Comprehensive Strategies for Revolutionizing City and County Operations!

City & County Innovations Summit 2003

Surviving the Budget Crunch and Improving Citizen Services Through Innovation

Presented by:

The Performance Institute

In association with:

Reason

CRG

NACCED

CyberCivics

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC
Center for Excellence in Municipal Management

Featuring Three Tracks of City and County Innovations in:

PERFORMANCE-BASED BUDGETING AND MANAGEMENT

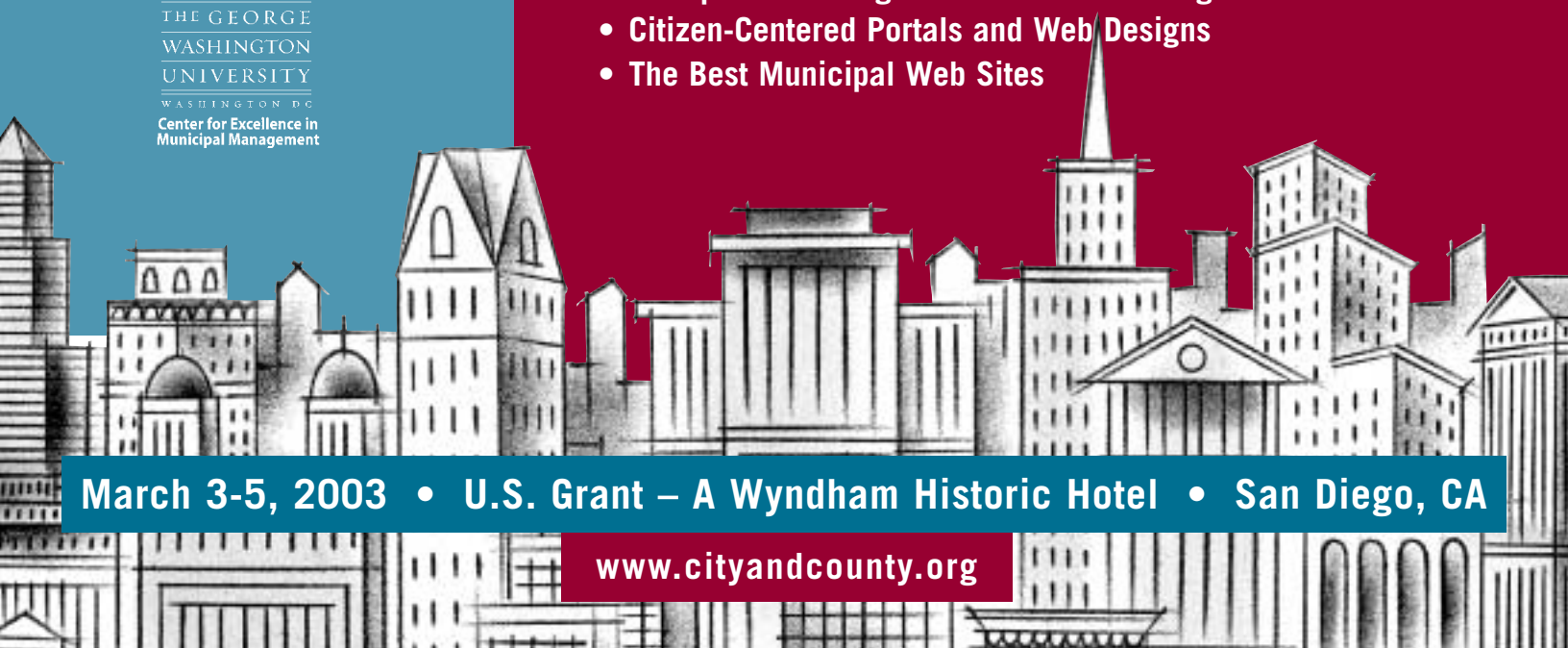
- Performance-Based Contracting for Municipal Services
- Responsible Fiscal Management
- Performance Budgeting: Linking Resources to Results

STRATEGICALLY MANAGING THE CITY WORKFORCE

- Employee Performance Plans and Evaluations
- Cutting-Edge Workforce Planning Models
- Effective Recruitment and Retention Strategies

INFORMATION TECHNOLOGY AND e-GOVERNMENT

- IT Capital Planning and Investment Management
- Citizen-Centered Portals and Web Designs
- The Best Municipal Web Sites



