The Performance Institute recently caught up with Michael Jacobsen, who leads King County's performance management initiatives, for a brief interview on lessons the county has learned in its performance management implementation as well as an exciting new program being launched: KingSTAT. Read more about King County's performance initiatives in the Program Spotlight section.

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: JANUARY 2006

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

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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 Charts New Way to Set Goals

When Dallas City Council members meet Thursday for their annual planning retreat, they'll start by answering a simple question: What results do our constituents want to see? Thirty-six hours and dozens of steps later, they will have sketched a blueprint for the 2006-07 budget and laid the foundation for Dallas' fledgling strategic plan. The absence of a strategic plan was a key finding in the April 2004 Dallas Morning News special section "Dallas at the Tipping Point" and The News' follow-up report card in October. The new, top-down budgeting approach, called "budgeting for outcomes," allows the council to make fiscal decisions based less on dollars and more on long-term goals and strategies for reaching them. To read more, go to: http://www.wfaa.com/sharedcontent/dws/news/localnews/tv/stories/DN-retreat_18met.ART.North.Edition2.1365dc26.html

UPCOMING EVENTS

Government Performance Management Week
February 27 – March 3, 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

2006 Annual Government Performance Summit
April 3-5, 2006 | Washington, DC

UPCOMING WEBINARS

Strategic Human Capital Management in Government: Lessons Learned after 5 Years
March 22, 2006 | 1:00pm-2:00pm PM EST

UPCOMING SEMINAR

Free Seminar on Performance Management for State and Local Government
Join performancesoft Inc., the leading provider of Performance Management solutions, for a FREE, half-day seminar series on Performance Management in State & Local Government. Learn from real-world case studies of agencies that have successfully implemented a Performance Management initiative, and best practices to take back to your own organization. Click here for details.

City and County Performance

Although progress is being made, local governments continue to cope with increased citizen expectations in the face of budget deficits and revenue shortfalls. The reality of increasingly tight budgets warrants the need for improving performance planning and management across numerous city and county functional areas. To help you survive the budget crunch and improve citizen services, I invite you to join us for the sixth annual City and County Performance Summit in Las Vegas on March 6-8, 2006. To learn more, go to www.CityandCounty.org

Florida's Turnpike Enterprise SunPass Program Expands Customer Service Center Operations to Orlando

In response to current and expected growth, Florida's Turnpike Enterprise (Florida Department of Transportation) SunPass® Program announced the opening of its second customer service center in Orlando. Like its sister facility in Boca Raton, the new contact center incorporates speedy communication networks and information resources designed to help expert customer service representatives respond promptly and effectively to the Turnpike's toll customers.
Currently, the SunPass Program is growing at a rate of 40,000 new Electronic Toll Collection (ETC) transponders per month. In fiscal year 2004/2005, SunPass handled 3.8 million telephone, e-mail, and fax interactions from customers answering questions that ranged from account balance information to new service requests. To read more, go to:
www.dot.state.fl.us/turnpikepio/default.htm.

North Las Vegas Planning for Prosperous Future

When Mayor Michael Montandon discusses managing population growth while promoting economic expansion in North Las Vegas, it is a tale of two cities. Highlighted in an 18-page document titled, "Visioning 2025 Strategic Plan," the city's comprehensive plan is broken up into five areas of development. Number 1 is downtown. To read more, go to:
http://www.lvbusinesspress.com/articles/2006/01/16/news/news01.txt

New York Needs a "London Plan"

Strategic planning is nothing new to New York City – or to Michael Bloomberg. The world-renowned 1929 Regional Plan demonstrably shaped how our city grew, and we still benefit from the system of bridges, tunnels, highways, parkland and natural preserves that resulted from that original planning effort. More recently, Mayor Bloomberg has issued a bold solid waste plan, helped New Yorkers reclaim waterfront access, and worked to expand commercial development in Brooklyn. To read more, go to:
http://www.gothamgazette.com/article/issueoftheweek/20060116/200/1717

