

PERFORMANCE BASED MEASUREMENT SYSTEM (PBMS) UPDATE

The implementation of our Performance Based Measurement System (PBMS) continues as planned with the inclusion, in the budget document, of currently updated key performance data for county departments. Included are selected programs, purpose statements, associated services, and performance measures for these services. The selected measures are designed to monitor the outcome of program services to determine if the purpose of a program is being achieved. Service outcomes are evaluated with regards to workload, effectiveness, and efficiency.

Under our current organizational structure, county departments consist of many operating divisions; therefore, the selected performance measurement information included in the budget document represents selected key measures for each department. The selected information is by no means the full extent of our performance measurement system. Departments and supporting divisions are continuously gathering and evaluating other performance related data to help them manage and allocate their resources to improve productivity of their operations.

Many of the programs, services, and related performance measures selected for inclusion in the budget document have been improved or redefined to reflect organizational changes and renewed focus of the County's goals and objectives. As a result, historic data for many of the new and revised services is only now becoming more available as additional data is captured and evaluated through regular quarterly reporting.

As the implementation phase progresses, we continue to refine programs, services, performance measures and capture reliable data to support an objective evaluation of the outcome of our performance measurement system. This refinement is occurring as departments provide quarterly reports on selected performance measurements for their departments. Departments are reporting information where available and are establishing methods to capture data as needed for their quarterly reporting.

When the implementation phase is completed, all departments will have more complete and reliable data to substantiate their performance measures, thus setting the stage for benchmarking opportunities both internally and externally. Only then will we be in a position to look at best practices of other similar operations, and where opportunities for improvement exist, incorporate them into our operations to enhance the efficiency and effectiveness of our services.

Included herein are the following four sections from our manual which describes our Performance Based Measurement System:

1. Performance Measurement – Development
2. Performance Measurement – Data Collection
3. Performance Measurement – Implementation
4. Performance Measurement - Evaluation

Part 1: Performance Measurement – Development

Performance measures must be developed in a systematic, planned manner. Prior to accomplishing this task, it is necessary to gather information on all major activities and functions that occur in each Division's operations.

Questions such as what are the services/products provided, who provides them and how are they provided need to be answered. To accomplish this task, all Divisions will look at their operations and use the following terms to describe them.

- **Programs** - "Businesses" within a Division that consist of budgetary and personnel resources to produce desired services/products for their internal and/or external customers. These "businesses" are comprised of a group of activities focused on providing a particular set of services or organized to meet a specific goal.
- **Purpose Statement** - A statement that defines the purpose or goal of the Program.
- **Program Description** - A narrative that "tells the story" of and recognizes the unique features of the Program.
- **Major Services** - The activities that contribute to the accomplishment of the Program and its effectiveness and efficiency.
- **Performance Measures** - Information and data used to determine the success of Major Services performed to accomplish a Program's goal or purpose.

After all of the above information has been developed, it will be recorded on a **Program Information** form in order to show the "big picture" of what's occurring in the Division. This form is designed to provide a consistent medium to capture all information and data related to all the activities within the Division. **The following page provides an example of a completed Program Information form.**

Helpful Hints

Copies can be made of the Program Information form located in the Appendix and used as a worksheet to record information as it is gathered and developed.

EXAMPLE: Program Information

Division: Building

Program: Permits

No. of FTE's: 9 FTE's (8 FT, 2PT)

Account No.: 001-xxx-xxxx

Purpose Statement: The purpose of the Permits Program is to provide supportive and preventive services according to community and industry standards for department members, county residents and the business community so that they can enjoy a quality of life protected by a professional force that prevents hazardous situations.

Program Description: The Permits Program provides Fire and Building plans review, county code enforcement, building permitting and inspections for building projects to ensure they comply with all appropriate state and county building codes. A safety program is maintained for department members and technical assistance is provided to the County-wide Safety program.

