



**CERTIFICATE OF EXCELLENCE IN SERVICE EFFORTS AND ACCOMPLISHMENTS REPORTING**

**IMPLEMENTATION PHASE NOTEWORTHY FEATURES  
BY CRITERIA  
Fiscal Year 2004 Reports**

<b>Criteria Number &amp; Description</b>	<b>Organization</b>	<b>Feature</b>
No. 1 Purpose and Scope	Bellevue, WA	An introduction that explains the rationale for performance reports and places Bellevue's report in context, followed by the identification of other reports the City issues to report accountability and the Internet addresses at which these reports can be accessed, and an explanation of the performance information presented by the report.
	Blount County, TN	Community Profile providing a succinct, easy-to-read introduction to Blount County.
	Charlotte, NC	An Overview of City Strategy that identifies the corporate objectives, focus areas and priorities that are reported upon in the report; and the vision, mission and strategic plan that provide the foundation for the objectives; and then provides a graphic display of how all of these items interrelate.
	Des Moines, IA	Concise introductory letter from the City Manager identifying report's purpose, scope, citizen involvement, preparation process, survey process, data sources and limitations, and key results from each of the core issue areas.
	King County, WA Department of Natural Resources and Parks	Transmittal letter providing an excellent list of reasons for measuring and reporting performance and listing major changes in report from prior year.
		Introduction's explanation of the report's content.
	Maricopa County, AZ	County Auditor's transmittal letter that clearly and succinctly presents the context for preparation of the Report, the Report's purpose and content, and its limitations, and is reinforced by an easily read introduction that explains what the Report does and why it is needed.
	Oklahoma Health Care Authority	Introduction's description of the content of the report.

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No. 1 Purpose and Scope (cont.)	Portland, OR	Summary section containing a succinct presentation of information to help readers understand the report, including the frequency of the reporting, the report's purpose and content, a notation that two citywide surveys were conducted to obtain information on satisfaction with City services.
		Description of the relationship between the Service Efforts and Accomplishments Report and the City's Managing for Results process.
	Prince William County, VA	Highlighting the organization chart to identify the departments for which performance was reported.
	Saco, ME	Summary's clear and complete identification of the purposes of the report.
No. 2 Statement of Major Goals and Objectives	King County, WA Department of Natural Resources and Parks	Explaining the Department's performance measurement framework with a graphic that presents the components and defines the purpose of each component.
	Oregon Department of Human Services	Introduction's presentation of the Department's mission and goals, and how they relate
		Pyramid display of the Performance Measurement Framework that depicts the relationship of the various elements in the Department's performance measurement structure and system.
	San Jose, CA	Use of graphics to clearly and completely depict the relationship between the City's vision, City Service Areas, Core Services, and departments responsible for delivering core services.
No. 3 Involvement in Establishing Goals and Objectives	Ankeny, IA	Identification of background of citizens that defined the City's initial performance measures, as a way of demonstrating their ability to understand the task.
	Charlotte, NC	Beginning the summary report with descriptions of ways the citizens can help guide the City.
	Des Moines, IA	Involvement of citizens in development of vision and strategic goals, development of performance measures, and surveys of results.
No. 4 Multiple Levels of Reporting	Albuquerque, NM	Succinct and easy-to-read letter from Mayor, identifying City's goals, and drawing reader into report.
	Charlotte, NC	Issuance of a summary report for citizens and a more detailed report for City management and elected officials.