March 3-5, 2003 • U.S. Grant – A Wyndham Historic Hotel • San Diego, CA

www.cityandcounty.org

Emerge with Leading Innovations in Key Management Areas:

PERFORMANCE MEASURES

Acquire model performance measures and learn how to use them to "manage for results"

PUBLIC/PRIVATE PARTNERSHIPS

Achieve savings through privatization and outsourcing of functions, while ensuring quality service and employee protection

PROCUREMENT

Utilize bulk purchasing vehicles and performance-based contracting to get the biggest bang for your buck

e-GOVERNMENT

Harness the power of leading IT solutions to deliver important services to citizens and streamline internal operations

PERSONNEL EVALUATION

Craft individual employee performance plans to enhance accountability

PERFORMANCE BUDGETING

Use a results-driven methodology to determine program budget allocations

STRATEGIC RECRUITMENT

Overcome human capital challenges with effective planning, targeting and staff development



Dear City and County Official:

If there is one problem that municipalities nationwide are facing right this year, it is how to cope with revenue shortfalls while meeting the demands of rising citizen expectations. There is no doubt this is a very difficult dilemma, but it is forcing some of America's cities and counties to come up with very innovative solutions.

The *2003 City and County Innovations Summit* will bring together a faculty of public administrators from municipalities across the nation - cities and counties who have faced revenue shortfalls and actually improved their citizen services. You can do the same.

I invite you to join us for the third annual *City and County Innovations Summit*, being hosted this year March 3-5 in beautiful San Diego, where you will pick up hundreds of ideas to take home and adapt to your management strategies.

Measure the Performance of City and County Programs

You will emerge from the 2003 Summit with timely strategies for enhancing your department's performance. From strategic planning and measurement to personnel management and budgeting, *CCIS 2003* will explore innovations in all major management functions. Case studies from a diverse variety of major city and county operations will be presented—from design and implementation to evaluation of lessons-learned.

Mitigate Falling Revenue and Improve Financial Management

As cities and counties struggle through the second year of a recessed economy, containing costs and ensuring strong fiscal management is vital. At *CCIS 2003*, you'll learn to avoid the mistakes that come with "feast or famine" budget decisions.

Emerge with the Tools You Need to Implement Innovations in Your Agency

The innovations presented at this comprehensive conference have been researched and validated by the CCIS planning committee (comprised of leading city and county experts) and will be presented as case studies so you can learn from and build upon them in your own organization. Sessions explore the latest practices and solutions to the most pressing city and county challenges—utilizing a peer-based learning approach.

Create local solutions for your local problems! Attend *CCIS 2003*! Space at this year's Summit will be limited. For more information or to register for *CCIS 2003*, visit us **online** at **www.cityandcounty.org**. You can also register and discuss group discount options by **calling 703-894-0481**. Don't miss out on the innovations that executive program staffs in municipalities across the country will be talking about!

Sincerely,

Carl D. DeMaio
The Performance Institute
Chair, CCIS 2003

Featuring 60 Presentation Sessions by Over 100 Leading City and County Management Experts on the Latest Best Practices

2003 City and County Innovations Summit

Presented by The Performance Institute • U.S. Grant—A Wyndham Historic Hotel • San Diego, CA

DAY ONE: Monday, March 3, 2003

TIME	Ⓐ Performance-Based Budgeting and Management	Ⓑ Strategically Managing the City/County Workforce and Partnerships	Ⓒ Information Technology and e-Government
7:30	Registration, Continental Breakfast and Exhibits		
8:30	**Keynote Address:** Innovative Approaches to Neighborhood Revitalization and Economic Development		
9:30	**A View from Both Sides:** Relating to City Council/County Board Members on Management Improvement Initiatives		**Leadership Panel:** Achieving IT Goals by Developing Effective Targeted Strategy
10:45	Break	Break	Break
11:00	Performance-Based Budgeting in Cities and Counties: Including Performance Measures in City and County Budget Submissions	Recruitment and Retention Strategies for Cities and Counties	IT Capital Planning and Investment Management for City and County IT
12:00	**Luncheon Keynote:** Strategic Management in City and County Government: Managing for Results		
1:15	Measuring and Improving Customer Service in City and County Operations	Developing an Effective Workforce Planning Model	Building an e-City: Integrated, One-Stop Service Delivery
2:15	Break	Break	Break
2:30	Performance Measures and Management Innovations for Neighborhood Services	Employee Development and Training	Innovations in City and County Web Designs
3:30	Performance Measures and Technology Investment Measures in Social Services	Making the Most of Civil Service Flexibilities, Benefits and Incentives	Making the Most of Leading Municipal Technologies to Improve City and County Management
4:30	Adjourn		

