Here is your copy of the City and County Management Innovations e-newsletter. The push for performance continues in local governments, and this newsletter spotlights the Results Matter Initiative - City of Nashville , Tennessee . Check out what Nashville has implemented to achieve results!

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



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

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UPCOMING EVENTS

Government Performance Summit West 2005
December 5 -7, 2005 | San Diego, CA

Performance Measurement and Budgeting in Arizona State & Local Government
November 14 –15, 2005 | Phoenix , AZ

Performance-Based Service Acquisition and Earned Value Management Systems
November 14 –15, 2005 | Arlington , VA

Strategic Recruitment for Government Agencies
November 17–18, 2005 | Arlington , VA

Managing for Results

GAO Report: Managing For Results Enhancing Agency use of Performance Information for Management Decision Making

Agencies can use performance information to make various types of management decisions to improve program s and results. Agencies can also implement a number of practices that can enhance or facilitate the use of performance information. GAO identified four broad types of management decisions for which federal managers can use performance information and five different types of practices that can contribute to greater use of performance information. To read more, go to http://www.gao.gov/new.items/d05927.pdf

Performance Measurement: Managing for Results in King County

While many indicators and measures are used in the day-to-day management of county operations, the Executive's initiative focuses on a select few measures that show progress toward our strategic goals. The links on the left will take you to the strategic goals for each of the seven executive departments and a *sampling* of the performance measures used to track progress toward those goals. Department managers use the data from these and other measures to make

improvements in department business processes. This is known as “Managing for Results.” To read more, go to http://www.metrokc.gov/exec/perform/index.cfm

Performance Management and Strategic Planning: Charlotte , North Carolina

The City of Charlotte has had a long tradition of performance measurement for city services, having instituted Management by Objectives in 1972. In 1994, the City began its implementation of the Balanced Scorecard, a performance management model that challenges organizations to evaluate success and achievement across four perspectives: financial, customer, internal processes and learning and growth. To read more, go to http://www.charmeck.org/Departments/Budget++City/+Performance+Reports/Performance+Measures.htm

Performance Measurement and Budgeting in Arizona State & Local Government

Like most other state governments in this time of fiscal uncertainty, state and local governments face unprecedented challenges and opportunities in the coming years. Effective government depends on the ability of our leaders to enhance performance and accountability. Federal, state and local agencies have launched initiatives in recent years that were meant to improve accountability, transparency, competition and performance in government services. Listen to a discussion of the past, present and future of performance management initiatives throughout the state of Arizona . To learn more, go to http://www.performanceweb.org/Events/Courses/P264/P264.htm

Workforce: Strategic Management of Human Capital

Generation Gap

When Sara Wilson, director of the Virginia Department of Human Resource Management, said only 5 percent of the state's classified work force was 27 years old or younger, I nearly dropped the phone. Wilson also said the state's payroll includes 71,986 full-time-equivalent employees.

My math skills aren't all that hot, but even I can deduce that the Virginia state government employs roughly 3,600 people under the age of 27. That's not good. In fact, you could even say it's unforgivable. To read more, go to http://www.govtech.net/magazine/channel_story.php/96492

Rewarding best teachers - In Casa Grande, they earn more if they get good grades

School districts around the nation are facing a challenge: How do you attract and keep the best teachers who can help students reach rigorous performance goals set by the federal government? A 6,555-student district in Casa Grande believes it has the answer: Pay teachers extra money when they prove their skills. Many school districts across the state reward teachers as a group when their school's or district's students improve test scores. But Casa Grande Elementary School District has one of the most sophisticated pay plans in Arizona, one that also rewards teachers for individual performance, said John Wright, president of the Arizona Education Association. To read more, go to

http://www.azcentral.com/arizonarepublic/local/articles/0911teacherpay11.html

Strategic Recruitment for Government Agencies

Those that say the "Human Capital Crisis" has already been averted are overlooking one crucial detail: half of the civilian workforce will still be eligible to retire in a few months. That fact is still a reality unaffected by the nation's economic state. Developing and implementing a strategic approach to human capital management ensures that agencies human capital policies and systems are aligned with strategic goals and that you will be able to motivate the best and brightest to join public service. The plan will provide a framework for assessing current activities, designing and implementing new program s where needed and monitoring and evaluating activities and outcomes. To learn more, go to

http://www.performanceweb.org/Training/COURSES/strategic_human_capital_planning.htm

