

# Results-Oriented Government

A Guide to Strategic Planning  
and Performance Measurement  
in the Public Sector



**This project was funded in part by a grant  
from the Appalachian Regional Commission  
(Contract No. 95-17-CO-11811-95-I-302-1006)**

This introduction to the overall curriculum  
is reprinted from the guidebook entitled  
*Results-Oriented Government.*

Copyright © 1996 by the Southern Growth Policies Board. All rights reserved.  
No part of this curriculum may be reproduced in any form or transmitted in whole or in part  
without the prior written permission of the Southern Growth Policies Board.  
Except that, members of the Southern Consortium of University Public Service Organizations  
(as of March 1997)-who have been provided with copies of the curriculum by  
the Southern Growth Policies Board-may use the materials, and reproduce them as necessary,  
for use in conducting their own training sessions. Other parties who are interested in using the materials  
should contact the Southern Growth Policies Board at (919) 941-5145 for purchasing information.

**Southern Growth Policies Board**  
P.O. Box 12293  
Research Triangle Park, NC 27709  
(919) 941-5145  
(919) 941-5594 fax  
lhoke@southern.org

Visit the Southern Growth Policies Board home page  
on the World Wide Web at <http://www.southern.org>.

# Contents

- Preface . . . . . 2
- Acknowledgments . . . . . 3
- Introduction . . . . . 4
  - Changing expectations about government’s role, lessons from the private sector, and a new, flexible training program in strategic planning and performance measurement
- Strategic Planning . . . . . 6
  - Setting a vision and mission for government, analyzing strategic strengths and opportunities, and developing strategies for achievement of goals
- Benchmarking Best Practices . . . . . 8
  - “Learning from the pros” to improve government processes and services
- Performance Measurement . . . . . 10
  - Developing outcome-based performance measures that are tied to the strategic vision and supported by both managers and customers
- Using Performance Results . . . . . 12
  - Institutionalizing a results-oriented management approach that ensures that performance information is utilized in a timely, ongoing, and effective way
- Performance-Based Budgeting . . . . . 14
  - Improving accountability for results by incorporating performance information into the budget process
- Contracting for Performance . . . . . 16
  - Implementing competitive contracting, including contracting procedures, performance specifications, and contract monitoring and enforcement
- Creating and Sustaining a Supportive Environment . . . . . 18
  - Transforming the organizational culture prior to and during the implementation of a performance measurement system
- Participating Organizations . . . . . 20
- Whom to Contact about the Curriculum and Customized Training Programs . . . . . 21
- Related Resources . . . . . 24

# Preface

The South has long had a shared sense of regional identity. Nowhere is this reflected more persuasively than in the ongoing work of the Commission on the Future of the South, a blue-ribbon panel appointed by the region's governors and convened at six year intervals by the Southern Growth Policies Board.

Beginning in 1974, each of three Commissions met to consider the region's future and set forth goals for the common good. The 1992 Commission, which was the fourth such panel, realized that the South had arrived at a point where *what* must be done had been well-articulated by its predecessors. The challenge now before the region's public and private sector leaders lay more in figuring out *how* best to go about implementing those regional goals. Specifically, the Commission asked state and local governments to strive for greater accountability for results.

"The first step toward greater accountability is to involve everyone in planning for our shared future," the Commission wrote in its final report, *Measure by Measure: The South Will Lead the Nation*. "The second is to specify goals and regularly measure our progress. Doing these two things can mean the difference between good intentions and good results."

The Southern Growth Policies Board (SGPB) and the Southern Consortium of University Public Service Organizations (SCUPSO) have formed a partnership to help move the 1992 Commission's recommendations from rhetoric to reality. We hope that the first effort of this partnership, a flexible training curriculum in public sector accountability, will help Southern governments in their efforts to implement and sustain the new approaches to leadership that are so critical to our region's future.

J. Paul Essex, Jr.  
Executive Director  
Southern Growth Policies Board

W. Martin Wiseman  
President  
Southern Consortium  
of University Public Service Organizations

# Acknowledgments

A project of this magnitude is hardly without its challenges, not the least of which is coordinating the activities of partners who are geographically dispersed throughout the region.

A note of appreciation is certainly due to the members of the joint SGPB/SCUPSO steering committee who have given generously of their time and expertise to the development of both the training curriculum and this guide. They are:

## Southern Growth Policies Board

Linda Hoke (project director)  
Senior Program Manager

Robert Donnan, Director of Communications

## Southern Consortium of University Public Service Organizations

Ed Thomas (steering committee chairman)  
Director, Center for Governance  
Institute of Public Affairs  
University of South Carolina

David Ammons, Associate Professor  
Institute of Government  
University of North Carolina at Chapel Hill

Roger Hildebrandt, Training Program Manager  
Center for Governmental Services  
Auburn University

Mary Taylor, Director of Operations  
Institute for Public Service  
University of Tennessee

We also gratefully acknowledge the leadership provided by the following SCUPSO members in helping to launch the curriculum development project:

Thomas B. Ballard, Associate Vice President  
Institute for Public Service  
University of Tennessee  
L. Douglas Dobson, Executive Director

Institute of Public Affairs  
University of South Carolina

Melvin B. Hill, Jr., Director  
Carl Vinson Institute of Government  
University of Georgia

Nancy Pursley, Public Service Associate  
Institute of Public Affairs  
University of South Carolina

Keith J Ward, Director  
Center for Governmental Services  
Auburn University

Linda Hoke and Robert Donnan wrote and edited this guide, which was designed by Leah Totten, the Board's communications manager. The line drawings were created by V. Cullum Rogers, an illustrator in Durham, NC. He can be contacted by phone at (919) 493-2620 or by e-mail at [vcrogers@aol.com](mailto:vcrogers@aol.com).

Contributors to the curriculum included faculty members at various Southern universities who were selected through a Request for Qualifications process. They included: David Ammons, Institute of Government, University of North Carolina at Chapel Hill; Kathryn Denhardt and Emily Knearl, Institute for Public Administration, University of Delaware; Julia Melkers, School of Public Administration and Urban Studies, Georgia State University; John Morris, Department of Political Science, Mississippi State University; Edwin Thomas, Jonathan Pierce, and Nancy Pursley, Institute of Public Affairs, University of South Carolina; and Lane Sauser, Center for Governmental Services, Auburn University

Finally, we wish to thank the Appalachian Regional Commission for its ongoing support of this project.

# Introduction

Twenty years ago, as inexpensive, superior-quality consumer goods became readily available from abroad, American industry faced a crisis in customer confidence.

Today, American government faces a similar crisis as its customers—taxpaying citizens—express growing concern with the quality and cost of public services.

Can anything be done to improve government’s performance?

In fact, many states and localities are finding value in the same tools that are helping American industry meet the challenge of foreign competition, including strategic planning, benchmarking, performance measurement, and results-oriented management.

These tools can help elected officials and public managers make better-informed policy decisions, determine the best uses of limited resources, enhance service quality, and improve communication with citizens.

Across the board, the emphasis is upon accountability for results—measuring whether or not public programs are successfully addressing the real needs of the individuals, families, and companies they seek to serve.

As David Osborne and Ted Gaebler note in their popular book, *Reinventing Government*:

- ☞ What gets measured gets done.
- ☞ 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 recognize failure, you can’t learn from it.
- ☞ If you can demonstrate results, you can win public support.

These ideas are not new. In 1943, Ridley and Simon’s *Measuring Municipal Activities* urged governments to

start measuring what they do, rather than merely what they spend doing it. Nearly 50 years later, the Commission on the Future of the South, in its final report, *Measure by Measure*, asked state and local governments to set strategic goals, privatize when appropriate, and routinely measure progress.

Today, grassroots support for these practices is reaching a crescendo. Respected professional associations—including the American Society for Public Administration, the Governmental Accounting Standards Board, the Government Finance Officers Association, and the International City/County Management Association—endorse their implementation.

And yet, it is still possible that managing for results could become just another exercise, part of the latest trend, an example of what one Southern governor has called a “pet rock of governance.”

