

**PK Agarwal**  
**Chief Technology Officer**  
**California Department of Technology Services**

With 25 years in public service, P.K. Agarwal is the Chief Technology Officer for California, noted for saving millions of dollars by consolidating California's data centers. P.K. focuses on building the State's technology infrastructure for the 21st century by working smarter and greener.

PK is a national speaker on IT issues spreading the message of innovation with thought provoking insights into the future of technology and the shape of things to come. P.K. is the President of the National Electronic Commerce Coordinating Council (eC3), has served as President of the National Association of State Chief Information Officers (NASCIO), in the private sector: EDS Corporation, NIC, Inc., and ACS, Inc.

**Robin Arnold-Williams**  
**Executive Policy Office Director**  
**State of Washington**

Robin Arnold-Williams was appointed as Director of Governor Gregoire's Executive Policy Office in January 2009. The Governor's Executive Policy Office performs a variety of tasks in support of Governor Gregoire's goals and priorities including working closely with stakeholders and constituents and with staff in state and local government agencies to develop specific policy initiatives, facilitating statewide efforts on complex or key policy issues and ensure the Governor's policy priorities are represented at the interstate, federal, and international levels. Robin also provides overall direction for Governor Gregoire's Government Reform initiatives and her Government Management, Accountability, and Performance (GMAP) function.

Robin served as Secretary of the Washington State Department of Social and Health Services from March 2005 through December 2008. Prior to serving in this position, she was employed for over 24 years with the Utah State Department of Human Services; from 1997 through 2005 she served as Executive Director. Robin has actively been involved at the national level, including serving three years as Chair of the National Council of State Human Services Administrators and providing Congressional testimony on human service policy issues.

Robin holds master's and doctoral degrees in Social Work from the University of Utah as well as a Graduate Certificate in Gerontology.

**John Barton**  
**Manager, Public Information and Report Production**  
**Texas Legislative Budget Board**

John Barton has been on the staff of the nonpartisan Texas Legislative Budget Board since 1984. He is currently Manager of Public Information and Report Production, and serves as the agency's Public Information Officer. He is responsible for the preparation of numerous budget, evaluation, and performance-related publications and analyses for the Texas Legislature.

Mr. Barton has been principally involved in the ongoing development and implementation of statewide strategic planning, performance budgeting, and performance monitoring in Texas since 1991.

Prior to his appointment as Manager of Public Information and Report Production, Mr. Barton was responsible for the development of budget and evaluation recommendations for numerous agencies and institutions within various Texas state government functions including Health and Human Services, Higher Education, and Natural Resources.

**Scott B. Bassett**  
**Performance Measurement Program Manager**  
**Audit Services, Oregon Department of Transportation**

Scott Bassett is the Performance Measurement Manager at the Oregon Department of Transportation and specializes in graphically reporting performance information. The Department earned the 2006 and 2007 Certificates of Excellence in Service Efforts and Accomplishments Reporting issued by the AGA.

Scott was a Budget Analyst for state government and Policy Analyst at the Oregon Progress Board. He consulted for federal and local agencies developing performance reports for human services, transportation, and natural resource programs.

He has an MBA and MPA from Willamette University and Political Science degree from the University of Oregon. Reach him at [scott.bassett@odot.state.or.us](mailto:scott.bassett@odot.state.or.us) or 503-986-4462.

**Matthew Birnie**  
**County Manager**  
**Gunnison County, CO**

Matthew Birnie is the County Manager for Gunnison County, Colorado. He is leading a complete transformation of the way the county does business by implementing Managing for Results throughout the organization. The process started in 2007 with the completion of the first strategic plan developed and adopted by a Board of County Commissioners in the organization's history. The performance management transformation has continued with the adoption of departmental Strategic Business Plans and tying performance information to budgeting decisions and presentation.

Prior to becoming a County Manager, Matthew led a Community Justice Department in Oregon where he used performance management initiatives to radically improve recidivism rates and other results for those served by the department.

