

RESEARCH TEAM AND PROJECT DESIGN

The Scorecard project is headed by the Hon. Maurice McTigue, QSO, director of the Government Accountability Project and a distinguished visiting scholar at the Mercatus Center at George Mason University, and Dr. Jerry Ellig, a senior research fellow at the Mercatus Center.

Dr. Tyler Cowen, the Mercatus Center's general director, served as advisory director for the study. A three-member professional research team with extensive government experience completed all report review and analysis. A 10-member advisory panel, made up of experts in public management, former federal performance managers, corporate strategists, and communications experts, reviewed our evaluations and analysis.

PROJECT MANAGEMENT

Ms. Jen Wekelo, Associate Director, Government Accountability Project
Mercatus Center at George Mason University

Ms. Heather Hambleton, Program Associate, Government Accountability Project
Mercatus Center at George Mason University

ADVISORY PANEL

Jonathan D. Breul
IBM Global Business Services
Washington, DC

Jonathan D. Breul is currently a partner in IBM Global Business Services and executive director of IBM's Center for the Business of Government. He is a widely recognized expert on the policy and practice of improving government management and performance.

Formerly senior advisor to the deputy director for management in the White House Office of Management and Budget, Mr. Breul was OMB's senior career executive with primary responsibility for government-wide general management policies. He helped develop the President's Management Agenda, was instrumental in establishing the President's Management Council, and championed efforts to integrate performance information with the budget process. He led the overall implementation of the Government Performance and Results Act. In addition to his OMB activities, he helped Senator John Glenn (D-Ohio) launch the Chief Financial Officers Act. Mr. Breul also served as the U.S. delegate and vice chair of the Organization for Economic Cooperation and Development's Public Management Committee.

Mr. Breul is a fellow and member of the board of trustees of the National Academy of Public Administration and an adjunct professor at Georgetown University's graduate Public Policy Institute. He holds a master's in Public Administration from Northeastern University and a bachelor of arts from Colby College.

Veronica Campbell

*Independent Consultant
Falls Church, Virginia*

Veronica Campbell currently consults on performance, financial management, and general management issues. She retired in 2003 after a 30 year career in the federal service, where she contributed to the effectiveness of programs operated by the Departments of Labor, Interior, and Agriculture. As the director of the Center for Program Planning and Results (CPPR), she managed the Department of Labor's (DOL) strategic planning and performance-based initiatives, working with DOL executives and a dedicated inter-agency committee to foster a results-driven organizational culture. Ms. Campbell joined the CPPR after serving on the DOL Year 2000 Project Management Team from 1998 to 2000.

Prior to her administrative experience, Ms. Campbell managed and performed program evaluations and audits for 25 years in the Offices of Inspectors General (OIG) of three federal agencies. She served as the first director of the Office of Evaluations and Inspections at the Department of Labor, OIG, from 1992 to 1998. In this capacity, she offered departmental clients a range of new consultative services with an emphasis on collaborative program evaluation. From 1987 to 1992, Ms. Campbell was the regional inspector general for audit for the Labor Department's New York and Boston regions. Her early audit career at the Department of Agriculture, from 1973 to 1982, developed Ms. Campbell's analytical skills as she recommended improvements to USDA's international programs and evaluated a wide array of domestic programs.

Ms. Campbell holds a bachelor of arts in history from Barat College.

Mortimer L. Downey, III

*PB Consult, Inc.
Washington, DC*

Mortimer L. Downey, III is chairman of PB Consult, Inc., a Parsons Brinckerhoff subsidiary providing advisory and management consulting services to public and private owners, developers, financiers, and builders of infrastructure projects worldwide.

Prior to joining PB Consult, Mr. Downey served eight years as U.S. deputy secretary of transportation, the longest serving individual in that post. As DOT's chief operating officer, he developed the agency's highly regarded strategic and performance plans. During this period he also served on the President's Management Council, chaired the National Science and Technology Council's Committee on Technology, and was a member of both the Trade Promotion Coordinating Council and the National Railroad Passenger Corporation (Amtrak) board of directors. In addition to his federal service, Mr. Downey has served as executive director and chief financial officer of the New York Metropolitan Transportation Authority and as a senior manager at the Port Authority of New York and New Jersey. His legislative experience includes service on the staff of the U.S. House of Representatives' Committee on the Budget.

Mr. Downey has received numerous professional awards, including election to the National Academy of Public Administration, where he has served as chairman of the board of directors. He earned a master's in public administration from New York University, a bachelor of arts in political science from Yale University, and completed the Advanced Management Program at Harvard Business School. He has also served as an officer in the U.S. Coast Guard Reserve.