Resistance to change is all-too-familiar, especially when it comes to complex new ideas that must be painstakingly implemented over time, across departments. Without clear ties to planning, budgets too often reflect the fleeting priorities of the moment, rather than leading toward a vision of the future. Without performance measurement, program shortfalls may not be revealed nor strategies adjusted in subsequent planning. And unless plans are carefully linked to budgets, they are merely pipedreams.

Among the major stumbling blocks to implementing effective planning and performance measurement has been a lack of widespread familiarity with techniques that have proven effective in public and private sector applications. Quite simply, many state and local officials have not known how to proceed. Where might they turn for guidance, customized training, technical support, and encouragement?

Fortuitously, this guide heralds the arrival of a unique, flexible training program in goal-setting and performance measurement, jointly developed by the **Southern Growth Policies Board** (SGPB), a public, interstate

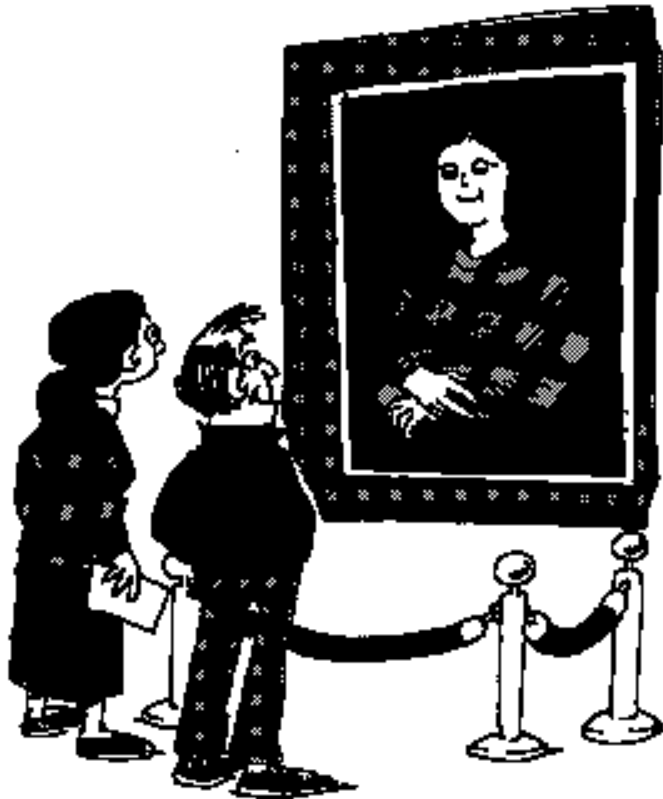
organization focused on economic development, and the **Southern Consortium of University Public Service Organizations** (SCUPSO), a university-based network of Institutes of Government and other centers for leadership and public administration.

Their partnership links the SGPB's long-standing tradition of identifying best practices and encouraging their region-wide adoption with SCUPSO's well-established network of training programs and technical assistance for state and local governments. Both organizations express their appreciation to the **Appalachian Regional Commission** for its financial support of this project.

As outlined in the following pages, the training program is designed to provide a comprehensive, yet flexible curriculum. Its seven modules cover the basics of managing for results: 1) strategic planning; 2) benchmarking best practices; 3) performance measurement; 4) using performance results for project management; 5) performance-based budgeting; 6) performance-based contracting; and 7) creating an environment that supports these activities.

For more information about the curriculum, please contact Linda Hoke, senior program manager at the Southern Growth Policies Board. To inquire about a customized training program, please contact the SCUPSO affiliate in your state, as identified on pages 21-23 of this guide. That institution will be able to design and conduct a program that is appropriate for your particular needs, whether a single workshop on performance-based contracting or a comprehensive training program on all aspects of strategic planning and performance measurement.

It's no small matter to transform a public agency—or an entire government—to offer greater accountability for results. It takes vision, commitment, a willingness to experiment, and time. And, as a matter of fact, there's no better time to begin...than right now.



Performance measurement can build public support by documenting the results that taxpayer dollars are buying.

# 1

## Strategic Planning

As the old saying goes, “If you don’t know where you’re going, any road will get you there.”

The only trouble is, without clearly defined goals to provide a sense of direction, you may not much care for where you end up.

Strategic planning is a powerful tool for setting priorities and making informed decisions about the future. But simply having a strategic plan is not enough. To meet its goals, your organization also needs a mechanism to assess progress and help correct course from time to time. That tool is performance measurement.

Thus, a successful, results-driven strategic plan will include four essential steps:

- 1) Developing a common vision about where you want to go;
- 2) Assessing where your organization is right now;
- 3) Determining how you will get to your desired destination; and
- 4) Measuring your progress.

Performance measures that document the actual results, or outcomes, of government programs provide the means for keeping everything on track.

Utah launched just such a statewide strategic planning and performance effort in 1990. The Utah Tomorrow Strategic Planning Committee—a partnership among the executive branch, the legislature, and local government—helped devise a vision statement that was later endorsed by a joint resolution of the governor and the legislature. Guided by this vision, individual task force groups developed goals, objectives, and performance measures in 10 key areas, forming the basis for the state’s overall strategic plan.

While strategic planning is necessarily an ongoing endeavor, Utah has already realized a number of benefits from its efforts. Most notably, there is now a mechanism for helping everyone to get going in the same direction, whether focusing responsibilities within a sin-

gle agency or promoting interagency cooperation.

### Key Steps

Strategic planning is often depicted as a linear process, with one step flowing logically to the next. In actual practice, however, successful strategic planning demands continuous learning from both successes and failures. Key steps include:

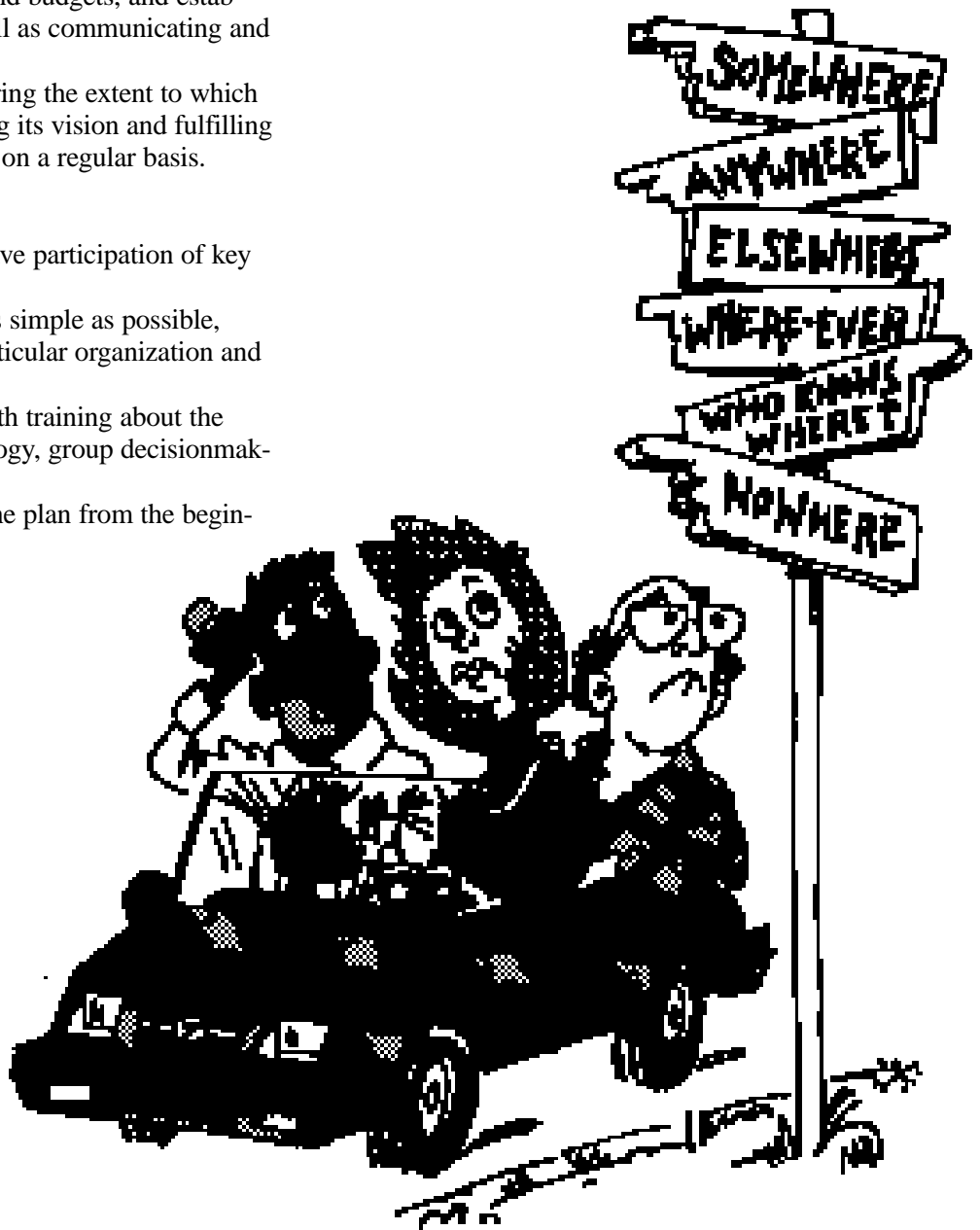
1. **Prepare to plan.** A public organization must assess its readiness to engage in strategic planning and design a process that matches its purpose, resources, and political environment.
2. **Gain and sustain commitment.** Identifying and involving key stakeholders, whether legislators, government employees, or citizens, is essential to strategic planning. Finding common ground and sustaining their commitment are equally important.
3. **Analyze customer needs and desires.** Just as successful businesses pay close attention to the needs of their customers, governments are also adopting a customer orientation. This means seeking the advice of customers and other stakeholders early on in the planning process.
4. **Assess organizational strengths, weaknesses, opportunities, and threats.** In order to develop realistic plans, an organization needs to take a hard look at its internal strengths and weaknesses, as well as scan the external environment for potential opportunities and threats that it may face in the future.
5. **Set a strategic direction.** Strategic planning allows an organization to step back from its everyday tasks and ponder the “bigger picture”—to set its overall strategic direction by articulating its vision, mission, and values.
6. **Identify strategic issues.** An organization must identify the broad concerns that are critical to its future and decide which to tackle first.
7. **Develop goals, objectives, and performance measures.** An organization must ask itself, “Where do we really want to be?” This involves identifying general end-results toward which effort is directed (goals); specific, measurable targets along the way