**Daniel Bromberg**  
**Assistant Professor**  
**Rutgers University**

Daniel Bromberg is an Assistant Professor in the School of Public Affairs and Administration at Rutgers University, Campus at Newark. His research interests include private sector influence on the public sector and utilizing performance measurement for purposes of accountability. Daniel received his Ph.D. from Rutgers University in Public Administration

**Cheryle A. Broom**  
**County Auditor**  
**King County, WA; Co-Chair PMC 2009 Technical Committee**

Currently the King County Auditor in Seattle, Washington, Cheryle Broom directs organizations that provide accountability oversight and significantly improve the cost-effectiveness of public services. During her tenure, the Auditor's Office has evolved from its core mission of performance auditing to encompass three additional lines of business that promote high performance county government. These include the:

- Capital Projects Oversight Program to strengthen the county's commitment to fiscal responsibility and transparency in the development of major county capital projects.
- Countywide Community Forums to promote citizen engagement in government by offering citizens an opportunity to meet in small groups to share views on important public policy issues.
- Countywide Performance Management Work Group to facilitate the development—and now the implementation--of a countywide performance and accountability system.

Other positions held include First Deputy Inspector General for the New York State Metropolitan Transportation Authority, Policy Director for the King County Council and Legislative Auditor for the Washington State Joint Legislative Audit and Review Committee.

Cheryle's leadership in performance-based government is also reflected in numerous professional and volunteer commitments. She has served as President of the American Society for Public Administration (ASPA), Chair of ASPA's Center for Accountability and Performance and member of the editorial board for the Public Administration Review. She currently serves on the Board of the Community Indicators Consortium, which advances the use of indicators and their integration with government performance measures, and is a founding member and trustee of the Washington State Local Government Auditor's Association. Cheryle has also contributed to professional publications, forums and training programs on strategic planning, performance measurement and management, and performance auditing for national and international organizations, such as the Association of Government Accountants (AGA), Association of Pacific Island Auditors and ASPA.

Among her many recognitions, Cheryle is particularly proud of receiving the National 2005 AGA Excellence in Government Leadership Award and the awards her organizations have received for meritorious and high impact work. She is also the recipient of the Seattle Chapter AGA 2008 Emerald Award for her contributions to improving financial and administrative practices, policies, processes and systems in support of government accountability and transparency.

Cheryle is a Certified Government Financial Manager and Certified Inspector General with a master's degree in public administration from the University of Washington. Next month (November 20, 2009) she will be inducted as a Fellow to the National Academy of Public Administration.

**Tom Carpenter**

**President**

**Four Creeks Unincorporated Area Council**

A 30-year business management career including a variety of assignments mostly in the areas of business computing, “quality” as a business investment, and information as a business resource and asset.

Retired in 2001 as the Executive Director of Information Resource Management for Boeing Commercial Airplanes Company accountable for the strategies and high-level tactics for information protection, use, and leverage.

From 2003 to 2007 gained experience with enhancing the capabilities of “management systems” by program managing the development of business continuity and emergency response capabilities for a small, non-profit.

Elected in 2005 to the Four Creeks Unincorporated Area Council serving as its president since 2008. FCUAC is part of a King County initiative focused on enhancing opportunities for citizen participation and improving citizen access to the government services and information.

An advocate for the benefits of transforming the relationship between residents and their government.

**Barbara C. Cohn Berman**

**Vice President**

**National Center for Civic Innovation and Director, Center on Government**

Barbara J. Cohn Berman is Vice President of The Fund for the City of New York and the founding director of its Center on Government Performance. The Center has brought the citizen's perspective to government performance measurement and reporting and captured the interest of cities across the nation and beyond. She also heads the Government Trailblazer Programs, which are encouraging 47 governments in the U.S. and Canada to listen to the public to learn how people assess their government's performance and what types of information and reports people need and want.