Major Services and Performance Measures

1. Major Service: Plans Review and Permitting

Workload: Total Number of Building Permit Applications

Effectiveness: (1) % of Completed Applications Processed within 5 Days
(2) % of Incomplete Applications Notified within 3 Days

2. Major Service: Inspections

Workload: Number of Inspections Related to Permit Applications

Effectiveness: % Inspections Completed by the End of the Following Business Day

3. Major Service: Code Related Consultation

Workload: # of Pre-construction and Pre-application Consultations by Telephone or Meetings

Effectiveness: % Later Submitting Incomplete Applications

4. Major Service: Code Enforcement

Workload: Total Number of Code Related Complaints Reported by Citizens and County Staff

Effectiveness: (1) % Complaints Processed Within 2 Days
(2) % of Cases Resolved in 3 Days or Presented to Code Board Within 2 Board Meetings

5. Major Service: Staff Training

Workload: # of Contact Hours

Effectiveness: (1) Meets Required External Standards
(2) Customer Satisfaction Rating

6. Major Service: Public Education

Workload: # of Contact Hours

Effectiveness: (1) Meets Required External Standards
(2) Customer Satisfaction Rating

Program

A Program is a “business” within a Division that consists of budgetary and personnel resources to produce desired services/products for their internal and/or external customers. These businesses” are comprised of a group of activities focused on providing a particular set of services or organized to meet a specific goal.

Guidelines have been developed for the identification of Programs and the allocation of positions. These guidelines are intended to provide a consistent County-wide approach to the accomplishment of these tasks, while allowing enough flexibility for Divisions to identify their individuality.

Program Identification Guidelines

1. All Programs are contained within a Division. A Program is never larger than the Division which provides it.
2. A Program has staff and expenditures which are easily distinguishable from other Programs. (Refer to the **Position Allocation Guidelines** on the next page for suggestions on how to “divide up” authorized positions to the various Programs.)
3. A Division may operate one or more Programs. Therefore, a Program may be as large as a Division. The minimum size for a Program is normally 20% of the Division budget or two FTE employees. **Most Divisions have between 2 - 5 Programs.**
4. A Program may consist of a single major service or a set of closely related major services.
5. A Program may have revenues and expenditures in more than one fund.
6. “Administration” can be identified as a Program. This is a Program responsible for the administrative oversight and management of all other Programs within a Department or Division. It normally includes the Department Director or Division Manager, support staff and dollars needed to operate the administrative function.

If you choose to allocate costs for a Department’s or Division’s “Administration” function across the other Programs within the Department/Division, the following page provides three alternatives that may be used to allocate these costs.
7. Exceptions to these guidelines should be proposed when designation of a Program based upon other criteria would be more useful to Division staff and others involved in the budget process. **Any exceptions should be submitted to OMB for approval by the Strategic Planning Committee.**

Alternatives for Allocation of Costs for "Administration" Function Across Programs

Allocation of costs for a Department's or Division's "Administration" function can be accomplished by using one of the following methods:

1. Split "Administration" costs based on the number of FTE personnel in each Program.

Example: 4 Programs with 10 people each. Each Program has 25% of the employees so each Program is allocated 25% of the "Administration" cost.

2. Split "Administration" by the percent of total budget allocated to each Program.

Example: Division XX budget includes 3 Programs with percent allocation as follows: Program A - 30%, Program B - 40%, and Program C - 30%. Allocate "Administration" costs according to these percentages.

3. Split "Administration" costs based on time spent administering each Program. (This may be based on your best estimate or , if records are available, actual time spent.)

Example: Department XX Director has 3 Programs he/she administers. Time spent for Program A - 25%, Program B - 50%, and Program C - 25%. The costs for the "Administration" function would be allocated accordingly.

For more information on cost allocation refer to the Government Finance Officers Association document entitled *Costing Government Services: A Guide for Decision Making* by Joseph T. Kelley.