(objectives); and performance measures that assess progress toward these goals and objectives.

8. **Devise strategies.** Once an organization knows where it is headed, the next step is to determine how to get there. Strategies are activities that an organization will use to accomplish its goals and objectives.
9. **Implement the plan.** This step involves assigning responsibilities, allocating resources, linking the plan to operational plans and budgets, and establishing a timetable—as well as communicating and marketing the plan.
10. **Evaluate results.** Monitoring the extent to which an organization is achieving its vision and fulfilling its mission should be done on a regular basis.

### Implementation Tips

- ☞ Obtain the support and active participation of key stakeholders.
- ☞ Keep the overall process as simple as possible, while tailoring it to the particular organization and political environment.
- ☞ Provide the participants with training about the planning process, terminology, group decisionmaking skills, and teamwork.
- ☞ Build accountability into the plan from the beginning.



If you don't know where you're going, any road will get you there.

## 2 Benchmarking Best Practices

Innovation ought not to depend upon reinventing the wheel.

If somebody, somewhere has already discovered a better way, then why not apply the lessons learned from their experiences?

The practice of benchmarking is based on this principle. In simple terms, it has been described as “learning from the pros.”

Xerox Corporation improved its own mail-order and shipping department by comparing its practices with L.L. Bean. The New York City Transit Authority upgraded its services by studying Federal Express and Delta Airlines.

Benchmarking may have its roots in the private sector, but it clearly offers tangible benefits for public management. Through benchmarking, Milwaukee’s fire department reduced by one-third the rate of fire-related deaths within a particularly troubled district.

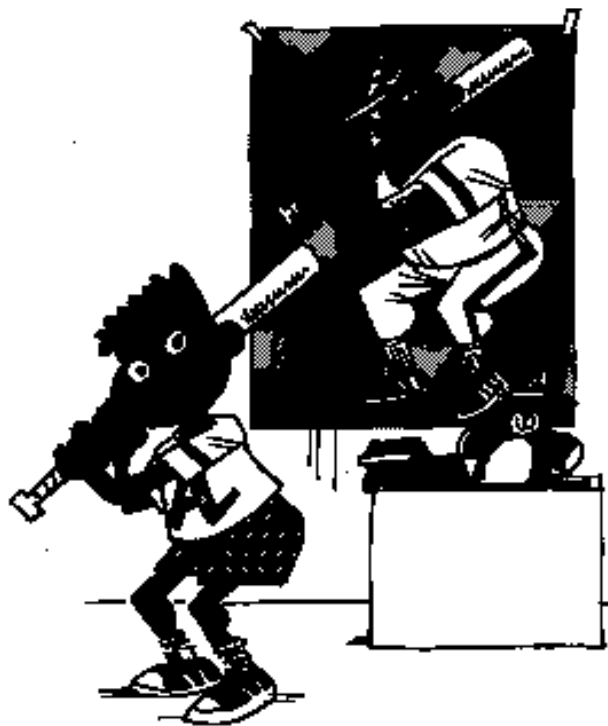
In fact, governments have long compared various aspects of their operations with other jurisdictions. But benchmarking is not about report cards or rankings. It is about finding and adapting outstanding practices that can produce better results in your own organization. It focuses more on the future than on the past, identifying practical methods for solving problems, improving performance, and reaching goals.

Integrated into strategic planning, benchmarking can provide external reference points that illuminate and validate proposed strategies, plans, and goals. Without it, one administrator notes, management is simply flying in the dark.

### Key Steps

One of the basic challenges to implementing benchmarking in the public sector is that not everyone is speaking the same language.

Some of the early state leaders in strategic planning and performance measurement, such as Oregon, use the



In simple terms, benchmarking can be described as “learning from the pros.”

term “benchmarks” to refer to statewide goals and outcome measures linked to a strategic plan or vision. In this guide, however, the term is used in the same sense as in the private sector, where “benchmarking” involves identifying and emulating best practices for specific operations. The following steps are essential:

- 1. Decide what to benchmark.** A benchmarking project should be narrowly focused and limited in scope, targeting specific customer needs as opposed to general data-gathering. Arlington, Texas used benchmarking to resolve a problem with slow play at its municipal golf course, rather than trying to overhaul its entire parks and recreation program at one fell swoop.
- 2. Study internal processes.** Before focusing on outside organizations, it is wise to invest the time to become thoroughly familiar with your own operations and to develop a clear sense of your external information needs.
- 3. Identify benchmarking partners.** These might include other public agencies or perhaps private sector firms with outstanding reputations in the particular activity being benchmarked. As the word “partner” suggests, an emphasis should be placed