DAY TWO: Tuesday, March 4, 2003

TIME	Ⓐ Performance-Based Budgeting and Management	Ⓑ Strategically Managing the City/County Workforce and Partnerships	Ⓒ Information Technology and e-Government
7:30	Registration, Continental Breakfast and Exhibits		
8:30	**Keynote Address:** Creating and Funding a Long-Range Plan for Your City or County: San Diego's "City of Villages" Concept		
9:30	**Leadership Panel:** Outlook for 2003 and Beyond in City and County Management: Emerging Issues, Revenue Shortfalls, and Rising Citizen Expectations		
10:45	Break	Break	Break
11:00	Dealing with Budget Shortfalls: How Four Innovative Cities and Counties are Coping with Falling Revenues	Forging Effective Community Partnerships and Volunteer Programs	Coordinating e-Government Strategy Across Multiple City and County Agencies
12:15	**Luncheon Keynote Address:** Innovations in City and County Management		
1:30	Performance Measures and Innovative Management for Infrastructure Management, Capital Projects, and Facility Management	Forging Effective Public-Private Partnerships in City/County Services	IT Risk Analysis and Performance Measures for Cities and Counties
2:30	Break	Break	Break
2:45	Implementing Performance Evaluations and Employee Performance Plans	Performance-Based Contracting for City and County Services	Partnering with the Private Sector to Devise and Implement e-Government Strategies
3:45	How Do You Rate? Benchmarking and Comparing Cities and Counties		
4:45	Adjourn		

DAY THREE: Wednesday, March 5, 2003

FUNCTIONAL WORKSHOPS: Innovative Management Practices for the Major Management Functions of Cities and Counties

Morning Workshops (8:30-11:30):

A) INFORMATION TECHNOLOGY PROCUREMENT—Performance-Based Contracting for City and County Information Technology Projects Using Federal Supply Schedules

B) WORKFORCE MANAGEMENT—Devising a Workforce Plan for City and County Agencies

C) STRATEGIC PLANNING—How to Craft a Mission-Aligned Strategic Plan

Afternoon Workshops (1:30-4:30):

D) PLANNING AND BUDGETING—Creating a Balanced Scorecard of Performance Measures for City and County Services

E) PROCUREMENT AND ACQUISITION—Performance-Based Contracting: Crafting Statements of Work and Managing Vendors for Results

Agenda and Speaking Faculty

Day One: March 3, 2003

7:30 **Registration, Continental Breakfast and Exhibitions**

8:30 **Keynote Address:**
Innovative Approaches to Neighborhood Revitalization and Economic Development
This keynote address will discuss the impact of neighborhood revitalization on the economic landscape, as well as emerging trends, technologies, policies, and standards that are shaping the landscape of cities and counties, now and in the future.
Mayor Thomas M. Menino, *City of Boston, MA**

9:30 Ⓐ **A View from Both Sides:**
Ⓑ ***Relating to City Council/County Board Members on Management Improvement Initiatives***
As budgetary dilemmas mount, government leaders are having an increasingly difficult time implementing changes within their municipalities. Listen to officials from both the city and county levels as they discuss their perspectives on how to effectively execute critical municipal management functions.
Moderator: Carl D. DeMaio, *The Performance Institute/Reason Foundation*
Walt Ekard, *Chief Administrative Officer, San Diego County**
Michael Uberuaga, *City Manager, City of San Diego**
Diane Jacob, *County Supervisor, San Diego County**
Byron Wear, *City Council Member, City of San Diego**

Ⓒ **Leadership Panel: *Hitting the Bull's Eye: Achieving IT Goals by Developing Effective Targeted Strategy***
This discussion will focus on developing and implementing effective technology strategies. Examine the latest innovations, efforts and strategies that are being employed around the country to take local government online, enhance services, and establish new dynamic relationships between government and its constituents.
Greg Curtin, *President, Civic Resource Group*
Diana Persell, *National Information Consortium*
Michael Armstrong, *CIO, City of Des Moines, IA*