She has worked in government, nonprofit organizations and in the private sector. In government, she helped design New York City's first Housing and Vacancy Survey with the U.S. Bureau of the Census and oversaw many subsequent surveys. She led efforts to computerize rent computations and reduce major backlogs in New York's vast rent control operation when she was Deputy Commissioner for Rent Control. As Deputy City Personnel Director, she formed a new bureau to link human resource development of city employees with productivity improvement. She has been a consultant to business, non-profit organizations and government, has served on advisory committees and task forces of governmental organizations and boards of nonprofits. She was recently appointed as one of three non-governmental members to the newly formed National Performance Management Advisory Commission. She has taught graduate courses in public policy and public administration. As a post-graduate, she was a Loeb Fellow at Harvard University.

She is the author of two volumes of a study, *How Smooth Are New York City's Streets?*, and of the book, *Listening to the Public: Adding the Voices of the People to Government Performance Measurement and Reporting*. She has written articles in various journals and made presentations in the U.S., Canada and Australia about the importance of, and techniques for local governments to listen to the public in constructive ways. She was special editor of the Spring 2008 issue of *The National Civic Review*, the quarterly journal of the National Civic League.

**Jon Desenberg**  
**Policy Director**  
**Performance Institute**

As the Policy Director for The Performance Management and Human Capital Management Divisions at The Performance Institute, Jon Desenberg is responsible for developing, structuring and implementing creative solutions for our client's organizational and workforce planning needs. Jon has led engagements in strategic, succession, and human capital planning with both private and public organizations. His clients have included the US Department of Health and Human Services, the Department of Defense, The US Navy and Army, The Forest Service, NASA, The Department of Commerce, The Department of Treasury, The National Institutes of Health and more than 70 other state, local and Federal organizations. Jon's international clients include the Governments of China, Spain, Italy, and British Columbia. His recent work with the Federal intelligence community included several briefings to the U.S. House of Representatives Permanent Select Committee on Intelligence and working in an advisory capacity to the House Budget Committee.

Jon Desenberg brings more than 19 years of public sector experience to his current position with The Performance Institute, specifically in the fields of performance management, strategic planning, and knowledge management. As Managing Director, he successfully led the United States General Services Administration's (GSA) Performance Management program, which ultimately resulted in aligned goals and measures cascading to all 13,000 employees.

Jon Desenberg began his career as a policy analyst and speech writer on Federal IT Issues. He contributed to the development of the Federal CIO Legislation and wrote for the Congressional Record and other publications on Federal technology policy. He was a Policy Analyst for GSA's Knowledge Management Program and co-chaired the Federal CIO Council Committee on Knowledge Management. Jon Desenberg was awarded with several commendations for his Federal Service, including the Presidential Leadership Award in 2000.

Jon has authored articles in Washington Technology, Government Computer News, and the Washington Post. He is co-author of the textbook, Knowledge Management: A Foundation for E-Government.

He received a B.A. from The University of Michigan and a J.D from American University's Washington College of Law.

**Dan Edds**  
**Project Manager**  
**FCS Group**

Mr. Edds is a project manager with FCS GROUP. His operational improvement work has involved problem solving and process improvement opportunities for core business processes.

In these projects, business processes are evaluated for cost, and opportunities for improvement. The result is a clear understanding of how to improve the delivery of services; lower long term operational cost, and increases staff productivity. Mr. Edds has extensive training in facilitation, group decision-making and strategic planning from the Institute of Cultural Affairs.

Prior to joining FCS GROUP, Mr. Edds served for five and a half years as senior project manager with major international governmental consulting firm with offices in the western United States. In that position, he conducted and managed financial and operational analysis with numerous counties and cities. His have involved process analysis for the purpose of restructuring fees for full cost recovery of Land Development, Planning, Public Works, Recreation, Police, Fire Prevention, Hazardous Materials, GIS, Library and other services.

In addition, Mr. Edds was the founder and president of Strategic Development Associates, where he was employed from 1998 to 2003.

**James R. Fountain Jr.**  
**Consultant**  
**Governmental Accounting Standards Board**

Jay Fountain is a consultant in financial and performance management for government.