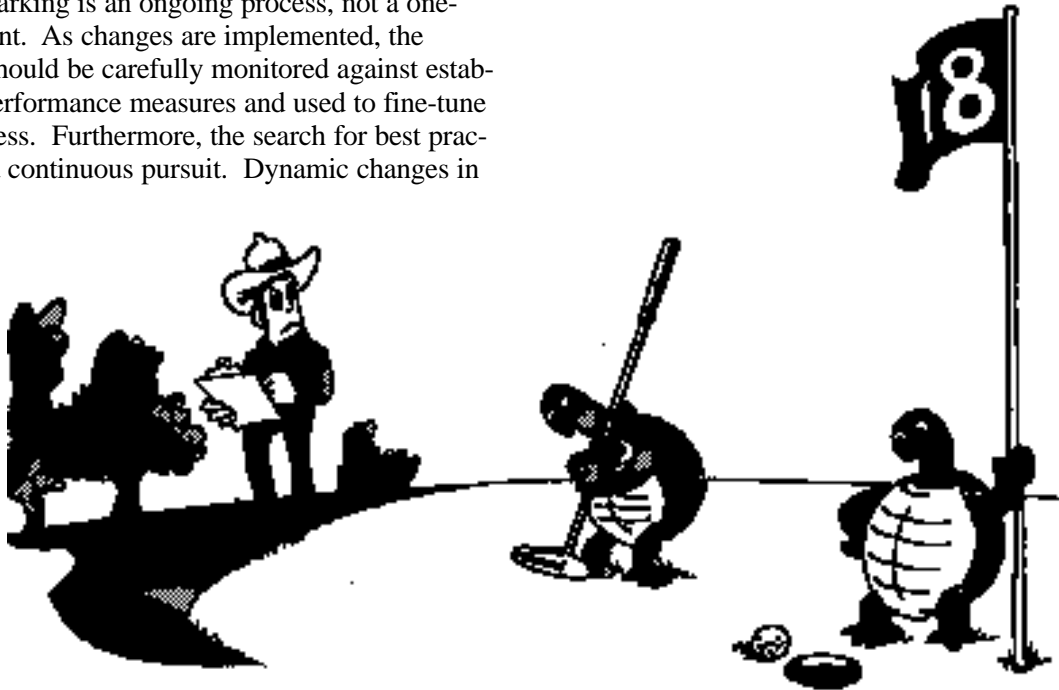
on information sharing and mutual benefit.

4. **Gather information.** Information about best practices is typically gathered through a combination of phone interviews, questionnaires, document review, and site visits.
5. **Analyze information.** A key to successful benchmarking is the identification of factors that account for the superior performance of the organizations being studied. The thrust then shifts to finding ways to make appropriate improvements in your own organization, recognizing that differences in organizational culture and operations require creative adaptation rather than simple substitution of one procedure for another.
6. **Implement for results.** Failure to implement improvements is a common pitfall in the benchmarking process. Success will be enhanced by thorough planning, early involvement of those with a stake in the process being benchmarked, and strong support from top management.
7. **Monitor results and take appropriate action.** Benchmarking is an ongoing process, not a one-time event. As changes are implemented, the results should be carefully monitored against established performance measures and used to fine-tune the process. Furthermore, the search for best practices is a continuous pursuit. Dynamic changes in

the social and economic environment mean that government, like business, cannot be content to rest on its laurels.

### Implementation Tips

- ☞ Understand the entire benchmarking process and resist taking shortcuts.
- ☞ Involve the right people early on.
- ☞ Commit adequate resources to the project.



The City of Arlington, Texas used benchmarking to solve a problem with slow play on its golf courses.

# 3

## Performance Measurement

In 1995, *Financial World* magazine declared Phoenix, Arizona to be the best managed city in the United States. The secret to its success? According to City Manager Frank Fairbanks, performance measures and measurement systems play a vital role. “I don’t think you can effectively manage an organization without them,” he says.

An increasing number of public officials appear to agree. In a recent *Financial World* survey, the majority of states and large cities report that they are using performance measures more extensively than they did five years ago.

The power and appeal of performance measurement is that it tells you how you are doing. This “bottom-line” information helps both policymakers and public managers to stay focused on and assess progress towards meeting long-range goals. It identifies problem areas and provides motivation for continuous program improvement. And it can help build public support by documenting the results that taxpayer dollars are purchasing.

A key challenge is determining precisely what to measure. Priority should be placed on measuring the actual results—the *outcomes*—of government programs. Involving service providers, customers, and employees in this planning process will enhance the likelihood of devising meaningful measures.

For the past five years, Portland, Oregon has published an annual report on its performance, providing information about expenditures, workload, and results of the city’s six largest programs. It not only summarizes important performance trends, but also points to problem areas that need attention. The city uses this information to communicate with its citizens, for policymaking and oversight, and to make program improvements.

Performance measures, however, are not in themselves a magic bullet. They will not help to

improve program results unless integrated with other organizational change strategies.

### Key Steps

Key steps in the development and administration of a performance measurement and monitoring system include:

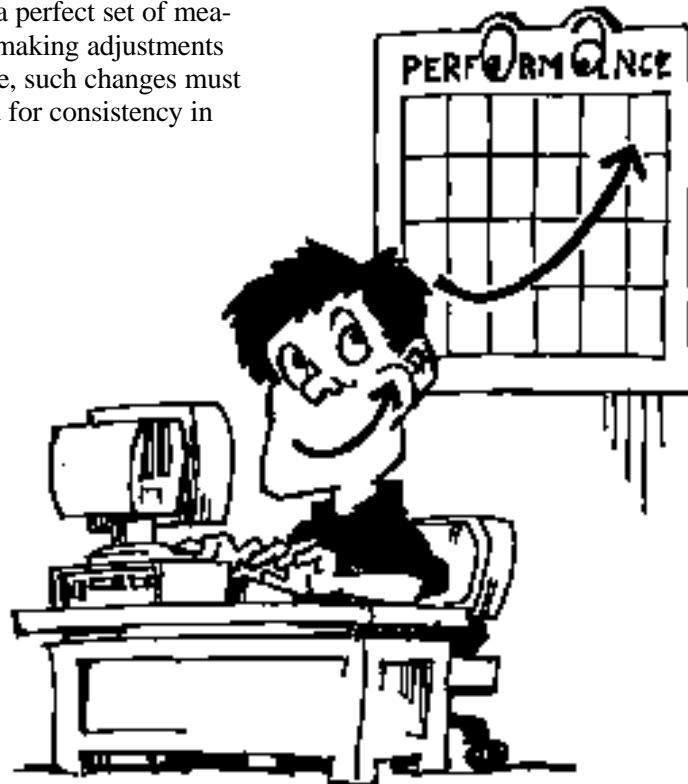
- 1. Secure leadership commitment.** Management commitment not only sends a signal that performance measurement is a high priority, but helps ensure that necessary staff and financial resources will be devoted to the effort.
- 2. Determine the scope of the effort.** Performance measurement activities can be undertaken across an entire jurisdiction but can also provide benefit to a single program or agency.
- 3. Assign responsibilities for coordination.** A coordinator can be critical in keeping efforts moving along. Coordination both within and among programs/agencies is an important consideration in developing a performance measurement system.
- 4. Review/identify mission, goals, and objectives.** The measurement of performance is often most relevant in the context of a strategic plan. Organizations that have already undertaken a strategic planning process will be ready to build upon those efforts—developing performance measures to assess progress toward identified goals and objectives. Those that have not yet engaged in planning efforts will find it helpful to do so prior to moving into performance measurement.
- 5. Design measures.** Performance measures should reflect an organization’s mission, goals, and objectives. The challenge for public agencies is to develop meaningful measures that are focused on performance efficiency, quality, and especially on program results—that is, the actual impact of a program or service on the people it is designed to serve.
- 6. Establish measurable performance targets.** Without a basis of comparison, it is difficult to distinguish “good” from “bad” performance. As a starting point, most governments identify their current performance on a particular measure, using this as a baseline with which to compare future performance. Benchmarking can also be useful in setting targets that are based

on the exemplary performance of other organizations.

7. **Measure performance.** While existing data collection systems can be economical sources of performance data, governments should examine a wide array of collection techniques, including focus groups, surveys, and trained observer ratings.
8. **Audit performance data.** Provisions should be made to verify the accuracy of performance data.
9. **Analyze performance information.** Periodic analysis of performance information is needed to determine whether or not program activities are on track.
10. **Report performance.** Determining the audience and frequency of performance reporting deserves careful consideration. Various audiences have differing information needs; reporting formats can be tailored accordingly.
11. **Use performance information.** It is important to ensure an ongoing, meaningful connection between the performance measurement system and important decision-making processes.
12. **Refine performance measures.** It is doubtful that an agency can ever develop a perfect set of measures, so it must be open to making adjustments from time to time. Of course, such changes must be balanced against the need for consistency in examining trends.

- ☞ Build on your strategic plan.
- ☞ Focus on results.
- ☞ Choose a limited number of meaningful measures.
- ☞ Minimize data collection costs—both in terms of money and time.
- ☞ Involve those who will be expected to use performance data—as well as those who will collect it—in the development of appropriate measures and the design of the performance measurement system.
- ☞ Train staff in the development and use of measures.

