that program?

◇ **It will invite unfair comparisons.** Comparison is going to happen whether you want it or not. By taking the initiative in selecting meaningful measures, you can help your program by proactively comparing and managing performance.

◇ **It will be used against me.** 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. In fact, being pro-active about sharing performance results and how you can improve can actually help you win support for additional resources.

◇ **It's just a passing fad.** Anyone who thinks performance management 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 will subside. 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.** In this age of information technology, it is hard to believe that performance data is not available. If a program is important enough to fund, staff should be able to find some way to collect data on its effectiveness. What is important is that critical indicators of success are identified and measured.

◇ **We don't have the staff resources to collect the data.** The reality is that administrative type positions will not be added for performance management. Often though, there is already some sort of performance management occurring. The Eau Claire County Performance Management program formalizes these efforts, and provides an opportunity for program areas to demonstrate their impact and benefit.

APPENDIX

Eau Claire County Performance Management Program History

- 2001** -Established Performance Management Work Group.
-Developed Eau Claire County Performance Management Model.
*September - Consultant Martha Mitchell, University of Vermont, provides performance management training at Job Center.
-Two pilot programs chosen for inclusion in 2002 budget:
 ▶Print Shop – Purchasing
 ▶Nutrition – Aging
- 2002** -Reevaluation / Next steps
-Included two additional programs for 2003 budget:
 ▶Resurvey program – P&D
 ▶County Road Maintenance – Highway
-Additional staff training initiatives developed.
- 2003** *Jan-Staff training workshops conducted.
*March – County Board Strategic Planning meeting.
-Departments completed Performance Management Program analysis for single program to be included in 2004 budget.
*June – September – Departments participated in program priority evaluation process conducted by County Board.
-Annual budget process includes delineation and prioritization of programs by department.
- 2004** -Budget documents include performance management pilot programs in most departments.
*June - Tom Lundy, County Administrator, Catawba County, NC, provides performance management training for staff and County Board at Chippewa Valley Regional Airport.
- 2005** -Performance Budgeting 3-year pilot program approved for inclusion in 2006 budget, includes three departments:
 ▶ Corporation Counsel – Entire department
 ▶ Department on Aging – Entire department
 ▶ Human Services – Alternate Care Program
- 2006** -County Board adopts strategic plan, including revised mission statement, core values & strategic initiatives.
-Monthly performance management user group meetings conducted.

-Monthly meetings of performance budgeting pilot programs; quarterly reporting to oversight and Finance Committees.

- 2007** *January – Performance Management training for all staff.
-Continuation of monthly meetings of performance management user group.
-Continuation of monthly meetings and quarterly reports of performance budgeting pilot programs.
*April - Annual reports on performance management programs and performance budgeting pilot programs to be included with Annual Department Report to County Board.
*May – Performance Management 201 training sessions for all staff.
- 2008** *June – County Finance & Budget Committee issues 2009 budget guidelines, including a provision that all county department budget submittals will include program performance results.
- 2009** *January – Performance Management training for all staff.
-Performance Management technical assistance teams work with departments to refine program performance measures for inclusion in budget submittals.
-Performance management reporting forms revised to better reflect programs outcomes for use in annual 2010 budget process.
- 2010** -Performance management program results included in annual budget documents and annual department reports.

**Eau Claire County
List of Departmental Programs-2011**

Administration:	General County Administration County Board Support	
Aging & Resource Center:	Information and Counseling Elderly Nutrition Evidence Based and other Prevention Eligibility Determination Outreach and Public Education Supportive Services	
Airport:	Commercial Air General Aviation Airport Partners	
Beaver Creek Reserve:	General County Administration Citizen Science Center Maintenance	
Child Support:	Child Support	
Children's Court Services:	Juvenile Court Intake – Custody Intake Juvenile Court Intake - Detention Services Juvenile Court Intake – Non Secure	
Circuit Courts:	Family Court Commissioner General Court Support Courts (by Specialty Court)	
Clerk of Courts:	Administrative Support Courts Administrative Support Offices Jury Management	Collections Community Service Court Appointed Attorneys
Corporation Counsel:	General Legal Services CHIPS/JIPS/TPR's/General DHS Advice Chapter 51, 54, 55 & WATTS reviews	Building, Zoning, Health Codes Child Support Legal Services Collections
County Board:	County Board	
County Clerk:	Elections Marriage License Other Services	Tax Deed County Board