From 1987-2003 he was Assistant Director of Research for the Governmental Accounting Standards Board (GASB) in Norwalk, Connecticut. He has continued with GASB as a consultant on the Reporting Service Performance Information project.

His primary responsibility at GASB was overseeing GASB's project on Reporting Service Performance Information. This work included development and publication of, and experimentation with, a set of suggested criteria for effective communication of performance information and work to encourage state and local governments to prepare reports using the suggested criteria. Because GASB understands that reported performance information should be the product of a system of managing for results he is also active in training state and local governments on the development of managing for results systems. He was a lead researcher on the series of research reports on service efforts and accomplishments reporting (1990), GASB Concepts Statements 2 on reporting SEA (1994), a series of case studies on the use and effect of using performance information by state and local governments, a report on GASB citizen discussion groups on performance reporting, and the Special Report Reporting Performance Information: Suggested Criteria for Effective Communication (2003). He is also active in coordinating with the National Center for Civic Innovation's program of grants for reporting performance information using the GASB suggested criteria and the Association for Governmental Accountability's Certificate of Excellence in SEA reporting program.

He participated in many other projects at GASB, including GASB No. 33 and Statement No. 34 and Concepts Statements 1 and 2, involving guidelines on basic financial statements for state and local governments. His work has included administering citizen and user discussion groups on both the financial reporting model and service performance reporting, many presentations on various financial and performance related topics, and research into the use and effect of using performance information by state and local governments.

His other projects at GASB included work on: the Financial Reporting Model; Capital Assets Use and Service Potential Reporting; and Economic Condition Reporting.

Prior to joining GASB, Jay spent many years in local government, both in Dallas, TX, Fulton County, GA, and Atlanta, GA. While in local government his positions included finance director, city auditor, and assistant city manager. He holds a BSBA degree in accounting and an MBA (Finance) from the University of Florida and a MSUL (Public Administration) degree from Georgia State University. He has served on project committees for the National Research Council of the National Academies of Science and the Facility Reporting Project of The Coalition for Environmentally Responsible Economics (CERES).

He has given and continues to give numerous presentations and providing training in financial management and reporting, performance reporting, and managing for results.

**Michael Jacobson**  
**Performance Management Director**  
**King County (WA) Government**

Michael Jacobson is the Performance Management Director for King County Executive Ron Sims. He is responsible for performance management activities for seven Executive agencies and launching "KingStat," a regular reporting and discussion forum of performance measurement information. He is also responsible for integrating measures in the budget process, supporting a performance management training program, and is working to create a comprehensive performance management framework with the other branches of county government.

Under Michael's leadership, King County's performance measurement report, King County AIMs High: Annual Measures and Indicators, twice won the prestigious national "Certificate of Excellence in Service Efforts and Accomplishments Reporting" from the Association of Government Accountants. He also oversaw the development of the AIMs High website ([www.metrokc.gov/aimshigh](http://www.metrokc.gov/aimshigh)), which includes community condition indicators and agency performance measures. King County has also been selected as a participant in the Government Performance Reporting Trailblazer Grant Program by The Center on Municipal Government Performance of the National Center for Civic Innovation.

From 2002-2006, Michael was the Performance Measure Lead in the Director's Office at King County's Department of Natural Resources and Parks (DNRP). While in that position, DNRP's performance measure report, Measuring for Results, was a two-time AGA Certificate of Excellence award winner. In addition, Michael worked on a cross-cutting social marketing survey of environmental behaviors that resulted in an Environmental Behavior Index that was recently profiled in the book Marketing in the Public Sector: A Roadmap for Improved Performance by Philip Kotler and Nancy Lee.

Michael has also been a leader in bringing the performance community together in the Pacific Northwest. He co-chaired a major conference in 2005 that brought together public sector performance measurement specialists and non-profit community indicator professionals from Oregon, Washington and British Columbia to discuss the intersection of these fields. The conference resulted in the creation of the "Cascadia Progress & Performance Network," a professional organization focused on peer learning and organizational capacity building on measurement.