McNeil Sets Priorities in 2005 Report

Completing the Strategic Plan and establishing priorities were listed as the top accomplishments of City Manager Scott McNeil recently presented in his 2005 status report. The Cheboygan City Council adopted the Strategic Plan for the city on Feb. 15, 2005 and approved the first priority status objectives listed in the plan Feb. 22. To read more about their priorities and objectives, go to:
http://www.cheboygannews.com/articles/2006/01/17/news/news2.txt

A Different Kind of Mayor

Potter's also set up a charter review committee that will look at whether Portland's form of government should be reworked, as well as a multiyear "visioning" process that will take input from 100,000 Portlanders, about a fifth of the city's residents, to form a strategic plan. The concern cited by many people is that Potter and his staff are trying to do too much too fast. Blackmer, City Hall's resident government wonk, praises Potter's focus on public involvement and better management. But, he says, there's so much going on that things could get bogged down. To read more, go to: http://www.portlandtribune.com/archview.cgi?id=33518

Workforce: Strategic Management of Human Capital



County Surplus Could Benefit Retirees

Nearly one-third of the county's projected $168 million surplus could be used to help shore up the health-care benefits of county retirees. County officials discussed the possibility of making a down payment of as much at $58 million to pay for future health-care benefits, according to County Auditor Brian Rowe. Rowe advises the county Spending Affordability Committee, which discussed the retiree benefits at a Jan. 10 meeting. That down payment would be a sign to bond-rating agencies that the county is focused on developing a plan to handle the future costs as part of the annual budget, Rowe said. That initial payment could come out of the county's surplus. To read more, go to:
http://news.mywebpal.com/news_tool_v2.cfm?pnpID=808&NewsID=690368&CategoryID=5815&show=localnews&om=1

Sick Benefits - The Public Pension Crisis

When it comes to state government pensions, health is a killer. The most visible face of the pension crisis in New York may be pension obligations reaching into the billions of dollars, but that is only part of the picture. Just as costly are the extremely generous health insurance benefits that accompany those pensions. No one knows how costly, since for years governments in New York and around the country have operated under accounting rules that allowed them to skate by without placing a full price tag on retiree health insurance. Those rules are changing this year, however, so New York taxpayers will finally know how much they're on the hook for, but even without a precise figure, early estimates are deeply troubling. To read more, go to:
http://www.nysun.com/article/25986

Council Approves Memo of Understanding

After months of deliberation the city council adopted memorandums of understanding with the International Brotherhood of Electrical Workers Association and the city of Burbank City Employee's Association for a three year period Tuesday night. The unions were in closed session labor negotiations with the city and city representatives for several months. The public employees had been asking for increases in either their percent of retirement or reduce the years when their retirement plan kicked in. For several years the city has followed four guidelines for the consideration of employee compensation. To read more, go to:
http://www.coremg.net/newspapers.php?paper=burbankweekly&i=7&storyid=2772

Benefit Cuts Hit Public Workers

When Jeff Mast joined the city of Royal Oak's engineering department 25 years ago, the rule of thumb for working in government was lower wages but better benefits than the private sector. A quarter-century later, that rule still generally applies. Mast gets 11 paid holidays a year, fully paid health care aside from prescription drug co-pays and a pension plan that guarantees him a set amount each month when he retires. But times are changing regarding government employees in Michigan, long thought to have the gold standard when it comes to benefits. Hit by rising health care and pension costs as state tax proceeds plummet, more communities are taking a cue from private-sector giants crippled by legacy costs, such as General Motors Corp. and Delphi, and seeking concessions from their employee unions or at least asking new employees to accept less. To read more, go to:
http://www.detnews.com/apps/pbcs.dll/article?AID=/20051206/POLITICS/512060376/1003/METRO