John Kamensky

*IBM Global Business Services
Washington, DC*

Mr. Kamensky is an associate partner with IBM Global Business Services and a senior research fellow for the IBM Center for the Business of Government. During 24 years of public service, he had a significant role in helping pioneer the federal government's performance and results orientation. He is passionate about creating a government that is results-oriented, performance-based, and customer-driven.

Mr. Kamensky served eight years as deputy director of Vice President Gore's National Partnership for Reinventing Government. Previous to his White House position, he worked at the U.S. Government Accountability Office for 16 years where, as an assistant director, he played a key role in the development and passage of the Government Performance and Results Act (GPRA).

Mr. Kamensky is a fellow of the National Academy of Public Administration. He earned a master's degree in public affairs from the Lyndon B. Johnson School of Public Affairs at the University of Texas.

Patricia Kelley, CISA

*SiloSmashers
Fairfax, Virginia*

Patricia Kelley is vice president for planning, measurement, and analysis for SiloSmashers, a management consulting firm that specializes in strategic planning and performance management. She held senior management positions with the Federal Reserve Board, advising the governors on policy issues that affect the efficiency and effectiveness of the board's operations. She also worked extensively with the Federal Reserve Banks on automation and payment system policy matters and acted as the liaison to other federal banking regulators.

Prior to joining the Federal Reserve, Ms. Kelley held various positions with the U.S. Government Accountability Office and evaluated the effectiveness of programs in the Departments of Defense, Treasury, Agriculture, the Government Printing Office, and the Overseas Private Investment Corporation. In 2000, Ms. Kelley co-authored *The Business of Government: Strategy, Implementation, and Results* with Dr. Thomas Kessler. She has provided management consulting support to more than 30 federal agencies.

She holds a master of science in computer systems management and a bachelor of science in accounting from the University of Maryland. She is also a graduate of its Stonier School of Banking. She is working on her doctor of public administration dissertation at the University of Baltimore.

Thomas Kessler, DBA, CISA

SiloSmashers

Fairfax, Virginia

Dr. Thomas Kessler is a SiloSmashers senior consultant. From 1983 to 1996, Dr. Kessler served as a manager at the Board of Governors of the Federal Reserve System. He frequently advised senior officials and provided recommendations for enhancing mission-critical business processes. Prior to joining the Federal Reserve, Dr. Kessler was employed at Westinghouse Electric Corporation's Manufacturing Systems and Technology Center and at the Maryland State Government's Judicial Information Systems.

Over the past several years, Dr. Kessler has trained and facilitated outcome-based performance measurement and planning sessions for many federal agencies, including the Departments of Labor, Treasury, Justice, Veterans Affairs, and Agriculture, as well as the Commodity Futures Trading Commission and the Federal Aviation Administration. He co-authored *The Business of Government: Strategy, Implementation, and Results* with Patricia Kelley and is a frequent speaker at professional conferences throughout the United States.

Dr. Kessler earned a doctor of business administration degree from Nova Southeastern University, has a master of business administration from University of Baltimore, and is a certified information systems auditor.

Sarah E. Nutter, PhD

Associate Professor of Accounting

George Mason University, School of Management

Fairfax, Virginia

Sarah Nutter is an associate professor of accounting in George Mason University's School of Management. Prior to joining the GMU faculty in 1995, she worked as an economist at the Internal Revenue Service. Professor Nutter teaches a variety of courses in accounting and taxation in undergraduate, MBA, and executive MBA programs. She recently received the Outstanding Faculty Member teaching award from George Mason's executive MBA program.

Professor Nutter's research interests include investigating the impact of changing decision rules on individual and business behavior. Her research focuses primarily on the impact of taxes and tax structures on individuals and businesses. She has written extensively and has published in the *Journal of the American Taxation Association*, *Journal of Accounting and Economics*, *Advances in Taxation*, and the *Statistics of Income Bulletin*. One of her articles won the 1998-99 American Taxation Association's Outstanding Manuscript Award.

Professor Nutter earned a bachelor of science from Ferris State University, and a master of business administration and PhD from Michigan State University.

John M. Palguta

*Partnership for Public Service
Washington, DC*

As vice president for policy and research at the Partnership for Public Service, John Palguta is responsible for the development and implementation of a comprehensive program of research and analysis on human capital issues in the federal government.

Prior to joining the Partnership in December 2001, Mr. Palguta was a career member of the federal senior executive service as director of policy and evaluation for the U.S. Merit Systems Protection Board (MSPB), the culmination of a federal career spanning almost 34 years of progressively responsible experience in federal human resources management and public policy issues.