## Implementation Tips



The power and appeal of performance measurement is that it tells you how you are doing.

# 4

## Using Performance Results

Creating good performance measures ought not to be an end in itself.

Their true value lies in their use to improve decisionmaking, service performance, and public accountability. That use, however, is far from automatic. It must be planned for and encouraged.

The major beneficiaries ought to be public managers, who can use performance data to identify problem areas that need improvement, highlight best practices that might be replicated, and assess the progress made once new strategies have been implemented.

The Oregon Department of Transportation relies on performance measurement as a management tool. It has been used to reevaluate project selection and to merge one district's maintenance function with a county. Linkages to the personnel appraisal system require managers to use performance information to demonstrate their ability to manage effectively and produce results. The director calls upon managers on a periodic basis to assess how they are using performance measures to make decisions—and then shares this information with employees at forums throughout the state.

Experience has shown that it is a good idea to gain experience in using performance measurement as a management tool *before* using it for budgeting or resource allocation. This approach can help to overcome any managerial reluctance to use performance data by positioning it as a tool for improvement, not punishment.

Elected officials, too, have much to gain from timely performance data. Some mayors and city managers meet weekly or monthly with department heads to monitor actual performance against objectives. A government that reports its own performance to citizens, rather than relinquishing that task to the media, has far more control over the manner in which information is disclosed and greater opportunity to describe its response to particular problems.



Managers can use performance data as a tool for improvement, not punishment, providing incentives to continually improve performance.

Although reporting and using performance results may appear relatively straightforward, it is in practice a complex and difficult process. Performance measures do not describe what *caused* a particular outcome. What they do is provide a “score.” As in a baseball or football game, however, the score by itself does not reveal why the game turned out a particular way, nor does it tell a manager how to go about improving the team’s play. Explanatory information can provide a context for interpreting performance results, especially when outcomes fall short of goals.

In short, effective communication is the critical link between performance and accountability. The regular, thoughtful presentation of performance data can assure all concerned that such information will not be used inappropriately or prematurely in either performance appraisals or budget decisions.

### Key Steps

Key steps in planning and encouraging the use of performance measurement information in the management process include:

1. **Design the system to encourage use.** The quality and appropriateness of the performance measures themselves have a great deal of effect on the overall credibility of the performance measurement system.

2. **Demonstrate leadership commitment.** Performance measurement efforts may initially be viewed with skepticism. Demonstrated leadership commitment—including the ongoing use of performance information—can send the message that performance measurement isn't just a "waste of time."
3. **Provide training.** Regular performance reports will not automatically improve performance. Legislators, managers, and line employees all need training in using measures in order to improve decisionmaking and performance.
4. **Establish incentives for using performance information.** Granting public managers operational flexibility in exchange for accountability can provide motivation for embracing the process.
5. **Integrate performance information into management information systems.** An integrated database approach to maintaining, analyzing, and reporting performance information will alleviate redundancies and expedite success.
6. **Tailor reports to meet decisionmakers' needs.** Various audiences will have differing performance information needs, as well as differing styles for receiving and processing such data. Report formats can be adjusted to fit those individual preferences. In each case, information should be reported on a timely basis to coincide with important decision-making processes.
7. **Integrate performance information into the personnel management system.** Such information can be used to strengthen the link between individual performance and agency goals and objectives. Experience suggests that pay should be linked to performance only after the performance measurement system has become well-established in an organization.
8. **Review and refine measures to ensure their ongoing utility.** Agencies should periodically evaluate the validity and reliability of performance data. Over time, agencies can fine-tune measures to upgrade their utility or to respond to changes in the environment. While reviews ought to take place on an annual basis—and should include discussions with program management and staff, agency executive and financial management, customers, and other stakeholders—organizations should resist the temptation to tinker incessantly with their measures.
9. **Review the agency's ongoing use of performance information.** Periodic review of the ways in which performance information is actually being used within an organization may uncover bottlenecks

that need to be addressed.

## Implementation Tips

- ☞ Provide performance data to stakeholders on a regular, timely basis.
- ☞ Provide legislators, agency managers, and staff with the training, information, and incentives needed to act on available information and incorporate it into their day-to-day operations.
- ☞ Use performance information for internal management decisionmaking prior to using it for budgeting and resource allocation.
- ☞ Be selective in presenting performance results. Don't swamp elected officials and managers with more data than they have time to understand.

# 5

## Performance-Based Budgeting

In the current era of fiscal restraints and escalating demands for more efficient public services, a performance-based budget offers a lot more than a way to control expenses.

A principal advantage is that a mission-driven, performance-based budget promotes both managerial improvement and better program results. It encourages elected officials to focus on setting policy direction and establishing performance expectations while giving public managers the flexibility to adjust spending in response to changing conditions.

The need for greater accountability and budget reform recently led Texas, which operates under a highly decentralized state government, to implement both statewide and agency strategic planning efforts that are closely tied to a performance-based budgeting system.

Rather than focusing on detailed line item budgets, Texas' budget now allocates bundles of dollars to accomplish desired results (as specified in the strategic plan). The result is an increased emphasis on "services provided" rather than "dollars spent."

Performance-based budgeting builds upon earlier fiscal practices. Its use of strategic planning and program structure draws upon the Planning-Programming-Budgeting System (PPBS) that became popular in the 1960s. It derives the setting of objectives and performance targets from the Management by Objectives (MBO) approach of the 1970s. And its designation of expected levels of performance for each level of expenditure was first introduced with Zero-Based Budgeting, also in the 1970s.

In a departure from those previous approaches, however, performance-based budgeting emphasizes more broadly based involvement in planning efforts, the use of performance measures to make allocation decisions, and greater management flexibility in making spending decisions. At the same time, it de-emphasizes the generation of volumes of data solely for reporting purposes.

Still, adopting this newest approach is more evolutionary

than revolutionary. Charlotte began measuring the effectiveness of its public services in the 1970s, when it established a management-by-objectives initiative that was tied to the budget process. Those initial efforts, however, lacked a strategic mission or focus. Today the city has implemented and is refining a performance results system that progressively links strategic goals to department planning to budget objectives to performance goals for individual employees.

### Key Steps

For most state and local governments, performance-based budgeting represents a fundamental shift away from their traditional budgetary processes. Yet, successful implementation must necessarily build upon the past. Experience suggests the following important steps:

- 1. Gain consensus and commitment from key players.** Public managers have primary responsibility for strategic planning, developing performance measures, and monitoring, while legislators approve budgets and allocate resources. Identifying shared expectations and goals early on will ensure that performance measures will be useful and used by all parties. Interviews with legislators, budget personnel, agency managers, and others involved in the budget process can help identify their specific interests and concerns.
- 2. Develop an implementation plan and timetable.** Implementing performance-based budgeting may take anywhere from six months to six years. An implementation plan should include a timetable for accomplishing key activities. The state or locality must decide whether to undertake implementation on a pilot or full-scale basis. While pilot projects allow one to test and refine ideas on a small scale, full-scale implementation reduces the length of time required to fully embrace the new budgeting process.
- 3. Provide training in developing and using measures.** In addition to establishing new budget guidelines and instructions, state and local governments must train agency managers, line workers, and legislators in the development and use of performance measures. Experience indicates that in-person training is essential to success.
- 4. Review/develop strategic plans.** Strategic plan-

ning provides a long-term context for making budget decisions. Organizations that have already undertaken a strategic planning process and developed related performance measures will be ready to build upon those efforts. Those that have not yet engaged in planning efforts will find it helpful to do so prior to moving into performance-based budgeting.

5. **Develop the budget and allocate resources.** Various approaches to constructing the budget may be considered, but a program budget appears to be the one most adaptable to performance-based budgeting. Some method of allocating costs among objectives and tasks—such as activity-based costing—will need to be applied in order to link expenditures to performance goals.
6. **Develop supportive accounting and data systems.** Most governments will need to reconcile existing accounting and data systems with new performance systems. While performance systems are typically program-based, accounting structures often are not.
7. **Establish tracking and monitoring systems.** Governments must establish clear responsibilities for reporting and verifying performance information.
8. **Evaluate, report, and act on results.** Governments must evaluate agency progress and act on results. This may involve “rewards” for agencies with good performance, such as allowing the agencies greater operational flexibility or permission to retain costs savings. Alternatively, acting on results may involve heightened supervision, such as increased oversight and control, for agencies that fall short of their goals.