Criminal Justice Collaborating Council:	CJCC Coordinator Assessment Coordinator Intoxicated Driver Intervention Program	
District Attorney:	General Prosecution Victim/Witness Program	Worthless Checks Diversion Program (DAGP)
Eau Claire City/County Health:	Communicable Disease Prevention Women Infant Children Nutrition Private Onsite Waste Water Disposal Reproductive Health/Family Planning Solid Waste, Garbage & Refuse Control Public Health Emergency Preparedness Youth Alcohol/Tobacco Use Prevention Rodent, Insect, Rabies & Vector Control Childhood Lead Poisoning Prevention	Food Protection Adult Health Environmental Sanitation School Health Drinking Water Protection Housing Maintenance & Hygiene Air Pollution-Indoor & Ambient Maternal and Child Health Radon
Finance:	Payroll & Benefits Accounts Payable	General Accounting & Budget Accounts Receivable
Highway:	Administration and Engineering Services County Aid Bridges General County Road Maintenance	Road and Bridge Construction Work for State DOT and Others
Human Resources:	Labor Relations/Contract Administration Records Management and Reporting Job Analysis, Description, and Classification	Recruitment and Selection Support and Retention
Human Services:	Abused and Neglected Children Mental Illness Adults & Children Developmentally Delayed Care & Treatment Vulnerable Adults Protection Community Care & Treatment of Youth Offenders Financial & Economic Assistance Adults & Children with Alcohol and Other Drug Abuse Problems Resource Development Certification & Licensing Institutional Care for Children, Youth, and Adults Transportation W2*, FSET**, & Emergency Assistance (formerly Employment & Training Fraud Investigation & Recovery	
Information Systems:	Help Desk Support System Support	Major Projects Records Management
Maintenance:	Courthouse Ag Center Cemetery	

Medical Examiner:	Medical Examiner	
Parks & Forest:	County Forest/Wildlife Management/State Aid County Parks & Recreation Areas State Funded Snowmobile and ATV Trails	
Planning & Development:	Land Use Code Home Buyer/Owner Programs Housing Renter Programs Building Code Real Property Listing Geographic Information System (GIS) Current Planning Long Range Planning	Water Quality Protections Emergency Management Land Conservation Planning Resurvey Solid Waste Management Land Preservation Emergency Medical Services
Purchasing and Central Services:	Procurement Process Printing & Mail Fleet Vehicles Rentals	Wellness Rentals
Register in Probate:	Guardianship/ Protective Placements Mental Commitments Administration of Estates	
Register of Deeds:	Real Estate Records Vital Records	
Sheriff:	Response to Crime and Community Caretaking Statutory Detention of Inmates-Secure Statutory Detention of Inmates-Huber SWAT Circuit Court & Courthouse Security West Central Drug Task Force	Investigative Services Administrative Services Investigative Services Civil Process & Foreclosure Sales Traffic Control & Enforcement
Treasurer:	General Receipting & Administration Tax Receipting & Daily Balancing	
UW Extension:	Agriculture and Natural Resources 4H & Youth Development Family Living Horticulture Wisconsin Nutrition Education Program (WNEP) Eau Claire County Fair Exposition Center	
Veteran's Services:	Federal, State and County Veterans Benefits Programs Outreach/Education/Liaison Duties	

Questions to Ask About a Performance Goal

- Is it unambiguous?
- Is it precise?
- Is it results-oriented?
- Is it expressed in such a way as to allow for future assessment or measurement?
- Is it realistic, in terms of funding or personnel needed?
- Can it be achieved in the given time frame?
- Does it cover the major functions and operations of the agency?
- Does it link to the agency's day-to-day activities?
- Is it consistent with statutory requirements?

Hints as to What Are and Are Not Outcomes

The following are some examples that can be challenging to classify into the performance management process components (inputs, activities, outputs, outcomes). The hints included with each example provide some hints that can be used when questions arise as to what are and are not outcomes.

Recruiting and training staff and volunteers, purchasing or upgrading equipment, and various support and maintenance activities.