More Struggling to Fund Pensions

"The biggest single financial problem that the city faces is in the funding of the current pension system for the police and fire," said Cal Kent, chairperson for HUNTINGTON -- Much of the country is finding out what Huntington has already learned the hard way. Public employee pensions that promise a more comfortable retirement create serious financial challenges for future taxpayers. Public employee pensions have become increasingly generous since 2000, and the beefed-up pension benefits come at a time when the pension funds' financial health has deteriorated and private pensions have been scaled back. Huntington City Council's finance committee. Approximately 20 percent of the city's budget goes to funding $127 million in pensions, and the figure will continue to grow to about 40 percent, Kent said. Many corporations have replaced traditional pension plans, which pay monthly benefits for life, with less generous plans that cost employers less and pay workers a lump sum when they retire. Governments have been moving in the opposite direction: increasing monthly benefits, making it easier to retire at 55 and spending more on retiree health benefits. State and local governments, which cover 21 million workers and retirees, have been adding benefits the most quickly. To read more, go to:
http://www.heralddispatch.com/apps/pbcs.dll/article?AID=/20060118/NEWS01/601180318/1001/NEWS

Technology: E-Government & Information Technology

Privacy Concerns

At first, it sounds obvious: If citizens can read public records in the county courthouse, surely those citizens are entitled to read the same information on the Web. But as more governments put public records online, protests from certain quarters prompt public-sector officials to think long and hard about how to balance open government and the right to privacy. For those who need some of the information contained in transactions such as tax payments and real-estate sales, it's much easier to tap an e-government site than appear in person and leaf through paper files. But the thought that people who may want to harm others can, in a few clicks, locate home addresses and Social Security numbers of potential victims turns the stomachs of some public-sector leaders. To read more, go to: http://www.govtech.net/magazine/channel_story.php/97730

In Age of E-Government, Preserve Access

It was a different world 40 years ago when the Legislature passed the first state law mandating that the public have access to government meetings and records. At the time, no one could have dreamed of "meetings" using instant e-mail messages or that volumes of "records" would be stored on small plastic discs. The challenge is ensuring Iowa's open-government laws keep up with technological change. That challenge grows as the pace of change quickens. Whatever the world of government information looks like in the next 30 years, one thing has not changed — and will not change: Iowa's citizens must keep up pressure on state lawmakers and public officials to preserve the ability to watch what is going on in the government. News organizations, including the Register, which regularly report on the workings of government, see the challenges in getting access to government information. In an essay on today's Opinion page, the Register's Lee Rood reports on those obstacles. To read more, go to: http://desmoinesregister.com/apps/pbcs.dll/article?AID=/20060115/OPINION03/601150317/1035/OPINION

City Boosts Visibility On the Internet

Coming soon to a computer screen near you - local government. In a move designed to provide residents greater access to the city's inner workings, Columbia officials have begun posting short public-service broadcasts on the World Wide Web. Short videos available now feature tips on energy conservation and Christmas tree recycling, but they soon could include broadcasts of meetings of the Columbia City Council and other groups. Robert Ross, the city's public information officer, said the videos mark a first step toward increasing the online visibility of Columbia and the people who help run it. To read more, go to: http://www.columbiatribune.com/2005/Dec/20051229News005.asp

City and County Technology Innovations

Cities and counties across the country share your funding pains! Municipalities nationwide are currently facing dramatic budget shortfalls and rising citizen expectations. Unfortunately, local governments have not effectively utilized IT to cut costs and improve citizen services. To help you survive the budget crunch and better serve your citizens, I invite you and your team to the 2006 City & County Technology Summit, March 6 – 8 in Las Vegas, Nevada. Discover the most effective tools and innovations for your organization to reduce IT spending develop sound investment practices, improve citizen services and achieve mission goals. An assembly of top IT professionals from across the nation will deliver a combination of best-practice scenarios and hands-on workshops to help your organization achieve results. To learn more, go to www.CityandCounty.org

E-Biz for E-Government

New York's Tioga County, established in 1791, has struggled with budget limitations and other issues over the past few years. "A lot of counties are at the end of their rope," says Ron McEwen, Deputy Treasurer and Budget Officer of Tioga County. "We've gone through some phases of downsizing employment." The dilemma is common to a lot of local government organizations. Any more downsizing will cut into the government's ability to provide mandated services, but there isn't any more money on tap. One solution is to use e-business to create efficiency and productivity gains. This is what Tioga County is trying to do with its recent selection of vendor Xenos for e-forms and electronic reporting. "We did a feasibility study and found that we could save thousands of dollars," says Suzanne Horton, Director of IT for Tioga County.
To read more, go to: http://www.line56.com/articles/default.asp?articleID=7237&TopicID=5