## Implementation Tips

- ☞ Obtain commitment from and consensus between executive and legislative leaders.
- ☞ Establish a realistic time frame for implementation.
- ☞ Involve agency managers in the development of performance measures and budgets.
- ☞ In return for greater accountability for results, allow department managers greater flexibility in making spending decisions.
- ☞ Develop an accounting system that is not just an “overlay” to the traditional line-item budget.
- ☞ In order to allay fears or misconceptions, encourage communication among all stakeholders throughout the implementation process.



A performance-based budget encourages elected officials to focus on setting policy direction while giving public managers the flexibility to adjust spending in response to changing conditions.

# 6

## Contracting for Performance

Under pressure to accomplish more with less, state and local governments are increasingly contracting out the provision of many services to private sector and nonprofit vendors.

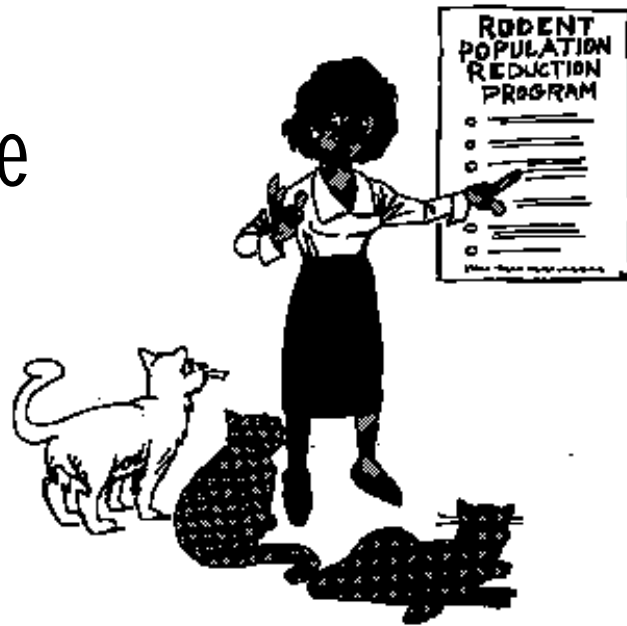
More than two-thirds of 120 local governments responding to a 1995 survey indicated that they use private contractors for janitorial services. Approximately half contract out for solid waste collection. Other commonly contracted services include street maintenance, printing services, landscaping maintenance, and food services. States, too, have privatized the delivery of many services, particularly in the areas of mental health, social services, and transportation.

The cost savings can be considerable. Indianapolis saved \$1.4 million by privatizing its abandoned vehicles program. Georgia increased child support collections from \$100 million to \$253 million after contracting out that function in 1989.

The key advantages to privatization are the introduction of flexibility and competition. With competition, whether between public and private organizations or among private vendors, governments can gain increased flexibility, such as the ability to purchase specialized skills on a short-term basis, and performance improvements.

On the other hand, newspaper headlines are quick to trumpet examples of privatization arrangements gone bad. Virtually every major city in the United States has experienced problems with contracted services ranging from service interruptions to outright fraud. Both state and local governments have learned that writing and monitoring contracts are not easy tasks.

Incorporating performance measurement into contract bidding and monitoring procedures allows governments to control the risks and help assure the quality of services to their citizens. Phoenix, for example, sets forth withholding clauses in its public works contracts; contractors who do not perform adequately are not paid until the problem is resolved.



Performance-based contracting emphasizes results while allowing the contractor to determine the best way to achieve those results.

Prior to 1991, the Tennessee Bureau of Alcohol and Drug Abuse Services required its nonprofit contractors to detail only the kinds and quantity of services they provide, with no reference to the impact these activities might be having on preventing substance abuse and related problems among disadvantaged youth. The monitoring emphasis later shifted to measured improvement in areas such as school absenteeism, academic performance, and school policy and law violations. Although these results currently affect only whether to extend specific contracts, they may eventually be tied to contractors' compensation.

Performance incentives can also improve the outcomes of contractual arrangements. Philadelphia offered a monetary bonus to a contractor for completing repair work on a major highway three weeks ahead of schedule, greatly relieving traffic congestion.

## Key Steps

Performance-based contracting works best when public agencies specify precisely what they want accomplished, assure competitive bidding for the task, evaluate a contractor's performance, and replace or penalize contractors who do not achieve expected results. Success also depends on developing a good partnership with vendors in order to work through the problems that inevitably arise. Key steps include:

- 1. Identify appropriate services for competitive contracting.** Services best suited to outside contracting are those with easily identifiable goals, numerous potential bidders, in-house monitoring expertise, and the potential for significant cost savings. Anticipated political resistance and concerns about potential negative impacts on current employees must also be considered.
- 2. Determine the full cost of in-house service.** Governments rarely calculate the full cost of delivering a product or public service, including direct costs, indirect costs, and overhead. Implementing activity-based costing allows a government to know how much it really costs to send out a water bill, fill a pothole, or do a building inspection. At the same time, it is important to recognize that contracting out involves costs beyond those fees directly charged by the service provider, such as the expense of monitoring performance outcomes.
- 3. Prepare solicitation documents that define performance expectations.** Government must specify precisely what needs to be accomplished through the contractual arrangement. This means focusing on desired outcomes rather than merely describing what the government currently does. Allowing vendors some flexibility to propose alternative ways of accomplishing those outcomes permits government to capitalize on the creativity of the competing parties.
- 4. Identify potential contractors and solicit bids or proposals.** To make best advantage of market efficiencies, genuine competition must exist. Governments typically use an invitation to bid or a request for proposals to solicit potential contractors. It is important to consider other units of government, nonprofit organizations, and even the government's own employees as potential contractors. Some support or assistance might be necessary to prepare employees to bid on the service they currently provide, but doing so can help assure that the goal of true competition is achieved.
- 5. Evaluate bids or proposals and award contract.**

Factors to consider in evaluating bids or proposals may include cost, qualifications and experience, adherence to proposal requirements, and the extent to which the bid or proposal meets your organization's priorities and objectives.

- 6. Implement ongoing performance monitoring.** A monitoring plan should be developed and agreed upon before the contract is signed. At a minimum, it should provide for periodic reports from the contractor, a verification process, inspection procedures, and a process for surveying customer satisfaction and responding to complaints. However, contract administrators often find it preferable to blend this "enforcement" approach with a "partnership" approach in which they work with vendors on an ongoing basis to respond to problems, enhance services, or in other ways go beyond the precise terms of the contractual arrangement.

## Implementation Tips

- ☞ Define the contracted service in terms of desired results.
- ☞ Take steps throughout the process to involve employees and minimize displacement.
- ☞ Maximize competition, soliciting bids from the private sector, other units of government, and nonprofit organizations *as well as* providing appropriate training to support in-house bids.

# 7

## Creating and Sustaining a Supportive Environment

Performance measurement has been described as a patient process which must be implemented in an impatient world.

Strategic planning and performance measurement systems may, in fact, require years to show improvements, while public officials are more likely to focus on what can be accomplished before the next election. And with the onset of a new administration, even the most promising initiatives may be relegated to the shelf.

Furthermore, it is difficult to order a bureaucracy to change. Financial incentives to motivate public employees are seldom available, and the bureaucracy may resist changes initiated by top leaders who are typically viewed as simply passing through. Some may be concerned that they will be held accountable for results over which they have little or not control. Others may fear that performance information will be used against them.

Nonetheless, a number of governments—from Phoenix to Charlotte to Sunnyvale—are showing remarkable success in managing for results over the long-term.

The overarching lesson is that a strategic planning and performance measurement system cannot simply be imposed on top of the existing bureaucracy. Changes in attitude, work roles, management techniques, and organizational structures are essential to creating and sustaining an environment that supports results-oriented management.