**Fred Klunk**  
**Program Performance and Projection Manager**  
**Pennsylvania Board of Probation and Parole, Research and Development**

Mr. Klunk earned a BA in Economics from Shippensburg University (PA) and a Master of Arts degree in Economics from the University of Virginia. He was an assistant professor for two years at his alma mater, Shippensburg University. In January 2006, he accepted a position with the Pennsylvania Board of Probation and Parole (PBPP) and was promoted twice to his current position in December 2007 of Program Performance and Projection Manager within the Research and Development Division. As a result of developing a successful program of performance metrics management, Mr. Klunk has presented program performance-related topics to audiences of various sizes during the past two years. He also continues to teach economics courses at local colleges. He is married with two children and currently resides in Carlisle, Pennsylvania.

**Kristine L. Leiphart**  
**Deputy Chief Financial Officer**  
**Federal Transit Administration**

Kristine Lee Leiphart is the Deputy Chief Financial Officer/Deputy Associate Administrator for Budget and Policy for the Federal Transit Administration (FTA). She is responsible for working with the Office of Management and Budget, the Government Accountability Office, and the Office of Inspector General for FTA's compliance related to various Federal Acts and directives. She manages a budget of \$18.5 billion for FTA.

Ms. Leiphart possesses a background in financial management, strategic planning, and management by performance results. She had a principal role in serving as a Departmental liaison with the Office of Management and Budget for the President's Management Agenda and leading the U.S. Department of Transportation's (DOT) Performance and Accountability Report. She has also worked at the Federal Highway Administration authoring sections of the Highways and Transit Conditions & Performance Report to Congress, and furthering workforce planning for the transportation community.

Prior to joining DOT, Ms. Leiphart served as the principal investigator for a California study on transportation, land use and transit oriented developments at the RAND Corporation, a private-nonprofit think-tank that facilitates the improvement of public policy. She was the finance and freight project manager at the Southern California Association of Governments, the largest Metropolitan Planning Organization in the United States specializing in transportation, community, environmental, and economic planning. She started her career in housing finance, structuring loans for commercial and multifamily developments using grants, tax credits, bonds, and private funds.

**Allen C. Lomax**  
**Independent Consultant**

Allen Lomax is an independent consultant after retiring from the federal government with 34 years of service. Most of his federal service was with the U.S. Government Accountability Office where he led studies on such issues performance measurement, strategic planning, community indicator systems, and pandemic influenza.

Allen is a past president of the Community Indicators Consortium and is currently the co-director of the Consortium's national project for integrating community indicators and government performance measures. Allen co-edited the book Meeting the Challenges of Performance-Oriented Government and he co-authored a chapter in the book titled, Performance-Oriented Government: An Agenda for Practice and Research. He also served on the board of advisors and as a peer reviewer for the book, International Handbook of Practice-Based Performance Management.

He holds a Masters in Public Administration from George Mason University in Fairfax, Virginia and an undergraduate degree from Northeastern University in Boston, Massachusetts.

**Erin C. Matteson**  
**Assistant State Budget Officer**  
**North Carolina Office of Management and Budget**

Erin Matteson is currently the Assistant State Budget Officer for Strategic Management at the North Carolina Office of State Budget and Management (OSBM). In her role at OSBM, she is responsible for coordinating implementation of statewide performance management initiatives. Prior to her current position, she worked for several federal agencies, including the U. S. Office of Management and Budget, where she was a Program Examiner. While at OMB, she was involved in the development and implementation of several performance related initiatives, such as the President's Management Scorecard and the Program Assessment Rating Tool (PART) review process. She also served as a Senior Policy Advisor at the National Oceanic and Atmospheric Administration (NOAA) where she worked on interagency planning and policies for earth observing systems. She holds a B.A. from the University of Virginia and a master's degree in Public Policy from the University of Maryland.

**David Martinez**  
**Chief Information Officer (CIO)**  
**King County Government, WA**

David Martinez is King County's Chief Information Officer. He has been with King County since 2000 and is responsible for countywide IT strategic planning, governance, IT investment oversight and IT operations management.