Calif. County Taps Accela for E-Gov Work

Residents of Sacramento County, as well as government employees, are going to be able to do much more than they could before through the county's Web site after Accela Inc. implements several new enterprise E-Government solutions. Accela of Dublin, Calif., won a 10-year, $3 million contract with Sacramento County to implement Accela Automation, the company's enterprise land management system. The company also will implement its wireless, citizen access and geographic information system software to run in concert with Accela Automation, which is being deployed for the Planning and Community Development Department. County employees will be able to use the Web-based system to automate permitting, inspections, workflow, project management, plan review and code enforcement among other critical functions. Users will access the system using a Web browser, keeping the county's IT staff from having to configure and maintain the application on client machines, freeing up the IT staff. To read more, go to: http://www.washingtontechnology.com/news/1_1/daily_news/27718-1.html

In-House Data Centers: Living on Borrowed Time?

The city of Minneapolis doesn't own a single computer. That, boasts Karl Kaiser, the city's chief information officer, puts Minneapolis on the cutting edge of a new wave of information technology. He and others like him call it a model for corporate computing that does away with the need for a business or organization to own its own computers. The machines themselves didn't disappear, of course. Hundreds of PCs still sit on top of desks in City Hall. But in the Twin Cities and around the country, a few businesses are beginning to do away with the data centers they spent most of the past two decades building up. They are moving to another model of computing called "utility" or "on-demand" computing, in which they buy their computing as a service and let someone else worry about fiddling with the machines. Minneapolis outsourced its entire IT infrastructure to Unisys Corp. nearly three years ago, from the desktop machines to its underground data center that sprawled in the basement level between City Hall and the Hennepin County Government Center. Many of the Minneapolis IT workers moved to Unisys' payroll. To read more, go to: http://www.twincities.com/mld/pioneerpress/13426038.htm

Outsourcing: Competitive Sourcing & Contracting

Split Views on City Contracts Emerge

A long-overdue report analyzing the way San Carlos pays some of its top staff members has finally landed in the laps of the city's elected officials and opinions differ about its consequences. In November 2004, the City Council commissioned the San Francisco-based Harvey M. Rose Accountancy Corporation to look at whether the city was saving money by using independent contractors to head its Planning Department, City Attorney's Office, Public Works Department and Finance Department. For years, San Carlos has eschewed staffing full-time public employees in those roles. The practice raised some concerns with the county's civil grand jury last year and prompted an investigation into contracting issues by the District Attorney's Office that ultimately found no wrongdoing. To read more, go to: http://www.sfexaminer.com/articles/2005/12/27/peninsula/20051227_pe03_split.txt

County Wants Contractors Held Accountable

Collier County leaders are asking for a radical change in how contractors are held accountable for doing illegal work. The county wants the contractors to pay the price, not the homeowners. Carl Suarez's contracting nightmare began a year and a half ago when Hurricane Charley destroyed his pool enclosure. "It wasn't properly braced at the riser wall area and when I went and tried to go back and get some action from the city and county, it was impossible," said Suarez. That left Suarez with nearly $30,000 in repairs. "The system is built for no accountability and that's the problem with the system," said Suarez. Last December, Collier County issued 22 citations to contractors for breaking county codes. Since 2004, more than $300,000 has been awarded to homeowners, but only after investigations revealed contractors broke the law. At Tuesday's commission meeting, Commissioner Fred Coyle challenged county staff to make contractors responsible for mistakes up-front. To read more, go to: http://www.nbc-2.com/articles/readarticle.asp?articleid=5470&z=3&p

Program Spotlight: King County, Washington

Taking County Performance Management to the Next Level

King County, Washington has made great strides in implementing a county-wide performance management system over the last 3 years. The county regularly reports performance measurement data as part of the budget process and develops annual department wide business plans with performance measures.

The Performance Institute recently caught up with Michael Jacobsen, who leads King County's performance management initiatives, for a brief interview on lessons the county has learned in its performance management implementation as well as an exciting new program being launched: KingSTAT. To read more, go to
http://www.performanceweb.org/CENTERS/Performance_Management/King_County_Interview_Final.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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