Here is your copy of the City and County Management Innovations e-newsletter. Maricopa County in Arizona has made great strides in performance management through their Managing for Results initiative. This newsletter spotlights a presentation that is an excellent representation of how Managing for Results is working for Maricopa, and how it can work for your city or county as well.

Let me know what you're doing. If your local government has successfully implemented performance management reforms, please send me an email at Carl_Demaio@performanceweb.org with some of the details. We need to highlight and share management innovations at all levels!

Enjoy.

-Carl DeMaio

CITY AND COUNTY MANAGEMENT INNOVATIONS Newsletter

The Performance Institute

IN THIS ISSUE: NOVEMBER 2005

*** If you find this newsletter useful and informative please forward it to your friends and colleagues! ***

TABLE OF CONTENTS:

March 6-8, 2006
Las Vegas, NV

2006 CITY & COUNTY PERFORMANCE SUMMIT
Innovative Practices for the Major Management Functions of Cities and Counties

The Performance Institute is helping government manage for RESULTS! *See how well your organization measures up. Take our free Performance Measurement Assessment:* *www.PerformanceWeb.org/Survey/*

Managing for Results

City Needs a Big-Picture Approach to Budgeting

The Milwaukee Common Council adopted its 2006 budget earlier this month and, with only a few tweaks to Mayor Tom Barrett's initial proposal, set in motion another annual plan to spend about a billion dollars of public money. The generally low-expectation meeting and the déjÀ vu document it produced was made even more ho-hum by the current political pressure to keep property taxes "frozen," thus confining most of the debate to cuts, consolidations and other economies. It also focused much of the discussion to the margins of public policy: Should a particular supervisory position among the city's thousands of employees be eliminated? What level of plantings should there be on boulevards? Had the time come to retire the city's bookmobile? How much money should go to the annual 4th of July celebrations? To read more, go to http://www.jsonline.com/news/editorials/nov05/371726.asp

Bullard Voters Approve City Manager Approach

UPCOMING EVENTS

Government Human Capital Management Week
January 23-27, 2006 | Arlington, VA

National Conference for Law Enforcement Diversity Recruiting
February 16-17, 2006 | Arlington, VA

2006 City and County Technology Summit
March 6-8, 2006 | Las Vegas, NV

2006 City and County Performance Summit
March 6-8, 2006 | Las Vegas, NV

UPCOMING WEBINARS

WEBINAR: Improving Performance Management in State Government
December 08, 2005 | 11:00am-12:30pm

WEBINAR: Improving Performance Management in City and County Government
December 08, 2005 | 1:00pm-2:30pm

Getting Down to the Critical: Designing Key Outcome Indicators for the Public Sector

As dashboards have become popular, many organizations have gone from drowning in data to drowning in metrics. With so many metrics, how do you decide which ones are critical? Join this free Web seminar to learn how to design key outcome indicators for your organizations that go beyond metrics. Register at www.pilotsoftware.com/PIseminar.

Voters in this city overwhelmingly approved switching to a city manager form of government, representing a major shift in the way decisions will be made at City Hall. "Bullard made history tonight," said City Councilman A.W. Hines, a local builder. "We've been 57 years without a city manager. Now we will have somebody that can make decisions on a daily basis, which will be a great step for the future, to help accommodate growth as it comes toward Bullard." To read more, go to http://www.zwire.com/site/news.cfm?newsid=15540440&BRD=1994&PAG=461&dept_id=227937&rfi=6

Northwest Bronx Communities: Board Discusses Strategic Planning

Community Board 7 (CB7) took the first step in the long, arduous journey of creating a local strategic plan. The Board's Long Term Planning and Land Use committees met with officials from the Department of City Planning last week to discuss the various options in guiding future area development.

Board members became interested last summer in exploring how to create a 197a plan. The document provides guidelines for future actions of city agencies in a designated area, and can touch on topics like housing density and style, waterfront development, and open space preservation. Boards are authorized to sponsor the plan, but they must go through a lengthy community-wide discussion process before they enter the multi-step approval phase. To read more, go to http://www.bronxmall.com/norwoodnews/news/N51103page4.html

Pension Gap to Force O.C. Budget Cuts

A decade after Orange County declared bankruptcy, it is once again confronting a threat to its finances: the swelling cost of its pension system. County officials are looking to slice as much as $84 million in the next fiscal year — and potentially cut services — so they can use the money to shore up the pension fund. No cuts have been finalized, but options include layoffs, a hiring freeze and postponing construction and repairs, the county's executive officer, Thomas G. Mauk, said in an interview this month. To read more, go to http://www.latimes.com/news/local/la-me-pension27nov27,1,580711.story?coll=la-headlines-california