Position Allocation Guidelines

1. The allocation of positions to Programs will be your best estimate based on current and prior year divisional operations. Allocations can always be adjusted in the next fiscal year. **The Position Allocation worksheet on the following page can be used to help in developing this information.**
2. Whenever possible, allocate "whole" positions to each Program.
3. If a position works in more than one Program, place that position in the Program where the majority of the staff's time is spent. **However, if you are or have the ability to spread the time/costs related to a position to more than one Program, then you are encouraged to do so.**
4. The total number of positions in all Programs must equal the total number of approved positions for the Department.
5. Convert the number of positions to FTE's - Full Time Equivalent's.

Full time equivalent position is calculated on the basis of the number of hours that the position is budgeted. Examples for different position classifications follow:

Non-Shift Employees

1 FTE working 40 hours per week = 2080 hours per year; .5 FTE = 1040 hours; .25 = 520 hours

Fire Shift Employees

1 FTE working 56 hours per week = 2912 hours per year; .5 FTE = 1456 hours; .25 = 728 hours

Corrections Shift Employees

1 FTE working 41.5 hours per week = 2158 hours per year; .5 FTE = 1079 hours; .25 = 539.5 hours

6. Possible methods for position allocation to Programs include:

- Percent of time position spent in Program.
- Actual current/historical information available within the Department.
- Professional judgment.

Helpful Hints

Use the current budget document and existing personnel information available from the Human Resources and Labor Relations Division as resources to accomplish this task.

Position Allocation Worksheet

Division:		Program:		
Position Classification/Title	# of Full Time Positions	# of Part Time Positions	Total # of Positions	Total # of FTE's
TOTAL				

The total number of FTE's will be recorded on the Program Information form.

Purpose Statement

A Purpose Statement defines the purpose or goal of the Program. This statement should support the mission identified in your Department's Strategic Plan and it will become the foundation for developing performance measures.

Guidelines for Developing a Purpose Statement

The Purpose Statement should answer the following four questions by looking at the Program from the customer's point of view.

1. Who are we names the Program area.

Example 1: The Purpose of Computer Services Support....

Example 2: The Purpose of Building Maintenance....

2. What do we do describes the products or services that are provided to the customer.

Example 1:....is to provide appropriate purchases, minimize downtime and establish consistency for automated data/information retrieval....

Example 2:....is to provide general maintenance to the 42 County owned buildings. ...

3. For whom do we do it identifies the customer(s) that receive the service provided.

Example 1:....for all County information system users...

Example 2:....for all building occupants and visitors...

4. Why do we do it addresses the desired outcome or the "driving force" of the Program.

Example 1:...so they can maintain and improve their efficient level of operations.

Example 2:...so they may enjoy a safe and comfortable work environment and the County's capital investments are protected.

****Use the template on the following page to develop a Purpose Statement****

Helpful Hints

Each Program must have a Purpose Statement that complements the Department's Mission Statement.

Purpose Statement Template

PROGRAM _____

THE PURPOSE OF THE _____
(Program Name)

IS TO PROVIDE/PRODUCE _____
(Product or Service)

TO _____
(Customer)

SO THAT THEY CAN _____
(Accomplishments)

Helpful Hints

The Purpose Statement should be 1 - 2 sentences long and should be clearly understood by everyone in the organization.

Program Description

The Program Description “tells the story” and recognizes the unique features of the Program. This narrative should enable the reader to understand the make up of the Program and the most important aspects of its operation.

Information contained in the Program Description may include:

- The service(s) being provided by the Program
- The customers (internal, external, actual and/or potential) being served by or benefiting from the Program
- The suppliers of the service (staff, contract, volunteers, public-private partnership, etc.)
- Any legal mandates (Federal, State or Local) specifically directing the Program
- Revenue sources that fund the Program
- Revenues generated by the Program
- Facilities, buildings or geographic locations (parks, ball fields, etc.) that fall under the care and/or custody of the Program
- Any special features or accomplishments of the Program (For example, winning a National Association of Counties - NACO - Award for a Before and After School Program)

“Vehicle and Small Equipment Maintenance performs preventive maintenance, repair services and road side service on all County vehicles. Its 10 full time employees also support parts ordering, centralized fuel service, and fuel delivery to the County vehicles on an as needed basis. A detail service is performed on all vehicles at least 2 times a year by an outside vendor.”