David began his career in the technology field in 1970 and has held positions in the telecommunications, manufacturing, banking and engineering industries throughout the U.S. and overseas.

Prior to joining King County, David had a long career at AT&T Wireless in Kirkland, WA as the National Director of Engineering & Operations. Before that he worked at Nextlink Communications in Redmond, WA as the National Director for New Service Deployment, Digital Equipment Corporation in Boston MA, Memorex Corporation in Santa Clara, CA, and the Federal Reserve Bank in Baltimore, MD.

David was born and raised in Guam and later moved to the U.S. to complete his theology education at Loyola College in Baltimore. He attended universities in Maryland and California to enhance his knowledge in the computer field and in business management. He and his wife currently reside in Kent, Washington. They have five children and three grandchildren.

**Shelley H. Metzenbaum, Ph.D.**  
**Associate Director of Performance and Personnel Management**  
**U.S. Office of Management and Budget**

Shelley H. Metzenbaum was named Associate Director for Performance and Personnel Management of the U.S. Office of Management and Budget in September 2009. She previously served as founding director of the Collins Center for Public Management at UMass Boston's McCormack School, associate administrator for Regional Operations and State/Local Relations at the U.S. EPA, undersecretary of the Massachusetts Executive Office of Environmental Affairs, Massachusetts capital budget director, executive director of Harvard's Kennedy School Executive Session on Public Sector Performance Management, and executive director of the Environmental Compliance Consortium. She is a fellow of the National Academy of Public Administration and holds a Ph.D. in public policy from Harvard's Kennedy School of Government.

**Mike Mucha**  
**Senior Consultant/Analyst**  
**Government Finance Officers Association**

Mike Mucha is a senior consultant in GFOA's Research and Consulting Center and focuses on performance management, organizational assessments, and enterprise software procurement. Mike also manages efforts of the National Performance Management Advisory Commission, a joint effort of 11 leading public sector professional organizations to develop a comprehensive framework for performance management. He is also a regular contributor to the Government Finance Review and has written articles on performance management, fiscal impact analysis, and technology procurement. He received a Master of Science in Public Policy and Management from the Heinz School of Public Policy and Management at Carnegie Mellon University and a Bachelor of Business Administration in Economics from the University of Iowa.

**Lisa Parker**  
**Project Manager**  
**Governmental Accounting Standards Board**

Lisa is a project manager with the Governmental Accounting Standards Board. She is the lead project manager on both the service efforts and accomplishment reporting project and the economic condition reporting: fiscal sustainability project. Prior to joining the GASB, Lisa worked for Runyon Kersteen Ouellette CPA's ( the fourth largest firm in the State of Maine) for 10 years, the Town of Old Orchard Beach, Maine as their Finance Director and interim Town Manager for 2 years, and the City of Saco, Maine as their Finance Director for 8 years.. Lisa is a Certified Public Accountant. She is also a member of the Association of Governmental Accountants and the Maine Society of Certified Public Accountants and has served as their President. Lisa also has previously served as President of the Maine Governmental Finance Officers Association, an Executive Board member of the New England Governmental Finance Officers Association, a member of the Maine Treasurers and Tax Collectors Association, and a member of numerous local committees and boards. Lisa attended Boston College and the University of Southern Maine graduating with Magna Cum Laude honors and a Bachelors degree in Accounting.

**Bajinder Paul**  
**Chief Information Officer**

**Office of the Comptroller of the Currency, U.S. Department of the Treasury; Co-**

Bajinder N. Paul was selected as the Chief Information Officer (CIO) of the Office of the Comptroller of the Currency (OCC) in October 2007.

As CIO, Mr. Paul leads all OCC information technology (IT) programs, supporting the agency's mission of ensuring the safety and soundness of national banks as well as fair and equal access to financial services for all Americans.

He serves as a member of the OCC Executive Committee, as the Chair of the Technology and Systems Subcommittee, and as the Co-chair of the Investment Review Board.

Mr. Paul has spent more than 20 years managing IT programs and organizations, both in the private sector and in the federal government.