Florida, for example, adopted a phased-in approach, experimenting with less restrictive budget and personnel policies on a pilot basis from 1992-1994. Many of the reforms were ultimately incorporated into the 1994 Government Performance and Accountability Act. Oregon provided training to volunteer performance measurement coordinators in each state agency, who then served as mentors to others in their departments.

Changes in organizational culture do not come quickly or easily. Unfortunately, all too often, little attention is given to managerial and employee training, to the exploration of alternative delivery systems, or other

organizational changes. And, as noted earlier, effective communication among all stakeholders must be an ongoing priority.

### Key Steps

Governments can create an internal environment that supports results-oriented management. Key steps include:

- 1. Diagnose the organization.** Understanding the culture and disposition of your organization is vital in gauging its readiness, or ability, to develop and sustain a performance measurement system. Factors to consider include the overall relationship between management and employees, as well as between management and its overseers. Is there a system in place that rewards risk-taking? Are there adequate financial resources to take on the process of implementing change?
- 2. Obtain and maintain visible commitment from top management,** then build an awareness of the need for change throughout the organization. If managers and employees fail to perceive and endorse a need for change, planning and performance measurement will amount to little more than a paper exercise. Benchmarking specific best practices can be a powerful tool, not only in building an awareness of the need for change but also in illustrating tangible benefits to be gained.
- 3. Provide adequate training and support.** Training in the mechanics of measuring performance and the positive uses of performance data can help build support for performance measurement efforts.
- 4. Develop a communications plan.** Over time, increase communication among all those involved in the measurement program, transferring ownership from an initial small group to all public managers, employees, and elected officials. It is also important to communicate effectively with citizen stakeholders.
- 5. Address personnel issues.** Talk with employees to allay any fears about changing over to a performance measurement system. Encourage their active participation in designing measures, and phase in the actual use of measures in making bud-

- getary and personnel decisions.
6. **Consider enacting legislation to establish rules and guidelines.** While many governments prefer to build interest and support informally, others opt to launch strategic planning and performance measurement activities with the support of formal mandates from governing boards and legislatures.
  7. **Establish an institutional base.** An institutional base—whether the budget office, the auditor’s office, a quasi-independent agency, or other institution—can serve as a focal point for measurement activities and help to ensure consistency and sustainability of performance measurement systems.
  8. **Adopt a supportive organizational structure and management style.** Moving from an authoritative to more openly participative management style helps to reinforce a broad-based commitment to results.
  9. **Integrate strategic planning and performance measurement with other management reforms.** The challenge is to integrate efforts such as performance measurement, quality management, business process reengineering, and strategic planning so that they complement one another and are not treated as stand-alone activities.
  10. **Form alliances with other sectors.** Government cannot hope to accomplish all its goals by working

alone. Forming alliances across sectors and organizations can greatly enhance the likelihood of achieving lasting results. The active, ongoing participation of outside organizations can also help sustain the improvement process across changing political administrations.

### Implementation Tips

- ☞ Address the structural barriers to managing for results.
- ☞ Over time, increase communication among all those involved in the strategic planning and performance measurement program.
- ☞ Work towards some early successes. Celebrate, publicize, and build upon them.

### The Southern Growth Policies Board

The Southern Growth Policies Board is a consortium of 14 Southern states and Puerto Rico that was formed in 1971 by the region’s governors. It is charged with creating strategies for economic development that address the diverse, interrelated factors affecting the South’s economic base. The Board’s membership includes governors, legislators, and private sector representatives, giving it a unique ability to create and disseminate successful development strategies throughout the region.

The Board’s active involvement in the area of govern-



Strategic planning and performance measurement are a continuous process, not a one-time event.

# Participating Organizations

ment accountability stems from recommendations made by the 1992 Commission on the Future of the South, a blue-ribbon panel appointed by the region's governors and convened by the Southern Growth Policies Board. In its final report, entitled *Measure by Measure: The South Will Lead the Nation*, the Commission urged Southern state and local governments to institutionalize methods and processes which would provide greater accountability for results.

In response to this challenge, the Board launched a major project to support implementation efforts in the South. Activities to date have included a major regional conference in 1994, a study of performance measurement practices at state economic development agencies, and a number of publications designed to provide policymakers and practitioners with information and advice on effective strategic planning and performance measurement practices (see resource list on pages 24 and 25).

Visit the Southern Growth Policies Board's home page on the World Wide Web at <http://www.southern.org>.



## The Southern Consortium of University Public Service Organizations

The Southern Consortium of University Public Service Organizations (SCUPSO) is a regional association of university-based institutes which provide training, research, and consultative services to public sector organizations. SCUPSO was organized in 1979 to encourage the exchange of information and facilitate cooperative research and service activities. In the aggregate, SCUPSO member institutions train approximately 20,000 Southern public officials and staff every year.

## The Appalachian Regional Commission

The Appalachian Regional Commission is a federal-state partnership established by the Appalachian Regional Development Act to promote economic and social development of the Appalachian Region. The Act defines the Region as 399 counties comprising all of West Virginia and parts of Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia—an area of 195,000 square miles and about 21 million people. The Commission has 14 members: the governors of the 13 Appalachian states and a federal co-chairman who is appointed by the President.

For almost 30 years, the Commission has assisted a wide range of programs in the Region, including highway corridors; community water and sewer facilities and other physical infrastructure; health, education, and human resource development; and governmental capacity-building. The Commission alters specific program policies from time to time to address changing regional conditions and development priorities. The Commission also continuously evaluates its programs and policies to assure that its constituents' needs are satisfied in the most optimum way possible. In addition, the Commission responds to federal government mandates for certain kinds of information.

# Whom to Contact for Further Information

*General questions about the availability of strategic planning and performance measurement curriculum materials may be directed to:*

Linda Hoke, Senior Program Manager  
Southern Growth Policies Board  
P.O. Box 12293  
Research Triangle Park, NC 27709  
Phone: (919) 941-5145  
Fax: (919) 941-5594  
E-mail: lhoke@southern.org

*To discuss the development of a customized training program for your organization, please contact a SCUP-SO institution in your home state:*

## Alabama

Dr. Keith J Ward, Director  
Center for Governmental Services  
Auburn University  
(205) 844-4781

## Arkansas

Dr. Roby Robertson, Director  
Arkansas Institute of Government  
College of Professional and Public Affairs  
University of Arkansas at Little Rock  
(501) 569-8572

## Connecticut

Mr. Howard G. Rifkin, Director  
Institute of Public Service  
The University of Connecticut  
(203) 486-2828

## Delaware

Dr. Jerome R. Lewis, Director  
Delaware Public Administration Institute  
College of Urban Affairs and Public Policy  
University of Delaware  
(302) 831-8971

## Florida

Dr. Eric Fitch, Director  
Coastal Zone Studies  
The University of West Florida  
(904) 474-2334

Dr. Gloria Grizzle, Director  
Florida Public Affairs Center  
Florida State University  
(904) 644-6460

Dr. Donald Menzel, Director  
Center for Public Affairs and Policy Management  
University of South Florida  
(813) 974-5646

Dr. Jim Seroka, Director  
Center for Local Government Administration  
University of North Florida  
(904) 646-2463

Dr. Wyn Teasley, Director  
The Whitman Center for Public Service  
The University of West Florida  
(904) 474-2370

Dr. Khi Thai, Director  
School of Public Administration  
Florida Atlantic University  
(305) 760-5650

## Georgia

Ms. Melba Cooper, Director  
Fanning Leadership Center  
Georgia Center for Continuing Education  
University of Georgia  
(706) 542-1108

Mr. Melvin B. Hill, Jr., Director  
Carl Vinson Institute of Government  
University of Georgia  
(706) 542-2736

Dr. Robert Holmes, Director  
The Southern Center for Studies in Public Policy  
Clark Atlanta University  
(404) 880-8085

Dr. Harry McGinnis, Director  
A.L. Burruss Institute of Public Service  
Kennesaw State College  
(404) 423-6464

Dr. Joseph Whorton, Director  
Institute of Community and Area Development  
University of Georgia  
(706) 542-3350