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No. 4 Multiple Levels of Reporting (cont.)	Des Moines, IA	Graphically identifying for each key result cited in introductory letter, the page number in the report at which additional information for that result is presented.
	King County, WA Department of Natural Resources and Parks	Summary of Report presented on inside back cover classifying the different types of performance measures and using color-coding to show status of performance relative to both near-term and long-term targets.
	Palo Alto, CA	Transmittal letter that provides a comprehensive, easy-to-read summary of the highlights of the City's performance.
	Portland, OR	Inclusion of a synopsis in the summary section of the citizen's and business' overall satisfaction rates and succinct summaries of performance and challenges in each of five service areas.
	San Jose, CA	Accompanying charts and graphs in Executive Summary with captions that summarize the results in terms of benefits for the City.
	Sustainable San Mateo County, CA	Use of the Table of Contents titles to identify results of the measured activities.
	Washington Department of Transportation	Identification of existence of archived performance information and explanation of how it can be accessed electronically.
No. 5 Analysis of Results and Challenges	Bellevue, WA	Introductory summary of performance presenting and explaining, in quantitative terms, the "vital sign trends," i. e., both residents' opinions of the City and objective measures of specific aspects of the City's services, and potential reasons for performance shortfalls.
	New Mexico Department of Transportation	Identification of matters to which the U. S. Federal Highway Administration plans to pay special attention.
	Oklahoma Health Care Authority	Explanation of challenges and opportunities, albeit lengthy relative to size of remaining material, helps readers place Department's performance in context.
No. 6 Focus on Key Measures	Palo Alto, CA	Introduction section titled <i>Selection of Indicators</i> provides clear understanding of reasons underlying the choice of measures for which performance was presented.
	Prince William County, VA	Explanations of how measures were selected.

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No. 7 Reliable Information	Portland, OR	Clear and succinct description of what the City did to assess and assure data relevance and reliability.
	Prince William County, VA	Explanations of how data were reviewed for reliability.
	Saco, ME	Identification of plans for providing additional information with which readers can better assess the reliability of reported performance information.
No. 8 Relevant Measures of Results	Ankeny, IA	Providing definitions for the different types of measures.
	Bellevue, WA	Labeling each department's measures as workload, effectiveness, or efficiency.
	Maricopa County, AZ	Identification of measures as inputs, outputs, efficiency, or outcomes, which contributes to readers' understanding of the significance of the measures.
No. 9 Resources Used and Efficiency	Ankeny, IA	Presenting a pie chart depicting how much of the taxes paid by the owner of a house assessed at \$100,000 was needed for each type of City service.
	Prince William County, VA	Extensive presentation of efficiency measures.
No. 10 Citizen and Customer Perceptions	Saco, ME	Explanation of process used to conduct citizen surveys and identification of resulting confidence level and margin of error.
	San Jose, CA	Acknowledgement that high scores for customer satisfaction should be viewed in conjunction with lower objective measures of actual performance.
No. 11 Comparisons for Assessing Performance	Bellevue, WA	Inserting a check symbol to indicate whether a target has been met or exceeded.
	Charlotte, NC	Separating the presentations of performance for each objective into two categories, challenges and achievements, and presenting as challenges the instances where objectives were not met.
	King County, WA Department of Natural Resources and Parks	Clear definitions for each measure/indicator of what constitutes needing attention and what constitutes meeting the target.
	Mt. Lebanon, PA	Presenting detailed descriptions and demographic data for each community with which Mt. Lebanon compares its performance.

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No. 11 Comparisons for Assessing Performance (cont.)	Palo Alto, CA	Comparisons of 1) citizens' satisfaction with selected services with 2) citizens' satisfaction with the same services in other cities, which provides another view of the City's performance.
	Prince William County, VA	Explanations of how comparative jurisdictions were selected.
No. 12 Factors Affecting Results	Albuquerque, NM	A structured presentation for each indicator, containing the indicator's title, comparisons with prior years and other jurisdictions, descriptions of the indicator, explanations of why the indicator is important, data sources, and what can be told from the data.
	Kansas City, MO	Presenting a section titled "Why Is It Important" for each measure in order to describe why the condition addressed by each measure matters.
	Prince William County, VA	Explanations of the purposes of the measures.
	Saco, ME	Identification, for each Department Service Delivery Goal, of why the goal is important.
	Sustainable San Mateo County, CA	Division of discussion for each measure into two parts, "Why Is This Important" and "How Are We Doing;"
No. 13 Aggregation and Disaggregation of Information	New Mexico Department of Transportation	Use of maps.
	Portland, OR	Geographical breakdowns by neighborhood presented in GIS-based maps and other graphics.
No. 15A Easy to Find and Access	Des Moines, IA	Advising readers that more information about the City can be obtained on the Internet and providing the Internet address.
	Oklahoma Health Care Authority	Identification on the inside front cover of web site address at which an electronic copy of report can be reviewed; listing of the Authority's address, phone number and e-mail address on the back of title page; frequent identification of websites where additional information can be obtained, and request for suggestions, comments, and questions both on the back of title page and within the text.
	Palo Alto, CA	Inclusion of numerous Internet addresses at which readers can obtain additional information about the City and its services and performance.
	Phoenix, AZ	Printing summary report, <i>Performance Count</i> , in both English and Spanish and making it available in alternate format upon request.