Prior to joining the OCC, he served as Acting CIO and the Deputy CIO of IT Operations at the U.S. Department of Housing and Urban Development (HUD). At HUD, he provided strategic and operational leadership in delivering centralized IT services to the entire department to achieve HUD's goals and objectives to promote citizen access to HUD services.

Prior to joining HUD, Mr. Paul held key IT management positions at the Department of Justice and at the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) in the U.S. Department of the Treasury. At ATF, he provided strategic, managerial, and operational oversight of the agency's services and solutions.

Mr. Paul graduated from Cornell University in 1981 with an undergraduate degree in electrical engineering. He received his master of science in computer science from the Johns Hopkins University in 1994.

**Eileen Pierce**  
**Administrative Services Officer, Community Development Department**  
**City of Grand Rapids, MI**

Eileen Pierce is a continuous improvement champion. She is completing her doctorate in Public Administration at Western Michigan University; is a partner in EC Innovations, L.L.C., which provides Administrative Lean and performance improvement services, and is the Community Development Deputy Director in Grand Rapids, Michigan.

Eileen received Western Michigan University's Pi Alpha Alpha Alumna of the Year Award in 2004, was inducted into the Phi Kappa Phi National Honor Society in April 2003, and became a member of the Pi Alpha Alpha National Honor Society in April 2000. She received a Certificate in Public Performance Measurement from Rutgers University and was trained as a Service Efforts and Accomplishments reviewer through the Association of Government Accountants.

**Melissa Pullin**

**Director of EHSResults!**

**Performance Management Unit, Executive Office of Health and Human Services,**

Melissa founded the EHSResults performance management unit at the Massachusetts Executive Office of Health and Human Services two years ago. For several years before that she was the EOHHS Director of Financial Operations, and prior to that was an independent consultant to the Massachusetts Medicaid program's budget unit. She worked at the Massachusetts Health and Educational Facilities Authority for nine years with responsibility for Massachusetts hospital tax-exempt bonds. She is a long-time board member of Victory Programs, a human service provider in Boston. Melissa received an MBA with a concentration in public and non-profit management from Boston University.

**Harold I. Steinberg**

**Former Technical Consultant**

**Certificate of Achievement in Service Efforts & Accomplishments (SEA) Reporting**

Hal's initial experience in performance measurement was in Sunnyvale, California where he developed an approach for using performance measures to report the performance of local government services. He subsequently led the Financial Accounting Standards Board (FASB) research study, aimed at determining whether governments and other not-for-profit organizations could report their organizational performance using service efforts and accomplishments information, which culminated in FASB's publication of Reporting of Service Efforts and Accomplishments; served as a member of the Government Accounting Standards Board (GASB) Service Efforts and Accomplishments Task Force that provided advice to the GASB staff for the development of criteria for reporting service efforts and accomplishments; and organized and directed the Association of Government Accountants programs to evaluate Federal agencies' Performance and Accountability Reports and state and local governments' performance reports against defined sets of criteria, provide recommendations for improving the reports, and publicly recognize the outstanding reports.

Hal was the primary researcher for AGA research project title "State and Local Government's Use of Performance Measures to Improve Service Delivery. " He is a retired partner from KPMG LLP, where he first headed the Firm's state and local government practice, and then its Federal government practice. He was also the first Acting Controller/Deputy Controller for the Office of Federal Financial Management, U. S. Office of Management and Budget. He is a CPA and a CGFM.

**Rebekah Stephens**  
**Planning and Performance Coordinator**  
**Metropolitan Government of Nashville and Davidson County, TN**

Since 2004 Rebekah has served as a Results Matter Analyst in the Office of Management and Budget for the Metro Department of Finance.

Currently, as the Planning and Performance Coordinator for Metro, she facilitates the creation of departmental strategic business plans and works with Metro department directors and staff to implement the plans.

In addition to these responsibilities she also designs, delivers and coordinates various management and data collection trainings for Metro managers and employees. Rebekah holds a Bachelor of Science in Psychology from Middle Tennessee State University.

