As you may have heard this month The Performance Institute hosted the annual City and County Performance Summit, where city and county officials from across the nation shared best management practices. This months newsletter features some of the best practices discussed at the summit.

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: MARCH 2006

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

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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

Institute Issues Performance Excellence Awards to Three Local Governments

At the 2006 City and County Performance Summit, the Performance Institute and the Council for Excellence in Government presented three annual awards for excellence and innovation in local or municipal authorities. King County, Washington received the Public-Private Partnership Award, the city of Nashville, Tennessee won the Performance Management Award and Miami Beach, Florida was recognized with the Transparent Budget Award.
http://www.performanceweb.org/Press/2006/awardsinone_3-10-06.pdf

City of Fresno : A Successful Performance Management Framework – "New Normal "

UPCOMING EVENTS

The 2006 National Forum on Women in Executive Leadership in Government
May 8-9 , 2006 | Arlington, VA

The 2006 National Conference on Balanced Scorecard Measurement and Management in Government
May 8-9, 2006 | Arlington, VA

The Acquisition Project and Performance Management Series
May 17-19, 2006 | Arlington, VA

The 2006 Health and Benefits Management
May 22-23 , 2006 | Arlington, VA

UPCOMING WEBINARS

Strategic Human Capital Management in Government: Lessons Learned after 5 Years
April 19, 2006 | 1:00pm-2:30pm PM EST

Getting Results from Performance Measurement in State Government: Achieving Performance Information that Drives Decision Making
Thursday, June 15, 2006

Tracking Government Workforce Data: Measuring the Impact of HR & Implementing a Human Capital Performance Dashboard
July 20, 2006 | 2:00 pm- 3:30 pm EST

PARTNER EVENTS

The City of Fresno, CA is tackling performance management with their “New Normal” system and achieving dramatic results. The Performance Institute recently caught up with the Deputy Mayor of the City of Fresno Roger Montero for a brief interview about the “New Normal” system and what they have in store for the future. Read more about their sequential performance management system, how they established a pay for performance system, and the time and activity tracking software that they utilized to effectively track and report performance information. To read more, go to
http://www.performanceweb.org/CENTERS/GPM/media/Deputy_Mayor_Interview_Final.pdf

performancesoft 2006 Thought Leadership Series
Creating Excellence in State, County and City Government:
Case Studies and Seminars to help your organization achieve optimal performance.
Upcoming Webcasts Featuring:
New York State Division of Criminal Justice Services
The County of San Diego
Upcoming Seminars:
Performance Management in State & Local Government

City of San Francisco : Implementation of a Stat Model

Many city and county governments across the nation have implemented versions of the Stat Model that started as CompStat in the NYPD and became popularized by the City of Baltimore . The Performance Institute recently caught up with Lisa Graham, Author of the SFStat Strategic Plan, to find out more about the initiatives that the City of San Francisco has in place for implementing the Stat Model. Read more about the history of the Stat Model and how the system has actually worked in city and county government. To read more, go to
http://www.performanceweb.org/CENTERS/GPM/media/CitiStat_Interview_Final%20_2.pdf

Maricopa County : Managing for Results

At the City and County Performance Summit in Las Vegas , Tom Brandt (Managing for Results Coordinator for Maricopa County) gave a presentation on Maricopa's *Managing for Results* initiative. Through this initiative, they have an enhanced strategic planning and budget process, improved monthly financial reporting and stronger budgetary controls, substantial growth in unreserved fund balance, and an enhanced audit role. Read more about Maricopa County 's efforts in performance management by taking a look at Tom's presentation. To read more, go to
http://www.performanceweb.org/CENTERS/GPM/media/TomBrandt_PI_Training_2006.pdf

Balanced Scorecard Measurement and Management in Government

It is a true statement in government, “what gets measured, gets done”, and utilizing the balanced scorecard framework can help you achieve the level of performance you are looking for. It is a framework that not only looks at prospective targets, but also the end-results of meeting those targets. Through effectively implementing a scorecard approach to management, you will be able to easily communicate organizational objectives and develop key performance indicators, all while collecting the right data, for the right purpose at the right time.