“Human Services provides County residents with emergency client services through direct financial assistance for food, shelter, utilities, transportation, burials, medical attention and prescriptions. Funding is provided by the Community Services Block Grant, Emergency Homeless Grant and the Emergency Food Assistance Grant.”

“Zoning is responsible for enforcing the County Zoning Ordinance and other land use related ordinances by responding to all zoning and related complaints received in the unincorporated areas of the County.”

“Administration provides administrative support (budgetary, personnel, accounting, etc.) to all Programs within the Division. It also ensures that the Division’s operations comply with all applicable State and local regulations and ordinances.”

Major Services

Major Service(s) are a single activity or set of activities that contribute to the accomplishment of the Program and its effectiveness and efficiency. These Services are the activities required so that the goal of the Program may be accomplished.

The Major Services become the basis for the development of performance measures, which are the indicators used to gauge the success of the Program.

Examples of Major Services include:

- Process requests for budget transfers
- Develop departmental policies and procedures manual
- Fiscal analysis and reporting
- Counseling on personnel matters
- Monitoring and reviewing projects
- Process all payment requests
- Training for all county employees
- Contract administration and maintenance
- Permit review
- Development application coordination and review
- Staff support to advisory boards
- Call dispatching
- Public information requests
- Emergency response
- Code enforcement
- Youth Summer Programs
- Facility management
- Field preparation and maintenance
- Landscape projects
- In-house project design
- Street sweeping
- Small equipment repair
- Sidewalk repair
- Custodial services
- Water distribution
- Meter reading
- Solid waste residential collections

Helpful Hints

Identify the most critical and important Services that are provided by the Program.

Performance Measures

Performance Measures are the indicators used to determine the success of Major Services performed to accomplish a Program's goal or purpose. **Performance measures should reflect "what's important" about the Major Service.** The four indicators commonly used to quantify or verify this success are described below.

Four Types of Performance Measures

Input - The resources, staff, dollars or equipment, used to carry out a Program during a given period of time.

Examples - Number of FTE's, amount of equipment or materials used, dollars spent.

Output/Workload - The volume or amount of work accomplished or services provided during a given period of time.

Examples - Number of applicants processed, Number of workers' compensation claims paid, Units of outputs, Transactions processed, People served, Hours spent

Effectiveness - Extent to which the service has been achieved or customers are satisfied with the quality of service.

Examples - Customer satisfaction with taxpayer services, Response time, Error rate, Workload as percent of demand, Interval between service repetition, Percent Customer Satisfaction Rating.

Efficiency - Cost of labor or materials per unit of output/service or number of FTE's or staff hours per output to accomplish task.

Examples - Cost per client served, Cost per fire call, Cost per transaction processed, Cost per hour spent, Number of staff hours per permit reviewed, Number of staff per client

Efficiency can be calculated in terms of Cost per Output or Output per FTE

COST Input (Cost for Service) divided by Output/Workload

\$274,560 divided by 720,000 meters read = \$.38 per meter read

FTE

Output/Workload divided by FTE

720,000 Meters Read Annually divided by 11 Meter Readers =
65,454 meters read per year per Meter Reader

Part 2: Performance Measurement - Data Collection

Data collection is the process of collecting data to be used in the measurement of performance. Three important elements of this task include the identification of sources of data, determining the availability of data, as well as data collection and maintenance procedures to be used. A description of each element is provided below.

Sources of Data

There are four main sources commonly used to gather data on performance measures. These sources are detailed below.

Existing program records include workload counts, complaint records, response times for various services, and time logs. Time logs frequently are used in computing labor related efficiency measures. Time logs of equipment utilization also can be maintained, as well as those for labor.