These are internal program operations intended to improve the quality of program inputs. The number of staff recruited, number of volunteers trained, amount of equipment purchases, etc., indicate the volume of these internal operations. However, the operations do not represent benefits or changes in participants, and thus are not outcomes. An exception to this would be a volunteer training program that provided well-trained volunteers for service. The outcome aspect would be quality of volunteers provided.

Number of participants served.

This information relates to the volume of work accomplished. In most cases, volume of service is an output. It tells nothing about whether the participants benefited from the service and therefore is not usually an outcome.

Participant Satisfaction.

Most often, whether a participant is satisfied or not with various aspects of a program (e.g., thoroughness, timeliness) does not necessarily correlate to whether the participant's condition improved as a result of the service. In those cases, participant satisfaction in it of itself, is not an outcome.

But when participant satisfaction is perceived to be necessary for continued participation (i.e., a counseling client being satisfied with their therapist), participant satisfaction can be another way to measure success. It should be used along with other measures though, to provide a balance between this more subjective measure and other more objective measure that can be tracked.

**Eau Claire County
Departmental Programs and Services**

Department _____

Division _____

Program Name _____

Mandated Service **Yes** **No**

If yes, cite statutory authority:

Program Description:

Performance Goals:

Identify The Following Program Information

Inputs (Resources):

	<u>20</u> <u>(Current Year)</u>	<u>20</u> <u>(Next Year)</u>
Cost of Service/Program:	\$ _____	\$ _____
Wages & Benefits	_____	_____
(attach list of positions & % used in calculation)		
Supplies & Expense	_____	_____
Utilities	_____	_____
Contract Services	_____	_____
Equipment	_____	_____
Total Costs	\$ -	\$ -
 Employees (FTE'S)	_____	_____
 Funding of Program:		
Tax Levy	\$ _____	\$ _____
User Fees	_____	_____
Grants	_____	_____
Other	_____	_____
_____	_____	_____
_____	_____	_____
Total Funding Sources	\$ -	\$ -

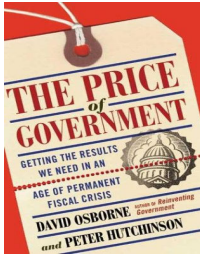
Sample Performance Reporting Document for the County Clerk Department:

#1 Elections		Budget 103,727	Levy 101,227		FTE's 1.41
Administer elections within Eau Claire County, including the preparation of ballots, programming of election equipment, insuring all required publications are made in a timely manner and updating the Statewide Voter Registration System.					
OUTPUTS					
		2008	2009	2010	YTD11
Number of paper ballots created for jurisdiction combinations:		104	70	104	
Number of elections equipment was programmed to read ballots:		312	156	312	
Number of elections night results and reports:		4	2	4	
Performance Goal	Outcome Measures	Benchmark	2009	2010	YTD11
To create ballots according to geographical boundaries with the information listed in correct order of offices and spelling of candidate names.	100% of ballots are correct and available to voters by state statute deadline.	100%	100%	100%	
To accurately and timely update the SVRS system.	100% of the programming for both types of equipment have the correct information for election boundaries and delivered to the municipal clerk by the state statute deadline.	100%	100%	100%	
To timely report election results within the prescribed manner.	100% of new voter registrations and voter participation has been entered into the SVRS system within the state statute time requirement.	100%	100%	100%	
#2 Tax Deeds		Budget 61,151	Levy 56,151		FTE's 0.88
Administer the tax deed program, from research to determining ownership, through having a tax deed sale.					
OUTPUTS					
		2008	2009	2010	YTD11
Tax deed notices:		177	188	179	
Quit claim deeds if sold:		3	7	7	
Taxes, interest, and penalties collected:			\$200,308	\$325,512	
Performance Goal	Outcome Measures	Benchmark	2009	2010	YTD11
To accurately research and notify parties on delinquent tax parcels.	90% of delinquent taxes are paid within 90 days after receiving a tax deed notice.	90%	95%	95%	
	100% of people delinquent in payment of property taxes are properly noticed.	100%	100%	100%	
To process tax deeds according to State Statute 75.14 and county code.	80% of properties acquired because of delinquent taxes are sold at a Tax Deed Sale.	80%	85%	85%	