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No. 15A Easy to Find and Access		Providing a phone number and e-mail address in <i>City Manager's Executive Report</i> for answering questions or obtaining more information about the report.
	Pocatello, ID	Providing the name, phone number and Internet address of a contact for each department included in the report.
	Portland, OR	Identifying, in the summary section, the sites at which hard and electronic copies of the report can be obtained.
	Saco, ME	List of the name, e-mail address, and phone number for a point of contact for each service for which performance is reported.
		Inclusion of a feedback form, accompanied by instructions for completing and returning the form, in the report
	Washington Department of Transportation	Identification on inside front cover of (1) address at which copies of report in alternate formats can be obtained by persons with disabilities, and (2) phone numbers and Internet sites at which additional information about the Department can be obtained.
		Identification on inside back cover of Internet address at which electronic version of report could be obtained.
No, 15B Easy to Understand	Albuquerque, NM	A letter from the entity responsible for reporting performance, and sections titled Creating a Community Report Card, How to Use the Albuquerque Progress Report 2004, and Message from the Chief Administrative Office-How the City Uses the Albuquerque Progress Report, explaining the purpose, structure, process and uses for performance measurement and reporting in Albuquerque.
		Extensive use of charts and graphs to portray results.
	Arlington County, VA	Description of the County's organization structure; brevity and layout of the document; simplicity of the text.
	Des Moines, IA	Presenting pictures, phone numbers, and e-mail addresses of City Council members, and a statement that they can be contacted.
		Including phone numbers for individual programs that can be called for more information.
		Including a tear out postcard with which readers can provide feedback on the report.
		Including a glossary to explain terms with which citizens would not be familiar.

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No, 15B Easy to Understand (cont.)	Maricopa County, AZ	Inclusion, with each program's performance measures, of a phone number, address, and e-mail address to contact for questions or additional information.
	New Mexico Department of Transportation	List of the Department's Guiding Principles.
	Oklahoma Health Care Authority	Use of different type sizes and fonts in the Table of Contents to differentiate among sections.
	Oregon Department of Human Services	Consistent use of a structured 7-part format to present performance for each Key Performance Measure.
	Palo Alto, CA	Consistent use of well-formatted charts and tables.
	Phoenix, AZ	Using clip art to present measures, which enables presentations to be concise and easy-to-scan.
	Prince William County, VA	Side bars on each page to advise readers of nature of the information presented on the page.
		Summary tables that report spending, efficiency, and results indicators for each service area.
		Judicious use of graphics to simplify reading a data-intensive document.
	Saco, ME	Consistent format for presenting each department's performance which, combined with the layout, type size, tables, and charts, facilitates finding information.
		Establishment of an icon for each strategic goal, followed by the use of the icons to depict the strategic goal(s) to which each performance measure is related.
	San Jose, CA	Table of Contents' descriptions of the content of the major sections.
	Washington Department of Transportation	Providing information that readers can use in everyday activities, e.g., alternative commutation methods to reduce congestion and travel time.
		Use of tables, charts, and graphs to depict performance in vivid and readily understandable ways.