Mr. Palguta earned a bachelor of arts in sociology from California State University at Northridge and a master of public administration degree from the University of Southern California. He is active in a number of professional associations and is a fellow of the National Academy of Public Administration, vice chair of the Coalition for Effective Change, and a past president of the Federal Section of the International Public Management Association for Human Resources. He has published a number of articles on federal human resources management issues and is a frequent speaker at professional conferences and other forums. He is a recipient of MSPB's highest honor, the Theodore Roosevelt Award.

Paul L. Posner

*Department of Public and International Affairs
George Mason University
Arlington, Virginia*

Paul L. Posner is the director of the Public Administration Program at George Mason University. He has completed a career at the U.S. Government Accountability Office (GAO) where he served as managing director for federal budget and intergovernmental issues. He led GAO's work on the long term outlook for the federal budget and emerging challenges for public sector finances at federal, state, and local levels.

Dr. Posner has published articles on public budgeting and federalism issues in various academic journals and books and is the author of *The Politics of Unfunded Federal Mandates*, published by Georgetown University Press in 1998. He earned his PhD in Political Science from Columbia University. He was elected a Fellow in the National Academy of Public Administration and chairs their Federal Systems Panel. Prior to his current position with George Mason, Dr. Posner was a senior adjunct lecturer at Johns Hopkins, Georgetown, and George Washington Universities. He received the James Blum Award for outstanding budget practitioner from the Association of Budget and Program Analysts. He was recently elected as vice president of the American Society for Public Administration and will become president of the organization in 2009.

John Sacco, PhD

*Department of Public and International Affairs
George Mason University
Fairfax, Virginia*

John Sacco is an associate professor at George Mason University's Department of Public and International Affairs. Prior to joining GMU, he was a program analyst for the U.S. Department of Housing and Urban Development.

Dr. Sacco is currently working on a government and nonprofit accounting and financial reporting textbook that will be accessible to students on the Internet. In 1999, along with several scholars, he published a policy paper about the major government reforms undertaken by New Zealand during the 1980s and 1990s. The paper compared New Zealand's integrated, business-like financial management system with the emerging attempts by the U.S. federal and state governments to use accounting and performance measures similar to those in private business. In 2000, Dr. Sacco published work in the *Association of Governmental Accountants' Journal* analyzing the most dramatic changes in state and local governmental accounting and finance practices that have taken place in the 20th century. His work on the evolution of end-user computing is forthcoming. In addition to his writing, Dr. Sacco has consulted for several state and local governments and Certified Public Accounting (CPA) firms, including contact work with CPA firms on finance and accounting for the Chinese government.

RESEARCH TEAM**Valerie J. Richardson**

*TreWyn, Inc
Germantown, Maryland*

Valerie Richardson is president and chief executive officer of TreWyn, a financial and strategic management practice based in Germantown, Maryland.

Formerly she served as associate director of the Center for Improving Government Performance at the National Academy of Public Administration. Ms. Richardson has been a practitioner of public sector performance management for well over a decade; she managed the Results Act of 1993 pilot and implementation efforts at the Patent and Trademark Office.

Ms. Richardson is widely published in public administration and accounting journals and proceedings and is the author of the book *Annual Performance Planning – A Manual for Public Agencies*. She was awarded the Best Paper Award—Highest Quality Rating at the Co-operation & Competition Conference in Vaxjö, Sweden in 2002 and is a contributing chapter author to the book *Co-Operation & Competition “Co-opetition” – The Organization of the Future*.

She is a graduate of the John F. Kennedy School of Government, Harvard University's Senior Executive Fellows Program. Ms. Richardson holds a master of arts in financial management from the University of Maryland and undergraduate degrees from Trenton State College in Public Administration and Political Science. She is currently pursuing her doctorate in public administration from the University of Baltimore.

Michael D. Serlin

Independent Consultant

Alexandria, Virginia

Michael D. Serlin is currently writing and consulting on public service change and participating in a number of volunteer activities after a 36-year federal career. He retired in 1994 from the U.S. Department of the Treasury's Financial Management Service. As an assistant commissioner, he directed innovations in electronic funds transfer and financial operations for the U.S. government and initiated entrepreneurial administrative support across agencies.

Mr. Serlin led the financial management team for the National Performance Review (Reinventing Government) Task Force, most of whose recommendations were incorporated in the Government Management Reform Act of 1994. Among other things, the law required audited financial statements for all major agencies and introduced franchising—competitive cross-servicing of agency administrative support.