10:45 **Break**

11:00 Ⓐ **Including Performance Measures in City and County Budget Submissions**
Examine San Diego County's General Management System and the performance measures used to form a cycle of crucial measures when submitting municipal budgets.
- Strategic Planning—Where are we going?
- Operational Planning—How do we plan to get where we're going?
- Monitoring and Control—Are we on track?
- Functional threading—Are we working together?
- Motivation, Rewards, and Recognition – Are you sharing goals and encouraging success?

Jerry Hughs, *San Diego County, CA*

Ⓑ **Recruitment and Retention Strategies for Cities and Counties**
Finding the right personnel means looking for the right kind of employee. Learn to set both short-term and long-term recruitment goals and techniques for fulfilling those goals. Get advice for hiring employees with advanced degrees and mission-critical skills while drawing from targeted demographic profiles.
Collin Kebo, *City of Indianapolis, IN*

Ⓒ **Strategic and Capital Planning for City and County IT**
Implement effective long-range strategic planning and investment strategy to ensure IT success and the effective delivery of e-government services. Examine best practice strategies and technologies that are shaping the future of e-government for cities and counties.
David J. Molchany, *CIO, Fairfax County, VA*

12:00 **Luncheon Keynote:**
Strategic Management in City and County Government: Managing for Results
Discover how to lead change in your city and county. Emerge with a mastery of the key criteria for devising and implementing performance measures for city and county functions and truly "manage for results" in your agency.
Carl D. DeMaio, *The Performance Institute/Reason Foundation*

1:15 Ⓐ **Measuring and Improving Customer Service in City and County Operations**
Discuss the innovations, efforts, and strategies utilized by local government agencies to ensure that the services they provide are "citizen-centered," as well as how to accurately measure the effectiveness of agency programs.
Sharon Randol, *Arlington County, VA*

Ⓑ **Developing an Effective Workforce Planning Model**
Much like their counterparts in the federal sector, human resources managers at the local level must cope with the forthcoming wave of retirees in the coming years. Learn how the City of Minneapolis took a proactive approach to combating this problem by creating workforce profiles and identifying needed skills and competencies.
Ann Eilbracht, *City of Minneapolis, MN*

Ⓒ **Building an e-City: Integrated, One-Stop Service Delivery**
Utilize innovative strategies to integrate technology with government, providing one-stop service to constituents, nurturing civic engagement and economic development in communities, and streamlining cumbersome processes and requirements for municipalities.
Bill Cull, *City of San Diego, CA*

2:15 **Break**

2:30 Ⓐ **Performance Measures and Management Innovations for Neighborhood Services**
Learn to apply performance-based measures and management strategies to neighborhood-level services, including road maintenance and community and park services. Discover where performance measures can be utilized and how to implement those measures to streamline your neighborhood services.
Erynn Crowley, *City of Phoenix, AZ*

Ⓑ **Employee Development and Training**
Constantly developing the skills of employees is a vital part of maintaining a robust staff. To help you do that, we will study the basic guidelines for successful employee development and determining training requirements. Then, learn how to integrate those training plans into your government's broader strategic plans.
Sue Wybraniec, *Maricopa County, AZ*

Ⓒ **Innovations in City and County Web Designs**
Redefine the relationship between citizen and government by providing interactive citizen-centric web-base services through your web site. Learn how the City of Des Moines,

Iowa, used strategic partnerships, emerging technologies, and effective new strategies to reach and serve citizens.
Michael Armstrong, City of Des Moines, IA

3:30 Ⓐ **Performance Measures and Technology Investment Measures in Social Services**
Discuss how the Virginia Department of Social Services transformed its management using performance-based models. This session will examine the use of a business methodology for investment management in technology and the relationships to various organizational performance measures.
John Wheatley, Socius Corporation, Contracted with Virginia Dept. of Social Services

Ⓑ **Making the Most of Civil Service Flexibilities, Benefits and Incentives**
Learn how to utilize workplace flexibilities, such as employee performance incentives, developmental opportunities, recruitment and retention incentives, and non-monetary performance rewards to better achieve organizational results.
*Ron Komers, Riverside County, CA**