Trained-Observer Ratings are best used for assessing physical characteristics, such as the condition of facilities and infrastructure. Their collection usually involves extra costs and special equipment, such as air and water quality monitors or equipment used to determine the streets Pavement Condition Rating (PCR). The time required to train observers is also a consideration in using this data source.

Customer Surveys help measure perceptions regarding the adequacy of services, any deficiencies, and the extent of usage of the service. Surveys of the general population and businesses in the community also obtain feedback about specific services and factual data, such as the extent to which government facilities and programs are used by the public. The accuracy of surveys depends on the degree of sampling error, quality of the questionnaire design, knowledge of the survey respondent, and mode of interviewing (e.g., by mail, telephone, or other means). While in-person or telephone interviews usually yield the best information, the costs of using this mode can be prohibitively high.

Financial or Accounting Reports provide the revenue and expenditure data that usually accompany reports of program activity and results (e.g., reporting the total and net costs of operating the program). Sufficiently detailed accounting systems also can report the per-unit costs of providing a good or service, among other useful measures of program efficiency.

*Source of Information: Joni L. Leithe. *Implementing Performance Measurement in Government: Illustrations and Resources*, Government Finance Officers Association, 1997.

Availability of Data

This important element of data collection will be addressed in terms of whether or not the data is available, as well as costs that may occur when developing data.

If Data Is Available....

- Is data appropriate for the performance measure identified?
- Is any data manipulation necessary to produce the actual performance measures?
- If data has to be manipulated, is it worth the effort involved?
- Is there a cost (additional personnel, system support or time) involved in retrieving the data?
- Is the cost of data retrieval worth the effort required?

If Data Is Not Available....

- Can the data be developed?
- What will be the development cost (time, money, and effort)?
- Is the development cost reasonable?
- When will data be produced or be available?
- Will management support the development costs?
- If management will not support the costs, can other measures be used?

Helpful Hints

Do not “give up” on performance data that has to be developed, especially if it is critical and meaningful in measuring the Major Service.

Data Collection and Maintenance

Once data sources and the availability of data have been determined, it is important to develop a standard operating procedure for the routine collection and maintenance of performance measurement data.

An effective data collection and maintenance procedure should:

- Provide a consistent, systematic method for the collection and maintenance of data
- Be affirmed by management to show their commitment to the process
- Become a normal, routine process for everyone involved
- Insure data is accurate, objective, and timely
- Establish baseline (minimum standard) performance standards for all measures
- Insure that collecting and maintaining data is cost effective
- Not create redundant work for those responsible for collecting and maintaining data

Data collection methods include:

- **Analysis** of data generated manually or through an automated process using the management information system.
- **Surveys** that use preprinted forms to obtain answers to specific customer focused outcome questions. Surveys can be mailed to customer base, given to randomly selected customers or be made available for customers to pick-up if they want.
- **Interviews** that take place by asking customers questions during a process or shortly after completion of the process.
- **Direct Observation** of the customers experience with the service or of the service being provided.

Helpful Hints

Use a “trial” period to collect data to see if the measures you’ve selected will work and are appropriate.

SAMPLE - DATA COLLECTION WORKSHEET

Status of Performance Measures, Data Collection Plans And Benchmarks		
Department: Utilities		Program: Water Treatment System
		Estimated FY 98
Major Service # 1	Water Treatment	
Performance Measures	Workload: # Gallons Water Treated	1,000,000
	Effectiveness: # Taste/odor Complaints	100
Historical Data Available	Workload: yes, 5 years	
If "Yes", how long?	Effectiveness: same as above	
October 1 - Data Collection Plan	Workload: info. already collected on monthly basis & kept on Excel spreadsheet	
(Manual, Spreadsheet, etc.)	Effectiveness: same as above	
Collection Plan Improvements Needed	Work with OMB and ISS to automate reporting.	