**Peter Turney**  
**Chief Executive Officer**  
**Cost Technology, Inc.**

Dr. Turney has been an entrepreneur and innovator in the field of business analytics for over twenty years. His accomplishments span foundational work in activity-based costing to designing today's integrative business analytic solutions.

Formerly a faculty member at the Darden School of Business at the University of Virginia and Portland State University, Dr. Turney has held positions at the Kellogg School of Management at Northwestern University, KPMG, and General Motors. He is a frequent presenter to management groups and has published numerous industry works on management including the best-selling book *Common Cents*. Published originally in 1991 and republished in 2005 as a second-edition, this seminal book is a classic in the performance management field. He has also written for the *Harvard Business Review*, *Sloan Management Review*, and many other leading publications.

Dr. Turney is a graduate of Bristol University (BA) and the University of Minnesota (MS & PhD). He is also a Certified Public Accountant (inactive) and a member of the Board of Advisors and Contributors of Cost Management. In addition to his many academic awards, Dr. Turney has also received the Canadian Society of Management Accountant's Distinguished Speaker Award, and CAM-I's Marathon Award.

**Gregory Useem**  
**Planning Accountability Officer, Office of Management and Budget**  
**Prince George's County, MD**

Greg Useem currently is the Planning and Accountability Officer for Prince George's County, MD – located in the Washington, DC area. In his current position he is responsible for the Performance Management Unit in the Office of Management and Budget. The unit's responsibilities include the creation, implementation, and improvement of the county's performance management system which includes performance based budgeting and regular agency performance assessments. Previously Mr. Useem has been a budget management analyst for Prince George's County and has interned in Wake County, NC and the State of North Carolina's budget offices. Mr. Useem graduated from the University of North Carolina at Chapel Hill's School of Government with his MPA in 2005 and received a BA in Political Science and History from Lynchburg College in 2003.

**Jonathan Walters**  
**Correspondent and Author**  
**Governing Magazine**

Jonathan Walters is staff correspondent for Governing magazine. He has been covering state and local public policy and administration for nearly 30 years and is author of two books on performance measurement in the public sector, and one on press relations for public sector officials.

**Timothy D. West, PhD, CPA**  
**Associate Professor of Accountancy**  
**Northern Illinois University**

Timothy D. West PhD, CPA is the Grant Thornton Faculty Fellow and Associate professor of Accounting at Northern Illinois University. He has published more than 25 academic and professional articles in journals such as the Journal of Accounting and Public Policy, the Journal of the American Medical Association (JAMA), and the Journal of Business Ethics. His research focuses on the implementation of performance measurement initiatives in both for-profit and non-profit organizations.

**Timothy K. Young**  
**Former Deputy Administrator E-Gov & IT**  
**U.S. Office of Management and Budget**

As Deputy Administrator, Tim oversees the Federal Government's planning and implementation of E-Government and information technology priorities including meeting the goals of the President's Management Agenda. He also helps oversee the development of enterprise architectures within and across agencies and usage of the E-Government Fund to support interagency partnerships and innovation, including the direction and activities of the President's E-Government and Lines of Business initiatives. Tim also helps lead OMB's responsibilities in the areas of capital planning and investment control, information security, privacy, accessibility of IT for persons with disabilities, and access to, dissemination of, and preservation of government information. Prior to this role, Tim served as the E-Government Associate Administrator and Portfolio Manager for the Internal Efficiency and Effectiveness (IEE) Portfolio. Before joining OMB, Tim was a Senior Consultant with BearingPoint's Federal Services Consulting Practice and a Consultant with The EOP Group, Inc., a regulatory and political consulting firm. In addition to his consulting experience, Tim worked for the U.S. House of Representatives and The Heritage Foundation in Washington, DC. Tim has a Master of Business Administration (MBA) from the Kogod School of Business at The American University with a concentration in management of global information technology. Tim also received a B.A. in Political Science from Georgia Southern University. Tim resides in Washington, DC with his wife, Michele, and their daughter, Reagan.