Ⓒ **Capitalizing on New Municipal Technologies to Improve City and County Management**
Innovative new technologies are redefining the way municipalities manage their resources and provide services to their citizens and business partners. Learn to develop and implement a comprehensive strategy for streamlining and enhancing an array of municipal services and responsibilities.
Gabriela Coverdale, City of San Diego, CA

4:30 **Adjourn**

Day Two: March 4, 2003

8:30 **Keynote Address:**
Creating and Funding a Long-Range Plan: San Diego's "City of Villages" Concept
Recent projections indicate that San Diego's population could grow up to 30 percent over the next 20 years, yet less than 10 percent of the city's raw land remains available for development. Listen to Mayor Dick Murphy discuss San Diego's innovative approach to overcoming this quandary by blending residential, commercial, educational and civic uses in areas where high levels of activity already existed.
*Mayor Dick Murphy, City of San Diego, CA**

9:30 **Leadership Panel: *Outlook for 2003 and Beyond in City and County Management***
A panel of experts in municipal management will discuss some of the emerging trends in city and county management, including revenue shortfalls and rising citizen expectations. Each panelist will give a short opening remark followed by a facilitated question-and-answer period. Come prepared with questions for our set of experts!
Sandra Vargas, CAO, Hennepin County, MN
Dianah Neff, CIO, Philadelphia, PA
William J. Kelley, CFO, San Diego County, CA
David Smith, CAO, Maricopa County, AZ

10:45 **Break**

11:00 Ⓐ **Dealing with Budget Shortfalls: How Four Innovative Cities and Counties are Coping with Falling Revenue**
We'll look closely at four municipalities from across the nation to learn how they are dealing with the severe budget shortfalls and cases of fiscal irresponsibility. This analysis will examine key innovations for providing the most effective services for your money.
Geoffrey Segal, Reason Foundation

Ⓑ **Forging Effective Community Partnerships and Volunteer Programs**
Creating strong partnerships with associations, volunteer programs, and community groups is an effective way for local government agencies to respond to the needs of constituents. In this session, you will discover best practices in order to maximize and streamline the delivery of agency services to customers, increase public trust, and ensure management remains accountable to citizens.
Rosa Moreno-Mahoney, Texas Commission on Volunteerism and Community Service

Ⓒ **Coordinating e-Government Strategy Across Multiple Agencies**
Strategic partnerships are enabling cities and counties to provide more effective services at a fraction of the original cost. Utilize partnerships with city and county agencies to provide comprehensive programs and services to citizens, to businesses and to other government workers and agencies.
Gail Roper, Kansas City, MO

12:15 **Luncheon Keynote Address**
While it's a well known fact that budgetary constraints have stagnated growth in many municipalities, there are means to circumvent such obstacles. In this presentation, learn how city and county governments are working to make city services more functional and accessible in spite of budgetary constraints.
*Mayor Jeremy Harris, City of Honolulu, HI**

1:30 Ⓐ **Performance Measures and Innovative Management of Infrastructure and Capital Assets**
Learn to use performance measures to assess existing facilities and future capital projects. Start by developing strategies for departmental improvement of deteriorating and antiquated facilities and then implementing a formal plan for developing and assessing criteria for capital project development.
Margaret McChan, City of San Jose, CA

Ⓑ **Forging Effective Public-Private Partnerships in City/County Services**
Outsourcing certain city and county services to the private sector has led to tremendous cost savings for the municipalities who know how to develop successful partnerships. The Executive Director of the National Council for Public-Private Partnerships will share with you the critical success factors for developing effective partnerships with the private sector.
Rick Norment, National Council for Public-Private Partnerships

Ⓒ **IT Risk Analysis and Performance Measures for Cities and Counties**
Mitigate risks to your IT projects and strategy by integrating crucial risk analysis and performance measures into your planning and execution. Ensure your return on

investment, and utilize performance measures to draw a detailed roadmap to successful IT program performance.
Dianah Neff, CIO, Philadelphia, PA

2:30 **Break**

2:45 **Ⓐ Implementing Performance Evaluations and Employee Performance Plans**
Employee performance evaluation and performance plans have become a contentious issue for most human resources managers, particularly at the local level. Learn how to utilize best practices and innovative methodologies to build a comprehensive, end-results-driven employee performance plan and establish appropriate performance goals that ensure you get the most return from your employees.
Lou O'Boyle, Formerly of Chesterfield County, VA