Workforce: Strategic Management of Human Capital

Mayor's Plan to Speed Hiring On Fast Track

The mayor of San Francisco has created a plan to speed up hiring for most permanent city jobs to a 60-day process instead of a yearlong one took a turn toward reality Monday, when the first proposed rule change targeting so-called provisional hires was placed on a fast track for review. Mayor Gavin Newsom noted that the current drawn-out process for hiring, with its backlog of competitive examinations, has made department heads turn to informal hiring practices — provisional, or temporary, hires — that sidestep the web of rules and procedures put in place a century ago to cut down on patronage. To read more please visit: http://www.sfexaminer.com/articles/2005/10/04//news//20051004_ne12_hiring.txt

Union Approves Wages Based On Performance

Members of Kansas City's largest municipal union have approved a labor agreement that for the first time bases wages to a large extent on performance. Members of Local 500 of the American Federation of State, County and Municipal Employees completed voting Friday on the agreement. The union represents about 1,800 blue-collar and clerical workers in Kansas City government. The plan, which extends to April 30, 2008, goes to the City Council next week for approval. "I think this is a big step forward by the city and this particular bargaining unit as it relates to increasing efficiency within our local government," said Human Resources Director Gary O'Bannon. "Local 500 needs to be applauded for their support of the initiative." To read more please visit: http://www.kansascity.com/mld/kansascity/news/local/13086848.htm

Every Manager a Retention Manager

So, you think it's hard to recruit registered nurses, police officers, computer technicians, engineers, and many others? Just wait — it's going to get a lot harder! Those are ominous words for every elected and appointed official to hear since the success of all government operations depends on the skills and dedication of the agency employees. Our administrative lives are getting more complicated every day. Here are some of the major reasons — in case you didn't already know. To read more please visit:

http://www.naco.org/cnews/2002/02-04-22/Section-HR.html

Behind The Scenes: Greeley, Colorado's Pay For Performance Guidelines

The city of Greeley, CO has a pay for performance system for regular employees that awards merit pay increases to employees who meet or exceed the city's standards of performance, depending upon the city's ability to pay. New and promoted employees are eligible to receive a performance pay increase after being in the position for 12 months and once ever 12 months thereafter. If a performance appraisal rating results in a pay increase that would place the employee's rate of pay above the maximum of the pay range for the position, the employee's pay will be held at the maximum of the range. The employee may, however, be eligible for our Performance Incentive Plan which pays a portion of the pay above the employee's pay range, in a lump sum rather than an increase to base pay. To gain access to the cities pay for performance guidelines. Please visit:
http://www.ci.greeley.co.us/cog/PageServiceDetails.asp?fkOrgID=10&SDID=8

Districts Emphasizing Service with a Smile

Southwest Florida school districts take a lesson from the service industry and focus on putting parents at ease Schools in Southwest Florida are pushing something more reminiscent of Wal-Mart greeters than the average teacher: customer service. For example, front office clerks in Charlotte County schools have been instructed to keep a mirror handy to check their smiles -- even when they're talking on the telephone. A principal in Manatee County redesigned his conference room to include a couch, love-seat, television -- everything but a mini-bar -- to make it more inviting. And the Sarasota school district plans to train all 5,000 employees, from administrators to custodians, in customer-service techniques in the next four years. To read more, please go to
http://www.heraldtribune.com/apps/pbcs.dll/article?AID=/20051027/NEWS/510270576

Technology: E-Government & Information Technology

Impatient Cities Supply Their Own Broadband

More than 85 years ago, Lompoc women had a hard time using electric irons because the Lompoc Light and & Power Co. supplied their tiny Central Coast town with electricity only a few hours a week. At the same time, rumpled city leaders didn't like being left in the dark, so they bought the private utility and ran it themselves. Today, Lompoc is doing the same with high-speed Internet access: The city created a broadband utility to build and operate fast wireless and fiber-optic networks that deliver telephone and video service in addition to Internet access. To read more, click here http://mediachannel.org/blog/node/1856

'Its Uses Are Boundless'

School bus routes. Neighborhood crime patterns. Internet map searches. Ethnic population spurts. Emergency response plans. Critical infrastructure protection. Population growth predictions.