Information collected during the "trial" period can be recorded on a Data Collection Worksheet, as detailed above.



The Appendix includes a blank Data Collection Worksheet that can be copied and used for recording performance measurement data.

Part 3: Performance Measurement - Implementation

An implementation time-line has been developed to show the timetable for the implementation and refinement of the Performance Based Measurement System at Orange County. **It should be noted that reporting of Workload and Effectiveness measures are required. OMB will work with departments in developing efficiency measures for those currently not reporting on this measure.**

PERFORMANCE MEASUREMENT IMPLEMENTATION TIME-LINE FY 2001 - 02 THROUGH FY 2002 - 03

Fiscal Year 2001- 02

1. Workshops on developing purpose statements, program descriptions and associated measures for new Performance Measurement Coordinators and new OMB staff
2. Divisions refine programs and measures for budget adjustment process (January 15 to June 30)
3. Evaluate data and refine measures through quarterly progress reports
4. Focus group meetings with Performance Measurement Coordinators to obtain feedback
5. Incorporate policy on performance measures in administrative regulations

Fiscal Year 2002 - 03

1. Determine systems and processes needed for Program Budgeting and automated reporting of performance measures
2. Assist Divisions in evaluating data and determine internal systems and processes needed for improving performance
3. Develop comparative data for benchmarking with other entities
4. Annual Report to the public on achievement of objectives

Part 4: Performance Measurement - Evaluation

After performance measures have been developed and data collection and maintenance procedures established, then it is necessary to evaluate “how well we are doing” with the performance measures. Two evaluation tools that can be used are (1) the development of a consistent Reporting System and (2) the use of benchmarks to analyze performance measures.

Reporting System

A reporting system should be developed to effectively communicate the results of the performance measurement system. As with the data collection and maintenance procedures, reporting on the status of performance measures should be a normal, routine process.

General requirements of an effective Reporting System include:

- A consistent time frame for reporting, such as monthly, quarterly and/or annually.
- A reporting format/form that is user friendly and addresses the needs of all users.
- Data that is relevant to the performance measure
- Data that has been collected and maintained in a consistent manner
- Performance data that is verifiable, valid, reliable and audit able.
- Information presented in an “easy to understand” manner
- Charts and graphs for a visual presentation and reporting of measurement data.
- Analysis and a written narrative describing the data and numbers presented.
- A written explanation of any extreme variances in the data collected and reported.

Levels of Reporting

At Orange County, there will be two levels of reporting as described below:

- Internal Reports will be used as an aid to assist in decision making with data and analysis geared toward internal users, such as Orange County managers and supervisors.
- External Reports will be used to communicate what services are being provided and how effectively and efficiently they are being provided with data and analysis geared toward external users, such as the citizens of Orange County.

Helpful Hints

Measures tell you What; not Why.” Therefore, a written analysis of the data reported is very important.

Using Benchmarks

Benchmarking is a process that provides comparative standards for evaluating accomplishments. This enables us to compare measures that have been identified to some standard so that we know if a "score" on some measure represents (1) good work or (2) an area needing improvement.

In benchmarking, you are looking for the "best practices" in performance. Therefore, a major question to be answered is "To what or whom are we going to compare our accomplishments?"

To answer that question, the following **categories of benchmarks** are commonly used:

- **Historical Comparison** - Using historical information and data to compare current performance to past performance.
- **Direct Comparison** - These may be both public and private organizations that perform services identical or nearly identical to those being considered for Bench marking.
- **Parallel Comparison** - These organizations may have services that overlap with ours but their practices provide an opportunity to improve.
- **Out of Category Organization** - These organizations may provide new ideas from outside and identify practices that will significantly enhance improvement opportunities.
- **Legal Requirements/Mandates** - Directives that provide legally mandated minimum standards of performance.
- **Professional Standards and Associations** - Professional organizations that require minimum standards of specific operations and/or their personnel.

Helpful Hints

Examples of benchmarking and suggested resources for more information on benchmarking are on pages 25 and 26, respectively.