Ⓑ Performance-Based Contracting for City and County Services
In early 2002, several governmental entities in the Dallas/Ft Worth area came together to answer one simple question: "What can we do in collaboration with the private sector to establish a common e-procurement platform from which to operate our individual operations?" Learn how an array of cities, counties, school districts, universities, and agencies of all sizes sizes were able to accomplish this.
Mike Ryan, City of Plano, TX; President, National Purchasing Institute

Ⓒ Partnering with the Private Sector to Devise and Implement e-Government Strategies
The assets and expertise of private sector companies can aide local governments in achieving new levels of IT program performance. Utilize private sector assets and expertise, develop strategic planning and analysis, and identify program goals and needs.
Christopher Neff, National Information Consortium

3:45 **How Do You Rate? Benchmarking and Comparing Cities and Counties**
Harnessing the methodologies used by national organizations to rate the performance of municipalities can help you design a set of performance measures to apply to your city or county immediately. Learn what factors researchers use to measure municipal performance and why certain cities and counties rank high year after year.
Adrian T. Moore, Reason Foundation

Day Three: March 5, 2003
FUNCTIONAL WORKSHOPS: *Innovative Management Practices for the Major Management Functions of Cities and Counties*

Morning Workshops (8:30-11:30):

A) INFORMATION TECHNOLOGY PROCUREMENT—*Performance-Based Contracting for City and County Information Technology Projects Using Federal Supply Schedules*
The recently passed e-Government Act opens the doors for local governments to make their IT purchases off of the Federal Supply Schedules maintained by the General Services Administration, revolutionizing the way cities and counties procure IT products and services. The potential cost savings for each city and county using the GSA Supply Schedules are significant. This new system of "Cooperative Purchasing" gives localities access to some of the most cost-efficient vendors in the world and provides excellent opportunities for your IT initiatives to thrive in spite of falling tax revenue. Combined with discussions about the latest strategies for IT financial planning, project budgeting and risk analysis, you will leave this up-to-the-minute workshop fully prepared to:

- Write performance-based statements of work for technology contracts
- Navigate the federal government's schedules for cost-saving IT investments
- Procure IT services using the General Service Administration's MOBIS schedule
- Manage and monitor contracts for information technology

B) WORKFORCE MANAGEMENT—*Devising an Effective Workforce Plan for City and County Agencies*
This hands-on afternoon workshop takes participants through the strategic evaluation process and into the trenches of human resources management in order to develop an effective workforce plan in your organization quickly, efficiently and cost-effectively. In this session, you will hear expert advice on how to prepare your agency for the pending "human capital crisis" by analyzing workforce data and identifying critical skill areas. Instructors answer questions and walk you through trouble spots, giving you the tools to take back to your agency and achieve maximum effect.

C) STRATEGIC PLANNING—*How to Craft a Mission-Aligned Strategic Plan*
Strategic planning is a disciplined effort that guides what an organization does, defines why they do it and provides critical information for decision making. This interactive, hands-on workshop is designed to demystify the planning process by providing participants with answers to the following questions:

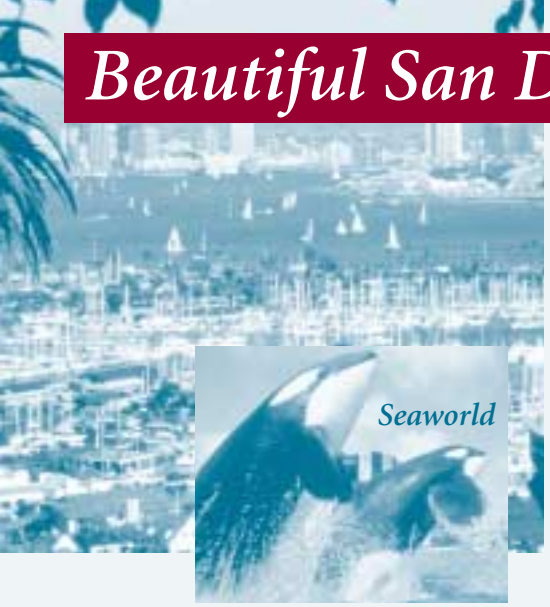
- What is strategic planning?
- Why is it important?
- What are the benefits of planning?
- What are the elements of a strategic plan?
- How do I do it?
- What will make the plan successful?