For firsthand insight into one of the most popular performance management frameworks in existence, we invite you to be part of The 2006 National Conference on **Balanced Scorecard Measurement and Management in Government** on May 8-9, 2006 in Arlington , VA. This conference features of multiple interactive case studies and cutting-edge expertise on the latest Balanced Scorecard initiatives, it promises to be the most comprehensive Balanced Scorecard event this year. To learn more, visit
http://www.performanceweb.org/CENTERS/GPM/Events/P585/P585.htm

King County : A Continuously (and Rapidly) Evolving System

Michael Jacobsen, Performance Measures Lead for King County , Washington recently delivered a presentation at the City and County Performance Summit in Las Vegas on the status of the County's performance management initiatives. In the presentation he talks about their KingStat model, and the efforts they have undertaken to enhance their performance management system. The Performance Institute awarded King County with the “Public-Private Partnership Award” at the City and County Performance Summit for their efforts in partnering with the private sector to improve parks and recreational services. Check out Michael's presentation on the ever growing performance management system that King County has in place. To read more, go to
http://www.performanceweb.org/CENTERS/GPM/media/Michael_Jacobson_Presentation.pdf

Mecklenburg County : Managing for Results

Mecklenburg County , the winner of last year's “Performance Management Award”, recently delivered a presentation at the City and County Performance Summit in Las Vegas . John McGillicuddy, General Manager for Strategic Organization & Improvement, spoke about Mecklenburg 's implementation of the Balanced Scorecard, their commitment to data-drive decision making, participative leadership, the development of work plans, and establishing program review similar to that of the Program Assessment Rating Tool at the federal level. Check out John's presentation to learn more about Mecklenburg County and their continued efforts in performance management. To read more, go to
http://www.performanceweb.org/CENTERS/GPM/media/McGillicuddy_Presentation_%5BRead-Only%5D.pdf

Workforce: Strategic Management of Human Capital

Workforce Planning – Best Practices in the Public Sector

Workforce planning is a crucial step for HR. With the aging workforce and the need to find competent talent to fill high-level positions, public agencies in particular cannot afford to wait until there is a crisis. Three counties— Fairfax , Virginia , Riverside , California , and Los Angeles —, and two states— Pennsylvania and New Jersey have been identified as a best practices in workforce planning. To read more go to; http://www.ipmahr.org/index.cfm?navid=133&id=4051&tcode=nws3

Institute Presentation on the Lessons Learned from San Diego's Pension Crisis

The *San Diego Citizens' Budget* is a grassroots project led by The Performance Institute involving taxpayers, civic leaders and nationally recognized experts with a mission of evaluating the size and scope of the City of San Diego 's short-term budget deficit and long-term liabilities. The *Citizens' Budget Project* is a comprehensive "performance audit" of each city agency and department with the intention of offering a real set of options for reforming the city government to reduce budget costs while improving the quality of city services. The project not only outlines strategies to close the budget gap, but actually promises to produce budget surpluses.
http://www.performanceweb.org/CENTERS/FM/media/San_Diego_Pension.pdf

The 2006 Government Health and Pension Benefits Summit

As the cost of healthcare began to rise, government agencies promised lavish benefits and other post employment packages to recruit new talent. Until

now, these benefits packages were on a “pay-as-you go system” with no real accountability on how much money was being spent. GASB has now released statements that change how these OPEB costs are reported; after these statements come into effect, OPBE costs will be mandatory on annual budget statements. The same adjustment occurred in the private sector during the 1990s. A large majority of employers felt OPBE costs were too high and cut them out of their benefit offerings.