Benchmarking Examples

- **Historical Comparison** - An organization may identify the number of Building Inspections performed in prior years to determine if the current workload is comparable to historical data.

Service Performed and Annual % Increase	FY 97/98	FY 98/99	FY 99/00	FY 00/01	Average Annual Increase
Building Inspections	255,750	259,403	264,590	269,881	
% Increase	n/a	1.4%	2.0%	2.0%	1.8%

- **Direct Comparison** - An organization may compare their Building Inspection services to other public/private organizations that perform the same type of services. To determine how you fair with other organizations, you might compare:
 - The number of building inspections
 - The type of Building Inspections performed (Commercial, Residential, Industrial, etc.)
 - The number of Building Inspectors performing the task
 - The budget of the other organization

This information above would enable one to compare:

- The volume of work being performed
- The type of inspections being performed
- The number of inspectors available to do the work
- The number of inspections performed per inspector
- The budgetary resources available to perform the work

The organization would then be able to analyze the information available and determine how well they were actually performing when compared with organizations performing like services.

When comparing performance with other organizations, it is extremely important that you are comparing the same type of service/services in order to get a realistic comparison. In other words, be sure to compare “apples to apples.”

Suggested Resources From Benchmarking for Best Practices in the Public Sector.

<p>American Society for Quality Tel.: (800) 248-1946 Homepage: http://www.governmentquality.org/</p>	<p>International Benchmarking Clearinghouse American Productivity and Quality Center 123 North Post Oak Lane, Third Floor Houston, TX 77024-7997 Tel: (800) 776-9676 Fax: (713) 681-5321 Homepage: http://www.apqc.org/</p>
<p>General Services Administration 18th and F Streets, NW Washington, D.C. 20405 Tel: (202) 708-5082 Office of Public Affairs Tel: (202) 501-0705 Fax: (202) 501-1300</p>	<p>Malcom Baldrige National Quality Award U.S. Dept. Of Commerce Technology Administration National Institute of Standards & Technology Route 270 & Quincy Orchard Road Administration Building, Room A537 Gaithersburg, MD 20899-0001 Tel: (301) 975-2036 Fax: (301) 963-0339 Homepage: http://www.quality.nist.gov/</p>
<p>Governing - Congressional Quarterly, Inc. 2300 N Street, NW, Suite 760 Washington, D.C. 20037 Tel: (202) 862-8802 Fax: (202) 862-0032</p>	<p>National Academy of Public Administration 1100 New York Ave. N.W. Suite 1090 East Washington, D.C. 20005-3801 Tel: (202) 347-3190 Fax: (202) 393-0993 Homepage: http://www.napawash.org/</p>
<p>Innovation Group - Mark Glover, Director P.O. Box 16645 Tampa, Fl 33867 - 6645 Tel: (813) 622-8484 Fax: (813) 664-0051 Homepage: http://www.ig.org/</p>	<p>Best of Practice Government Solutions Homepage: http://www.gol.org/bestof.html</p>
<p>Innovations in American Government Awards John F. Kennedy School of Government Harvard University Taubman Center for State & Local Government 79 JFK Street Cambridge, MA 02138 Tel: (800) 722-0074 Fax (617) 495-1100 Homepage: http://www.ksg.harvard.edu/</p>	<p>National Center for Public Productivity Rutgers University 360 King Blvd, Hill Hall 701 Newark, NJ 07102 Tel: (973) 353-5504/1531 Fax (973) 353-5907 Homepage: http://www.andromeda.rutgers.edu/</p>
<p>The Benchmarking Network Tel: (281) 440-5044 Fax: (281) 440-6677 Homepage: http://www.well.com/user/benchmar/index.html</p>	<p>Texas Department of Information Services Technology Information Center (TIC) Benchmarking & Best Practices Resource List Homepage: http://www.dir.state.tx.us/TIC/it_info/bench.htm</p>