More information about the above reports can be obtained at the following websites cited.

Albuquerque, NM: <http://www.cabq.gov/progress/>

Ankeny, IA: <http://www.ci.ankeny.ia.us/>

Arlington, County, VA

<http://www.arlingtonva.us/departments/Treasurer/Documents/33352004%20Report%20to%20the%20Citizens%20with%20cover.pdf>

Bellevue, WA: <http://www.cityofbellevue.org/page.asp?view=38586>

Blount County, TN: [http://www.blounttn.org/adopted\\_budget\\_04\\_05.pdf](http://www.blounttn.org/adopted_budget_04_05.pdf)

Charlotte, NC:

<http://www.charmeck.org/NR/rdonlyres/eqy3qnhnhgkmu5gvoaaywrcgca2dqfpmisr6yujhloe5pd i7npj4nmgf7nftj3tj2rigte2he7pcy7b2jptrhknnpqc/Resources%2fCity%2fBudget%2fPublications%2fYear-End+report+for+FY2004.pdf>

Des Moines, IA: [http://www.ci.des-](http://www.ci.des-moines.ia.us/performance/City%20of%20Des%20Moines%20Performance%20Report.pdf)

[moines.ia.us/performance/City%20of%20Des%20Moines%20Performance%20Report.pdf](http://www.ci.des-moines.ia.us/performance/City%20of%20Des%20Moines%20Performance%20Report.pdf)

Kansas City, MO: <http://www.kcmo.org/auditor/04-05audits/cityservices04.pdf>

King County, WA Department of Natural Resources and Parks:

<http://dnr.metrokc.gov/dnrp/performance/index.htm>

Maricopa County, AZ:

[http://www.maricopa.gov/Internal\\_audit/pdf/Reports/2004/67%20SEA%20Citizens%20Report%20Internet%20Report.pdf](http://www.maricopa.gov/Internal_audit/pdf/Reports/2004/67%20SEA%20Citizens%20Report%20Internet%20Report.pdf)

Mt. Lebanon, PA: <http://mtlebanon.org/vertical/Sites/{941B9826-CD35-4854-BE52-BC5B9AE630A3}/uploads/{a799d343-18d8-4673-909a-aa130387f629}.pdf>

New Mexico Department of Transportation:

<http://www.nmshtd.state.nm.us/upload/contents/445/StrategicPlan2004.pdf>

Oklahoma Health Care Authority:

[http://www.okhca.org/reports/PDFlib/strategic\\_plan\\_2006.pdf](http://www.okhca.org/reports/PDFlib/strategic_plan_2006.pdf)

Oregon Department of Human Services:

[http://egov.oregon.gov/DHS/publications/pm\\_reports/2004/2004\\_report.pdf](http://egov.oregon.gov/DHS/publications/pm_reports/2004/2004_report.pdf)

Palo Alto, CA: <http://www.cityofpaloalto.org/auditor/reports/SEAAudit2004.pdf>

Phoenix, AZ: <http://phoenix.gov/MGRREPT/index.html>

Pocatello, ID:

[http://www.pocatello.us/ServiceLevelReports/Documents/ServiceLevelReport\\_Final\\_FY04.pdf](http://www.pocatello.us/ServiceLevelReports/Documents/ServiceLevelReport_Final_FY04.pdf)

Portland, OR: <http://www.portlandonline.com/shared/cfm/image.cfm?id=64111>

Prince William County, VA: <http://www.pwcgov.org/default.aspx?topic=010010000930003013>

Saco, ME: [http://64.177.7.124/archives/performance\\_report04.pdf](http://64.177.7.124/archives/performance_report04.pdf)

San Jose, CA: <http://www.sanjoseca.gov/quest/Full%20Year-End%20CSA%20PM%20Report.pdf>

Sustainable San Mateo, CA: <http://www.sustainablesanmateo.org/>

Washington Department of Transportation:

<http://www.wsdot.wa.gov/accountability/graynotebook.pdf>