#3 Marriage Licenses		Budget	Levy		FTE's
		30,282	-6,308		0.52
A couple wishing to marry in Wisconsin must obtain a license from the County Clerk in which one of them lives. The required information that each applicant needs to supply is stated in the State Statutes.					
OUTPUTS					
		<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>YTD11</u>
Number of applications and licenses:		670	620	634	
OUTPUTS					
<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2009</u>	<u>2010</u>	<u>YTD11</u>
Applicants are serviced in a professional manner.	98% of licenses processed will result in no complaints from the applicants.	98%	100%	100%	
County Clerk staff will correctly fill out marriage license applications.	98% of returned licenses are not due to errors by the County Clerk staff.	98%	99.4%	99.6%	
Applicants will have an increased awareness of the information that is required.	80% of all applicants will bring in all necessary information to complete the application process in one visit.	80%	93%	95%	
#4 County Board		Budget	Levy		FTE's
		42,971	42,971		0.95
Act as records custodian for and liaison to the county board, its committees, boards and councils, including publication of meeting notices, verifying attendance sheets and compilation and publication of the Journal of Proceedings.					
OUTPUTS					
		<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>YTD11</u>
Number of meeting minutes produced:		68	66	43	
Number of enrolled legislation:		178	177	158	
Journal of proceedings publication:		1	1	1	
<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2009</u>	<u>2010</u>	<u>YTD11</u>
To meet county board publication deadlines.	100% of ordinances and minutes are published in local newspaper following each meeting within the time frame required by county code.	100%	100%	100%	
To serve as a custodian of records of committees, boards and councils.	100% of all standing committee agendas and minutes are retained for six years.	100%	98.0%	98.0%	
To accurately document the legislative process.	90% of meeting minutes are accurate and error free.	90%	100%	100%	
	100 % of legislation is prepared for publication in Journal of Proceedings.	100%	100%	100%	

#5 Other Services		Budget	Levy		FTE's
		14,812	14,042		0.24
Process timber cutting notices and all claims against the county in accordance with state law. Act as the state's conduit to local municipalities for dog licenses and tags and payments. Compile and update the Official Directory and the in-house telephone book and distribute.					
OUTPUTS					
		2008	2009	2010	YTD11
Timber cutting notices sent to proper parties:		177	198	180	
Dog licenses and tags distributed to the municipal treasurer and reconciled:		7453	7635	7807	
In-house phone directory books created:		880	850	850	
Official Directory books created:		1500	1400	1300	
<u>Performance Goal</u>	<u>Outcome Measures</u>	<u>Benchmark</u>	<u>2009</u>	<u>2010</u>	<u>YTD11</u>
To process timber cutting notices and all claims against the county in accordance with state law.	100% of timber cutting notices are sent to proper parties within 24 hours of receipt.	100%	100%	100%	
To act as the state's conduit to local municipalities for dog licenses and tags.	99% of all dog tags are paid or returned.	99%	100%	70%	
Update and compile the official and in-house telephone directories and distribute.	97% of information contained in the annual Official Directory and the In-House telephone directory is accurate.	97%	99%	99%	
Totals		Budget 252,943	Levy 208,083		FTE's 4.00

Performance Management Reference Materials



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An Elected Official's Guide to Performance Measurement. Salomon A. Guajardo & Rosemary McDonnell. Government Finance Officers Association. 2000.

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Measuring Up 2.0: Governing's New, Improved Guide to Performance Measurement for Geniuses (and Other Public Managers). Jonathan Walters. 2007.
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Performance Measurement, Benchmarking and Outcome Based Budgeting For Wisconsin Local Government. Alan Probst, Local Government Center, University of Wisconsin-Extension. 2008.

What Works: How Local Governments Have Made the Leap From Measurement to Management. International City/County Managers Association. 2008.

WEBSITES:

Fairfax County Virginia: www.fairfaxcounty.gov/dmb/perf_measure.htm
Performance Measurement reference material

Catawba County North Carolina: <http://www.catawbacountync.gov/budget/risummary.pdf>
Summary of Outcome Budgeting-The Reinventing Process

Westminster Colorado:
<http://www.ci.westminster.co.us/Portals/0/Repository/Documents/CityGovernment/Budget/7-TakeCloserLook2009.pdf> Summary of Program Performance Measurement Results

Prince Williams County Virginia: www.pwcgov.org/doclibrary/pdf/004439.pdf
Summary of Efforts and Achievement Report

Government Finance Officers Association: www.gfoa.org

International City/County Managers Association: www.icma.org