A former senior executive service presidential rank award winner, Mr. Serlin is a principal with the Council for Excellence in Government; he has participated in its reviews of agency strategic performance draft plans. He has contributed frequent articles and research papers on entrepreneurial government, executive mobility, and other government change efforts to magazines and professional journals.

Mr. Serlin earned his bachelor of arts in political science from Stanford University.

Kyle McKenzie

Mercatus Center at George Mason University

Arlington, Virginia

Kyle McKenzie is a research fellow with the Mercatus Center at George Mason University. He is involved with both the Social Change Project and the Government Accountability Project. His issue areas include energy market regulation, homeland security policy, and creative ways to enhance transparency of government activity.

He graduated from Beloit College in Wisconsin with degrees in economics and psychology. After working at the Mercatus Center as a Charles G. Koch Summer Fellow, he migrated to the mid-Atlantic and accepted his current position.

ABOUT THE AUTHORS

DR. JERRY ELLIG (jellig@gmu.edu) has been a senior research fellow at the Mercatus Center at George Mason University since 1996. Between August 2001 and August 2003, he served as deputy director and acting director of the Office of Policy Planning at the Federal Trade Commission. Dr. Ellig has also served as a senior economist for the Joint Economic Committee of the U.S. Congress and as an assistant professor of economics at George Mason University.

Dr. Ellig co-authored several previous editions of the Mercatus Center's Performance Report Scorecard. He has also published numerous articles on government regulation and business management in both scholarly and popular periodicals, including the *Journal of Regulatory Economics*, *Federal Communications Law Journal*, *Business & Politics*, *CommLaw Conspectus*, *Managerial and Decision Economics*, *Antitrust Bulletin*, *Competitive Intelligence Review*, *Journal of Private Enterprise*, *Texas Review of Law & Politics*, *Wall Street Journal*, *New York Times*, *Barron's*, and *Washington Post*. He has edited and co-authored several books, including *Dynamic Competition and Public Policy* (Cambridge, 2001), *New Horizons in Natural Gas Deregulation* (Praeger, 1996), and *Municipal Entrepreneurship and Energy Policy* (Gordon & Breach, 1994).

Dr. Ellig earned his PhD and MA in economics from George Mason University in Fairfax, VA, and his BA in economics from Xavier University in Cincinnati, OH.

THE HONORABLE MAURICE P. MCTIGUE, QSO (mmctigue@gmu.edu) is the director of the Government Accountability Project and a distinguished visiting scholar at the Mercatus Center at George Mason University. He joined George Mason University in 1997 after completing his term as New Zealand's ambassador to Canada. Previously, as a cabinet minister and a member of Parliament, he led an ambitious and successful effort during the 1980s and 1990s to restructure New Zealand's public sector and to revitalize its stagnant economy. In 1999, in recognition of his public service, Her Majesty Queen Elizabeth II bestowed upon Mr. McTigue the prestigious Queen's Service Order during a ceremony at Buckingham Palace.

At the Mercatus Center, Maurice McTigue shares with U.S. policy makers his practical experience and lessons learned. Since 1997 he has worked with senior administration officials, members of Congress, and scores of senior agency executives on applying the principles of economics, transparency, and accountability in the public sector. He frequently speaks at conferences on performance issues, testifies before congressional committees on issues of government reform, and writes on the importance of transparency in reforming government.

HENRY WRAY (henrywray@verizon.net) is a visiting fellow with the Mercatus Center's Government Accountability Project. He recently completed a distinguished career in Washington, DC, where he served for over 30 years on the staff of the U.S. Government Accountability Office (GAO) and the United States Congress. At GAO he started in the Office of the General Counsel, where he served for many years as an associate general counsel, overseeing a group of attorneys who provided legal support to one of GAO's auditing divisions. He also served for four years as GAO's ethics counselor. In addition, for two years he headed the GAO audit group responsible for evaluations of the U.S. Department of Justice, the law enforcement components of the U.S. Department of Treasury, and the Federal Judiciary. He completed his GAO career while serving several years as a detailee to the U.S. Congress, during which time he was on the professional staff of the House Budget Committee, the House Committee on Government Reform, and the Senate Governmental Affairs Committee. After retiring from GAO, he served as counsel for the Senate Governmental Affairs Committee. In 2001, he became senior counsel to the House Subcommittee on Government Efficiency, Financial Management and Intergovernmental Relations.

Prior to coming to Washington, Mr. Wray served as deputy attorney general in the Commonwealth of Pennsylvania Department of Justice.

Henry Wray earned his bachelor of arts in political science from Washington & Jefferson College and a juris doctor with honors from the National Law Center, George Washington University. He remains an active member of the bar of the District of Columbia.