Take a look at this month's State Management Innovations Newsletter. Implementing management reforms in your state? Send me an email with the details and my research staff will share your successes and lessons learned with your colleagues in other state capitols!

- Carl DeMaio

State Management Innovations Newsletter

The Performance Institute

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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/

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

UPCOMING EVENTS

Performance Measurement and Budgeting in Tennessee State and Local Government
October 17-18, 2005 | Nashville, TN

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

2005 Arizona State Grants Summit
November 14-15, 2005 | Phoenix, AZ

2005 Ohio State Grants Summit
December 5-6, 2005 | Columbus, OH

Performance Measurement and Budgeting in Utah State and Local Government
December 5-6, 2005 | Salt Lake City, UT

Managing for Results: Strategic Planning & Management

Washington State Enhances Performance Planning

Washington does an excellent job in handling performance information. Governor Gary Locke has strengthened performance planning in Washington through his *Priorities of Government* (POG) initiative. The POG process was constructed entirely around making performance-based budget decisions, and is one of the best examples in the nation in managing and utilizing performance information to inform government-wide tradeoffs. To read more, please go to: http://www.ofm.wa.gov/budget/pog/default.htm

Program Spotlight: Ohio Department of Job and Family Services' Performance Center Database

Ohio Department of Job and Family Services Creates Performance Center Database to Improve Performance, Results and Accountability

The Ohio Department of Job and Family Services (ODJFS) has created a Performance Center database. The center utilizes performance measures and analysis to improve productivity and ensure accountability of its programs. Designed to support the Department's desired end outcomes, the center measures the performance of programs such as TANF, Unemployment Compensation, Food Stamps, WIA, Child Support, Child Welfare, Child Care, and Medicaid at the state and local level. Operational measurement areas include human resources, information technology, fiscal, legal, maintenance, auditing, quality control, and contracting. As a result of this program, the Department has shown improvement in many areas of performance. For more information, please visit:

http://odjfsperformancecenter.ohio.gov/index.asp

Finance: State Finances and Budgeting

Alabama's Transition to a Statewide Performance-Based Budgeting System

Alabama has recently instituted a budgeting initiative that would require government agencies, the legislature, and the state budget office to collect and utilize performance information in order to help make informed budget decisions. The new initiative, called *SMART* (Specific, Measurable, Accountable, Responsible, and Transparent), expands on a pilot program introduced by the legislature and shows positive direction in the area of performance management. To read more, please go to: http://www.smart.alabama.gov/

Arizona and Ohio State Grants

Identifying existing grants remains difficult and writing effective performance-based grants confounds even the most astute grant seeker. In addition, grant managers must be prepared to meet new standards.

To help you meet the new standards and win grants, join us for the *2005 Arizona State Grants Summit* in Phoenix, Arizona, Nov. 14-15 or the *2005 Ohio/Arizona State Grants Summit* in Columbus, Ohio Dec. 5-6. This Summit is designed to provide you with best practices and strategies to improve your success rate in finding, winning and managing grants. Our faculty of national and Illinois-based leaders in grant management will share "secrets to success." Our experts will also address an area that is severely lacking among most grant seekers today—the lack of knowledge about what funding is available and how to obtain it. In these days of increasing challenges and decreasing resources, the time to develop these critical skills is now. For more information visit: http://www.performanceweb.org/SocialPolicy

Troubled State Budgets Finally Get Relief in 2005

Legislators are finally seeing the light at the end of the fiscal storm tunnel that has plagued many state governments over the past several years. State lawmakers finally exited the red while drafting their 2006 budgets, leaving behind revenue shortfalls that collectively totaled $235 billion since 2001. To read more, please go to: http://www.stateline.org/live/ViewPage.action?siteNodeId=136&languageId=1&contentId=48298

Performance Measurement and Budgeting in Tennessee State and 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 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 Tennessee ; integrate a performance-based strategic plan into daily operations to meet desired results and much more at the Performance Measurement and Budgeting in Tennessee State & Local Government conference. For more information visit: http://www.performanceweb.org/Events/Courses/P251/P251.htm

The Latest GAO Report on Financial Management

Financial Management: State and Federal Governments Are Not Taking Action to Collect Unpaid Debt Through Reciprocal Agreements. GAO-05-697R, July 26.
http://www.gao.gov/cgi-bin/getrpt?GAO-05-697R

Workforce: Strategic Management of Human Capital

Government HR Innovations

Help Shape the Future of the Government Workforce

The time has come to discuss the future of the government workforce in a fresh and innovative way. The future of government service and thus, government human resources personnel, is being crafted today, by you and your colleagues. With the changes you implement in regards to recruitment, hiring, retention, and development of employees, you have the unique opportunity to impact generations of civil service workers and citizens at large. To help your agency align human capital strategies with mission and goals and prepare for the future of government service-the Performance Institute and a coalition of good-government groups has assembled *HR Innovations 2005* – the most comprehensive human capital management event being offered to government managers this year. We hope you'll join us in Washington, D.C. from September 14-16, 2005 at the Washington Plaza Hotel for the most comprehensive human resource summit of the year. For more information and to download a brochure visit: http://www.hrinnovations.org/HRI/index.html