### **Jamaica**

Dr. Garnet Brown, Executive Chairman/Dean  
Management Institute for National Development  
(809) 977-4075

Ms. Sadie Frasser, Vice Dean  
Management Institute for National Development  
(809) 925-4955

### **Kentucky**

Dr. Wayne Hoffman, Chairman  
Center for Local Government  
Department of Geography and Geology  
Western Kentucky University  
(502) 745-4555

### **Louisiana**

Mr. Timothy Joder, Director  
Louisiana Urban Technical Assistance Center  
College of Urban and Public Affairs  
University of New Orleans-Lake Front  
(504) 286-6519

### **Maryland**

Dr. Gordon Bonham, Director  
The Center for Suburban and Regional Studies  
Towson State University  
(410) 830-3827

Ms. Barbara Hawk, Director  
Institute for Governmental Service  
University of Maryland  
(301) 403-4610

Dr. Larry Thomas, Director  
Schaefer Center for Public Policy  
University of Baltimore  
(410) 837-6188

### **Mississippi**

Mr. Dana Brammer, Director  
Public Policy Research Center  
University of Mississippi  
(601) 232-5408

Mr. Ortha Burton, Director  
Mississippi Center for Technology Transfer  
Jackson State University  
(601) 982-6277

Dr. W. Martin Wiseman, Director  
Stennis Institute of Government  
Mississippi State University  
(601) 325-3328

### **New Jersey**

Dr. Henry Coleman, Director  
Center for Government Services  
Rutgers State University of New Jersey  
(908) 932-3640

### **North Carolina**

Dr. William McCoy, Director  
Urban Institute  
University of North Carolina at Charlotte  
(704) 547-2307

Dr. Michael Smith, Director  
Institute of Government  
University of North Carolina at Chapel Hill  
(919) 966-4107

### **Ohio**

Mr. Larry Ledebur, Director  
The Urban Center  
Maxine Goodman Levin College of Urban Affairs  
Cleveland State University  
(216) 687-2134

### **Oklahoma**

Dr. Thomas E. James, Director  
Institute for Public Affairs  
University of Oklahoma  
(405) 325-6432

Mr. Carl Reheman, Executive Director  
Nigh Institute of State Government  
University of Central Oklahoma  
(405) 341-2980 X3321

### **South Carolina**

Dr. Robert Becker, Director  
Strom Thurmond Institute  
Clemson University  
(803) 656-4700

Dr. L. Douglas Dobson, Executive Director  
Institute of Public Affairs  
University of South Carolina  
(803) 777-8157

Dr. Arthur Felts, Director  
Institute for Public Affairs and Policy Studies  
University of Charleston  
(803) 953-5787

### **Tennessee**

Dr. Thomas Ballard, Associate Vice President  
Institute for Public Service  
The University of Tennessee  
(423) 974-6621

Mr. Michael M. Gant, Head  
Department of Political Science  
University of Tennessee  
(615) 974-2261

### **Virgin Islands**

Dr. Paul Leary, Director  
Bureau of Public Administration  
University of the Virgin Islands  
(809) 693-1175

### **Virginia**

Dr. Carl W. Stenberg, III, Director  
Center for Public Service  
University of Virginia  
(804) 982-5551

### **West Virginia**

Dr. Donald Andrews, Director  
Robert A. Byrd Institute for Government Services  
University of Charleston  
(304) 357-4916

Dr. Robert Dilger, Director  
Institute for Public Affairs  
West Virginia University  
(304) 293-5432

Mr. Peter F. Lydens, Director  
Institute of Local Government  
West Virginia State College  
(304) 766-3118

# Related Resources

Over the past several years, the Southern Growth Policies Board has published a variety of reports (listed below) based on its ongoing project work in public sector accountability, including strategic planning, benchmarking, and performance measurement.

All publication orders require payment or a pre-approved company purchase order at the time that the order is placed.

Publication orders paid by credit card (MasterCard or Visa) or with a purchase order number may be faxed to (919) 941-5594. Publication orders paid by check may be mailed to: Publication Orders, Southern Growth Policies Board, PO Box 12293, Research Triangle Park, NC 27709.

If you have any questions about your order, please call Paula Pope, administrative assistant, at (919) 941-5145 or send e-mail to [ppope@southern.org](mailto:ppope@southern.org).

## Results-Oriented Government: A Guide to Strategic Planning and Performance Measurement in the Public Sector

Single copies of this report are free upon request within the SGPB, SCUPSO, and ARC states. For other states, or for larger quantities, printing charges may apply.

## Proceedings from the Measure by Measure Conference

Conference proceedings from *Measure by Measure: Benchmarking and Performance Measurement in the South*, attended by 230 mostly state and local officials on June 13-14, 1994, are available from the Southern Growth Policies Board for \$10 per copy.

The conference featured speakers including David Osborne, co-author of *Reinventing Government*; Peter Harkness, editor and publisher of *Governing* magazine; Elaine Kamarck, senior policy advisor to Vice President Al Gore and director of the National Performance Review; Duncan Wyse, then executive director of the Oregon Progress Board; and many others with expertise in strategic goal-setting and performance measurement. The report features a synopsis of each conference session, summarizing the major points discussed.

## Conference Transcripts

A complete, unedited, two-volume set of verbatim conference transcripts from the *Measure by Measure* conference is available from the Southern Growth Policies Board for \$145.

## A State-by-State Profile of Public Sector Benchmarking and Performance Measure- ment in the South

To assess benchmarking and performance measurement efforts already in progress across the region, the SGPB in 1994 interviewed key leaders in all 15 SGPB states and territory, plus Delaware, Maryland, Texas, and the U.S. Virgin Islands. The Board hopes this overview—which lists a contact person for each state—will help states to learn from each other's efforts and begin working toward a goal of building a regional network of key players and resources. Single copies are \$10 each.

## Benchmarking Pioneers: States with Trailblazing Experience with Public Sector Benchmarking and Perfor- mance Measurement

*Benchmarking Pioneers* profiles the experiences of four pioneering states—Oregon, Minnesota, Texas, and Utah—to describe the lessons each has learned along the way and the challenges each state continues to confront in its endeavors to bring greater accountability to government. Single copies are \$7.50 each.



## A Summary of Major Issues in Public Sector Benchmarking

Single copies of "A Summary of Major Issues in Public Sector Benchmarking," *Southern Growth Alert* No. 38, February 1994, are available for \$7.50 each.

## The 1992 Commission on the Future of the South

The 1992 Commission on the Future of the South has published a set of five reports that document its research, goals, and strategies for regional progress.

Two of the reports, *Measure by Measure* and *Head-*



*ing Home*, are designed as companion documents. The first is the Commission's final report; the second, a practical guide to enhancing flexibility and accountability in public agencies. Single copies of *Measure by Measure* are available free-of-charge from the Southern Growth Policies Board. *Heading Home* is available for \$10 per copy.

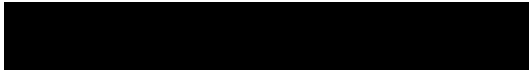
The remaining three reports document the information gleaned from months of research and testimony before the Commission's three working committees: Enterprise Development, Human Resources Development, and Physical Development and Conservation. The reports offer a wealth of statistical data, trend analysis, and specific recommendations. The cost of each individual report is \$5.

### Southern Growth Update

If you would like to receive a free one-year subscription to *Southern Growth Update*, the Board's quarterly newsletter featuring articles about its ongoing programs and projects as well as short profiles of economic development issues and opportunities facing the South, please let us know. Send your name and address via either surface mail or e-mail to Paula Pope, administrative assistant, at [ppope@southern.org](mailto:ppope@southern.org).

### Southern Growth Home Page

A complete listing of *all* available Southern Growth Policies Board publications can be found on the Board's home page at <http://www.southern.org>.





Southern Growth Policies Board  
P.O. Box 12293, Research Triangle Park, NC 27709  
Phone: (919) 941-5145 • Fax: (919) 941-5594  
E-mail: [sgpb@southern.org](mailto:sgpb@southern.org) URL: <http://www.southern.org>