What do these all have in common? Geographic Information Systems, or GIS to those in the know.
GIS is a computer-based mapping tool taking roomfuls of old paper files and reams of new electronic data -- like population trends, economic indicators, even crime statistics -- to turn average everyday maps into visual layers of highly useful knowledge for local decision-makers. To read more, click here
http://www.thetimesonline.com/articles/2005/11/17/news/top_news/1de7307adf9b409e862570bc00132d2a.txt

City's Training Fits Variety of Needs

There was a time years ago when formal training of city employees was virtually nonexistent. In this tech era when everything we own or use beeps, whistles or buzzes, city employees must keep up with modern technology. The education of new and current city workers is the responsibility of Kimberly A. Stafford, training coordinator. To read more, click here
http://www.tbnweekly.com/content_articles/111105_par-04.txt

Wired World of Learning

Technology comes naturally for students. So how do you challenge kids using computers in the classroom? Just ask the 25 teachers from across Broward County who won awards at the recent fifth annual Virtual Technology Recognition Project. The project, which was sponsored by the Department of Instructional Technology, urged teachers to incorporate computers, the Internet and other electronic resources to teach kids about history, language arts, and even what it takes to sustain a town. As part of the project, teachers put together lessons that inspire creativity and learning using technology. To read more, click here http://www.sun-sentinel.com/news/local/broward/sfl-dc16techawardsnov16,0,2245857.story?coll=sfl-news-browardcomm

Outsourcing: Competitive Sourcing & Contracting

County Mulls Contract with D.C. Firm

County commissioners are considering a $60,000 per year contract with the same Washington lobbying firm Greenville contracts with. The issue, which was recently discussed at a joint meeting between county commissioners and city council members, is on the agenda for the Monday meeting of the Board of Commissioners.

The Ferguson Group would act as the county's Washington representative, monitoring federal funding opportunities, assisting with grant approvals, serving as a resource on federal issues and helping arrange meetings with federal officials among other services. To read more, click here http://www.reflector.com/local/content/news/stories/2005/11/06/20051106GDRcounty.html

Opportunities or Handouts?

Like other minority and women business owners, Martinez gets no assistance in Waukesha County landing work on public building projects frequently worth millions of dollars. The Milwaukee chapter of the National Association of Minority Contractors is planning to ask Waukesha County governments to adopt minority- and women-owned business goals on future building projects. To read more, click here http://www.jsonline.com/news/wauk/nov05/369676.asp

Its Time of Year for Government Deals

With almost every sizable county and city in the Houston area having finalized its budget for fiscal year 2006, now is the time for government contractors to check out what got funded.

Local governmental entities will have more to spend this year. And, there are new initiatives in the pipeline. Houston and Harris County, for example, are investing heavily in public safety and homeland security. The investments in this area are significant and can equate to a windfall for companies with solutions to help the city achieve its goals.

As far as public safety, City of Houston officials are slated to spend $48 million more than was budgeted last year. In fact, about 64 percent of the city's nondebt costs are allocated to public safety. To read more, click here http://houston.bizjournals.com/bizwomen/houston/content/story.html?story_id=1182171

Outsourcing Modesto Jobs Causes Dispute

Whether inmate crews should do more weeding and pick up more litter in public areas — or quit altogether — is at the heart of a bitter outsourcing dispute at Modesto City Hall.
Fourteen parks workers could keep their jobs, their union bosses say, if they had increased help from low-cost inmate laborers.
City management contends that eliminating the parks maintenance division and hiring a private company would save taxpayers big money and perhaps bring tidier parks. And, no one would be at risk from honor farm workers, city officials say. To read more, click here http://www.modbee.com/local/story/11417416p-12161480c.html

Corning Offers Tips for Hiring Contractors

While it debates requiring contractors to register before working in the municipality, the city of Corning has launched an educational campaign to help residents avoid contracting scams.

"People don't often have dealings with contractors," Corning Police Chief Sal Trentanelli said. "We're trying to find a way to educate everybody as to what they should be looking for."

The city's initiative includes two brochures. One, produced by the Corning Police Department, is called "Tips on Hiring a Contractor." To read more, click here http://www.star-gazette.com/apps/pbcs.dll/article?AID=/20051024/BUSINESS/510240307/1003

Program Spotlight: Maricopa County, Arizona

Maricopa County in Arizona has made great strides in performance management through their Managing for Results (MFR) initiative. The Managing for Results Coordinator, Thomas Brandt, recently presented at The Performance Institute's Performance Measurement and Budgeting Conference in Arizona on November 14, 2005. His presentation discusses the need for MFR, Maricopa's specific MFR framework, strategic planning, budgeting for results, measures reporting and data verification, and assessing MFR. This presentation is an excellent representation of how MFR is working for Maricopa, and how it can work for your city or county as well.
View the Presentation at http://www.performanceweb.org/CENTERS/State_Local/PI_training_Tom_Brandt.ppt

President: Carl DeMaio
Newsletter Editor: Cynthia Criag

**City and County Management Innovations Newsletter is provided as an informational newsletter to all city and county
government employees about the latest news from the local government and independent news media on performance management.**

The Performance Institute is a private think tank that serves as the nation's leading authority and repository on performancebased management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government programs at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training programs, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.

**To subscribe or unsubscribe to this newsletter
please go to: http://www.performanceweb.org/Newsletters/archive_ccmi.htm**