Afternoon Workshops (1:30-4:30):

D) PLANNING AND BUDGETING—*Creating a Balanced Scorecard of Performance Measures for City and County Services*
Performance measurement and management is essential to success in government of all sizes, but only if it is implemented to all agencies. The use of the balanced scorecard is to provide government agencies with an effective management system that can be universally integrated. The scorecard presents internal and external feedback to management in order to improve strategic performance and results. Apply the balanced scorecard to your strategic plan and civic initiatives to ensure that you can manage your departments to comply with budget demands.

E) PROCUREMENT AND ACQUISITION—*Performance-Based Contracting: Crafting Statements of Work and Managing Vendors for Results*
Government contracts are too often plagued by poorly defined statements of work and statements of objectives that detract from the overall performance. To ensure that your contracts are performance-based bring along an actual contract example from your office to be examined in a hands on workshop. At the end of this session, you will emerge with the blueprints for developing a performance work statement or statement of objectives that directly applies to current needs.

Beautiful San Diego



San Diego is the perfect destination for a late-winter getaway. The average temperature there during the month of March is 66 degrees and sunny! There is so much to do in San Diego you'll want to extend your stay beyond the Summit. The city is known for popular family attractions, including the World-Famous San Diego Zoo, San Diego Wild Animal Park, LEGOLAND California and SeaWorld-San Diego. For more about things to do during your stay in Southern California, visit *www.cityandcounty.org*.







Hotel

The *2003 City and County Innovations Summit* will be held in the U.S. Grant – A Wyndham Historic Hotel. Rich in historical character and revived with a multimillion-dollar renovation, the U.S. Grant - A Wyndham Historic Hotel lies in the heart of downtown San Diego.

We've booked a limited number of rooms for CCIS delegates at a reduced rate – $123 if you make your reservation before February 3. Be sure to ask for the CCIS rate.

U.S. Grant
A Wyndham Historic Hotel
326 Broadway
San Diego, California 92101
Phone: 619-232-3121
www.wyndham.com



Airport

San Diego International Airport (SAN) is located just five minutes from the U.S. Grant Hotel, just a $10 cab ride away. Or, if you plan to rent a car, the directions are easy:

Exit airport and follow Harbor Drive approximately 2 miles to Broadway. Turn left onto Broadway and continue to 3rd Avenue. Turn left onto 3rd Avenue and US Grant is on the right side.

Photo credits: All photos from The San Diego Convention & Visitors Bureau San Diego/JAMES BLANK; Seaworld/SEAWORLD; Horton Plaza/STEPHEN SIMPSON; San Diego Zoo/SAN DIEGO ZOO; Morgan Bay/BOB YARBROUGH

Tuition

Register for *CCIS 2003* **by January 17, 2003** to lock in these discounted rates:

Summit only: $895
One workshop: $300
Two workshops: $500

After January 17, 2003, the tuition rates for CCIS 2003 will be:

Summit only: $995
One workshop: $300
Two workshops: $500

Scholarships and Group Rates

The Performance Institute offers reduced tuition to groups of three or more. If you think your colleagues would benefit from attending CCIS 2003, call James Lewis at 703-894-0481 or send him an e-mail at lewis@performanceweb.org.

Administrative Notes: A 10 percent cancellation fee on the total tuition will be charged for cancellations received less than three weeks from the date of the Summit. As speakers are confirmed six months before the event, some session and speaker changes may occur.

Registration Form for the *2003 City and County Innovations Summit*

Call (703) 894-0481; Fax This Form To: (703) 894-0482; or visit **www.cityandcounty.org**

	Morning Workshops		Afternoon Workshops
☐ Register me for the summit and TWO workshops. Circle two:	A or B or C	*AND*	D or E
☐ Register me for the summit and ONE workshops. Circle one:	A or B or C	*OR*	D or E

☐ Register me for the summit only.

☐ Please call me. I am interested in a special group discount for my team.

☐ Please sign me up for the City and County bi-monthly e-newsletter on performance budgeting, financial management, human capital, competitive sourcing and e-government.

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Organization _____

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Priority Code: P163-web