Open Season on Middle Managers

In the latest round of budget cuts, mid-level managers are considered the easiest and most defenseless target. It's hard to say exactly when states declared the current open season on middle managers. While they always seem to be a tempting target for politicians who want to trim the bureaucrat fat, their profile seems to rise with state budget crises. The last de-layering craze coincided with the recession in the early 1990s. The most recent effort seems directly tied to the budget malaise that has dogged states for the past several years. The spring of 2001 may represent the clearest opening salvo. That's when Florida took thousands of middle managers out of civil service and made them at-will employees, subject to summary dismissal. Since then, states have been pushing them out, buying them out, bumping them and generally bashing them, a phenomenon that's also induced many longtime and high-level managers eligible for retirement to simply pack it in, leaving behind empty chairs that haven't been filled. To read more, please go to: http://www.governing.com/articles/7middle.htm

Technology: E-Government & Information Technology

California Puts IT Services and Acquisition Under One Roof

California established its new state technology services department last month with a mission: Send a clear signal to agencies and industry that the state is serious about consolidating IT services and functions and leveraging its buying power. To read more, please go to: http://www.gcn.com/24_23/state-local/36662-1.html

Federal-State E-Authentication Project Pays Off

Illinois reaps the benefits of a pilot with EPA using Entrust technology

When employees for the City of Chicago file reports on the discharge of wastewater into public waterways, they fill out an online form and press a few keys. Then the document is instantly filed with the Illinois Environmental Protection Agency. No paper changes hands, no personal signatures are required and nothing ever gets lost in the mail. To read more, please go to: http://www.gcn.com/24_23/state-local/36634-1.html

Wyoming Builds Statewide Education Data System

In what is being touted as the first statewide use of the Schools Interoperability Framework (SIF) specifications, Wyoming

is building a system that will allow easy transfer of information about K-12 students and their academic performance between school districts and state education agencies. To read more, please go to: http://www.fcw.com/article90071-08-17-05-Web

New Jersey 's Interoperability Communications System Helps Secure Transportation During Orange Alert

The New Jersey Interoperability Communications System (NJICS) provided inter-agency communications for over 15 agencies activated as a result of the Orange alert response for New York and New Jersey transportation systems said Chief Raymond Hayling of the New Jersey Attorney General's Office today. To read more, please go to: http://www.govtech.net/magazine/channel_story.php/96198

Outsourcing: Competitive Sourcing & Contracting

Louisiana to Test Online Bidding Application

Private insurance companies hoping to manage one of Louisiana 's three health care plans will soon submit their proposals online in a pilot project that state government officials anticipate could make the procurement process more accurate. To read more, please go to: http://www.fcw.com/article89868-08-11-05-Web

California Flexes Buying Muscle

The California Department of General Services (DGS) has awarded seven statewide contracts worth about $116 million for computer equipment. The department plans to use higher purchasing volumes to get better prices and save millions of dollars. To read more, please go to: http://www.fcw.com/article89469-07-06-05-Web

State Government Spotlight: Iowa & Texas

State of Iowa

The State of Iowa is pioneering a new, bureaucracy-busting “deal” through They volunteer to be accountable for measurable customer benefits and contribute savings/revenues; in return the State exempts them from many bureaucratic requirements.

For Charter Agencies, results for Iowans are more important than the rules.

When agencies truly focus on results, they often run up against rigid procedure-based rules and regulations that focus more on how government does things than on the outcomes government produces. The purpose of this initiative is to test the following hypothesis: given greater operating flexibility, Charter Agencies will be able to produce better outcomes for their customers at less cost than under the standard bureaucratic system. Charter Agencies waste less time and money on paperwork and low-value-added rule compliance. They redirect that energy into innovation to achieve the results Iowans most value. Instead of relying on the Governor's Office and the Department of Management to drive change and improvement, the Charter Agency deal kindles automatic, ongoing improvement from within each agency. To read more, please go to: http://charter.iowa.gov/

State of Texas

Fort Bend County, TX, Uses Emergency Radios at Schools “Each public high school and middle school in the county will now be equipped with a new police two-way radio, courtesy of the U.S. Department of Homeland Security,” according to

the *Houston Chronicle*. “Law enforcement and school district officials say the radios, which cost $1,400 each, give teachers and administrators a communications tool that provides an instant link to emergency responders, such as police and ambulance dispatchers.” To read more, please go to:
http://www.chron.com/cs/CDA/rssstory.mpl/metropolitan/3301853

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The State Management Innovations Newsletter is provided as a free informational newsletter to all state employees about the latest news from the state 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 performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government program s at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training program s, 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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