This May 22-23, 2006, The Performance Institute invites you to be a part of our **Health and Pensions Benefits Government Summit .** The future of health and benefits packages is changing. Discover how you can become a part of the process. This event has been created to inform you about these cost reporting changes as well as prepare you for the potential impact of these statements. To learn more go to; http://www.performanceweb.org/CENTERS/HC/Events/P590/P590.pdf

Women in Executive Leadership

The 21st century has been a time of amazing change for women. Women are now involved in every segment of our society and have equal opportunities to participate in the workplace. Yet we still face the challenges of fairness and equity, women only make up 42.8% of the permanent federal workforce, compared to 46.4 percent in the Civilian Labor Force.

To help you address the state of women leadership and develop strategies to expand and strengthen that leadership, the Performance Institute has assembled ***The 2006 National Forum on Women in Executive Leadership*** . This Forum will be the first ever to discuss the promotion of women into leadership positions in government. We hope you'll join us in Arlington , VA from May 8–9, 2006 at the Hilton Arlington for this one-of-a-kind summit. To learn more, go to
http://www.performanceweb.org/CENTERS/HC/Events/P586/P586.html

Technology: E-Government & Information Technology

Can Social Software Improve E-Government?

Today, e-government channels of government access and interaction consist of many various technologies. Technology however, does not like to slow down. Not to be outdone anytime soon, newer forms of digital access, collaboration and participation are gaining momentum and might have the potential to make e-government a bit more personal. To read more, go to http://www.govtech.net/magazine/channel_story.php/98498

Vast Array of Area Data Available Online

Florida's rather liberal laws on public records being posted to the local government internet has drawn a lot of attention from local residents who believe that this is a violation of privacy. However, many law enforcement agencies around North Florida have embraced online technology and provide more information than residents might think via the Internet. To read more, go to http://www.gainesville.com/apps/pbcs.dll/article?AID=/20060312/LOCAL/203120331/1078/news

E-Government Solution for Nevada

Accela, Inc., one of the leading providers of government enterprise management software solutions, announced that Reno , Nevada , has selected Accela Automation to be implemented as the City's new enterprise permit and land management solution. To read more, go to http://www.govtech.net/magazine/channel_story.php/98435

Competitive Sourcing & Acquisition

City of Vancouver , Washington Adds Enterprise Asset Management to its Existing Automation Project

Performance management and managing for results in government is a principle that The Performance Institute strongly advocates to cut costs and improve citizen services. In this article the city of Vancouver , Washington updates its asset management capabilities to reflect a performance framework. This new enterprise asset management plan will allow Vancouver to manage large sources of data and ultimately lower costs. To read more, go to http://www.hansen.com/news/press-release/11-08-2005.asp

Sacramento 's Department Of Public Works Upgrades Their Fleet Management System

The Performance Institute recently held a Summit on Contracting and Acquisition that spoke in large part to strategic sourcing and performance asset management. This article provides a view to how the Sacramento Fleet Management Division has improved their processes using technology to benefit the city's bustling constituency. To read more, go to http://www.cdwg.com/webcontent/editorialg/organizational/042402_UnderNewManagement.asp

About SmartBuying

The SmartBuying Partnership establishes new state contracts for purchased goods and services to take advantage of savings opportunities. The contracts are developed after a thorough analysis of spending in key purchasing categories. To read more, go to http://smartbuying.wa.gov/index.htm

US state, local govts accept e-payments

The majority of the US state and local governments see it possible to accept e-payments with fraud controls, including account reconciliation and transaction confirmation, according to ePaynews. To read more, go to http://www.financegates.com/news/billing/2005-05-30/epay0305.html

Program Spotlight: Nashville

Metro Nashville Government: Results Matter Initiative

Recently at the City and County Performance Summit in Las Vegas , The Performance Institute gave Metro Nashville Government "The Performance Management Award" for their *Results Matter* initiative. They have created an updated employee performance management system that links the organization's goals and performance measures to employee performance plans, and also a budget that aligns resource allocation decisions to strategic and operational results. Check out the presentation given by Jeremy Stephens, the Results Matter Coordinator, discussing their performance management system and how they consistently achieve results. To read more, go to http://www.performanceweb.org/CENTERS/GPM/media/Jeremy_Stephens_Presentation.pdf

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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