Technology: E-Government & Information Technology

Two Supreme Court Rulings Impact Local Governments

On the last day of its 2004-2005 term, the U.S. Supreme Court ruled that cable companies do not have to share high-speed Internet lines and that the holder of a restraining order does not have a constitutional property right to its enforcement by police. To read more, click here http://www.nlc.org/Newsroom/Nation_s_Cities_Weekly/Weekly_NCW/2005/07/04/5594.cfm

Erie County Streamlines Technology Operations

In early 2000, Erie County , N.Y. , realized that heightened levels of departmental coordination and collaboration were required to meet the objective of providing more effective, less costly services to citizens. It was also realized that technology was an obstacle. Erie County operated an aging mainframe computer, utilized four email systems, had multiple network directories, suffered from a dysfunctional enterprise resource planning (ERP) system and in general, managed a technical infrastructure that was distributed into various county departments. To read more, go to http://www.govtech.net/news/news.php?id=96543

L.A. County Office of Emergency Management to Utilize Satellite Networking

The Los Angeles County Office of Emergency Management and Network Innovation Associates Inc. are installing a LinkStar satellite private network from ViaSat Inc. for the County's first responder network.

The Emergency Satellite Communications Network (ESCN) is designed to be the backbone for the Emergency Management Information System (EMIS) that L.A. County fire, law enforcement, health, and safety agencies rely on for communications in the event of a disaster. The three-year contract, valued at approximately $1.5 million, includes networking equipment for 137 locations, plus network services through the ViaSat Customer Care Center . To read more, go to http://www.govtech.net/news/news.php?id=96587

City Moves Closer To Wireless

The Wireless Philadelphia Executive Committee will select a company Monday to build the infrastructure of the approximately $10 million system set to provide wireless Internet throughout Philadelphia . To read more, go here http://www.dailypennsylvanian.com/vnews/display.v/ART/2005/09/22/43325df6643cc

Outsourcing: Competitive Sourcing & Contracting

Major Factors Affecting America's Cities

In the fall of 1997, the National League of Cities embarked on a new and exciting journey – The Municipalities in Transition Project. The goal was – and is – to connect public policy and other discussions to the reality of what is happening in America 's cities by working closely with a representative group of cities from across the United States . To read more, click here http://www.nlc.org/content/Files/RMPmajorfactors.pdf

City Furthers Its Commitment To Minority, Women-Owned Business Program

The Department of Procurement Services has implemented a new Schedule A form for M/WBE certification to bridge the City's ongoing effort to bring greater accountability, customer service, efficiency and transparency to the procurement process. To read more, go to http://www.innovations.harvard.edu/news/7779.html

Performance-Based Service Acquisition and Earned Value Management Systems

Government is now more results-oriented, particularly in the way which government contracts are written. One of the most important challenges facing agencies is the need for widespread adoption of performance-based contracting, but many acquisition personnel lack the necessary skills to develop and implement Performance-Based Service Acquisition (PBSA). The seven-step process for developing performance-based contracts simplifies the process and outlines the most efficient way to achieve the goals defined by OMB. The process also provides new insight on defining goals and improving transparency and accountability in government contracting that will produce results. To learn more, go to http://www.performanceweb.org/Training/COURSES/performance_based_service_acquisition.htm

Program Spotlight: Nashville, Tennesseet

Results Matter Initiative - City of Nashville , Tennessee

Departments and agencies begin Results Matter through the Strategic Business Planning process. Strategic Business Planning goes beyond traditional planning activities in that it incorporates both operational and strategic elements while providing the foundation for performance budgeting, accounting, employee performance management, and performance-based contracting. The planning process itself organizes services around results for customers with rich performance measures tied to every program so that departmental management will have the information they need to--

- Make a business case for resources
- Make better operational decisions
- Demonstrate accountability
- Use as an early warning system

To read the current budget report, go to: ftp://ftp.nashville.gov/web/finance/omb/bar/bar-May-05-combined.pdf

Results Matter Overview: http://www.nashville.gov/finance/results%5Fmatter/index.htm

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.

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