

2/13/03

TRAINING:

MISSIONS

&

MEASURES

HFIN

FILE

- > Systems Integration.
- > Outsourcing.
- > Infrastructure.
- > Server Technology.
- > Consulting.

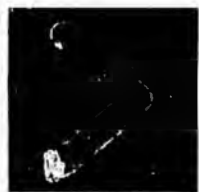
**State of Alaska
House Finance
Committee Staff**

**Mission(s) and
Measure(s)
Workshop**

February 13, 2003
Juneau, AK

unisys

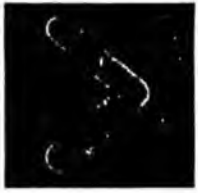
Imagine it. Done.



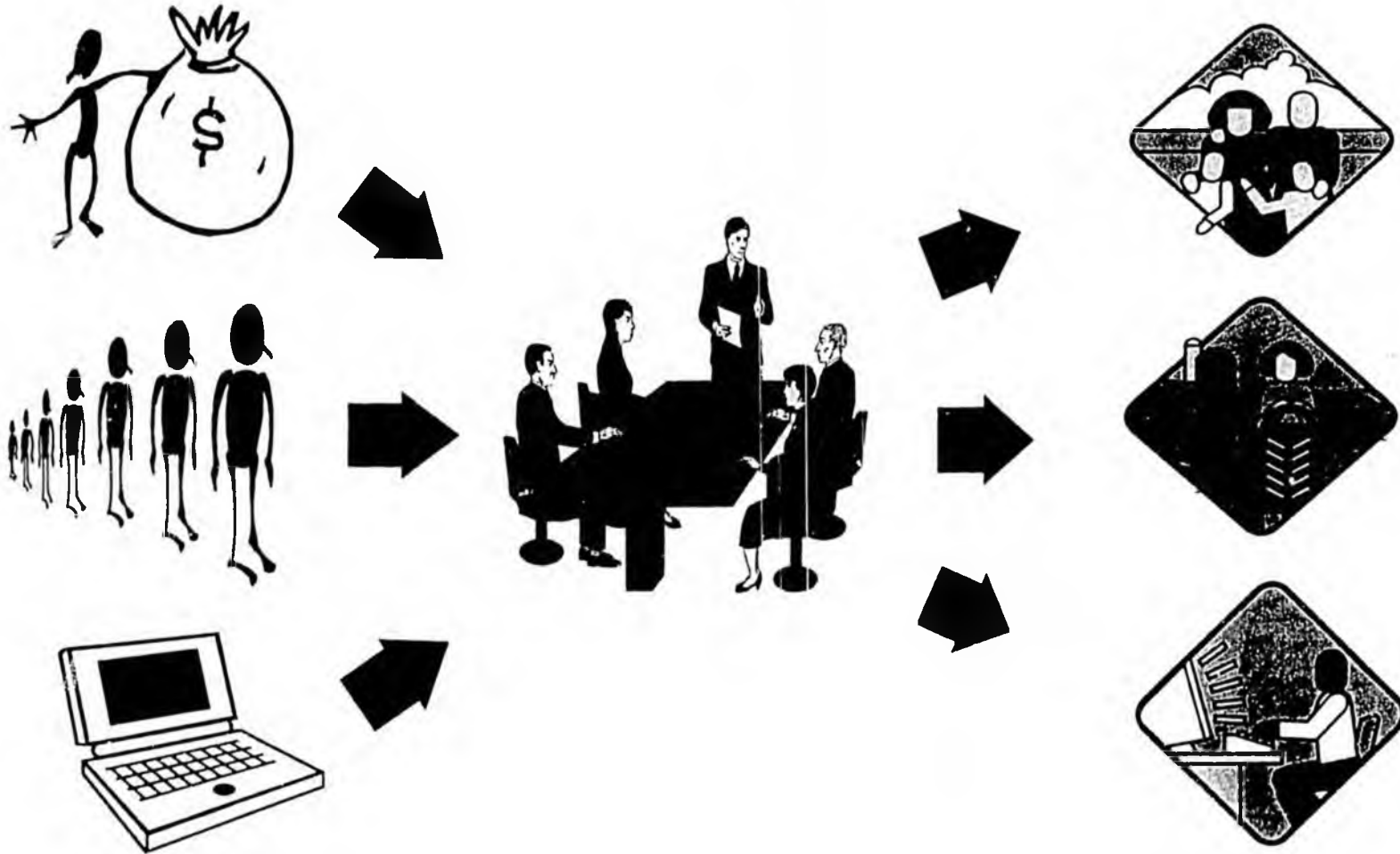
Case Study Examples for the Workshop

Will be using examples from the following case studies, throughout the presentation;

- ***Office Alcohol & Substance Abuse (OASAS)***
- ***State of Alaska***
- ***Family & Youth Services (FYS)***
- ***Public Works (DPW)***
- ***Housing & Community Renewal (HCR)***

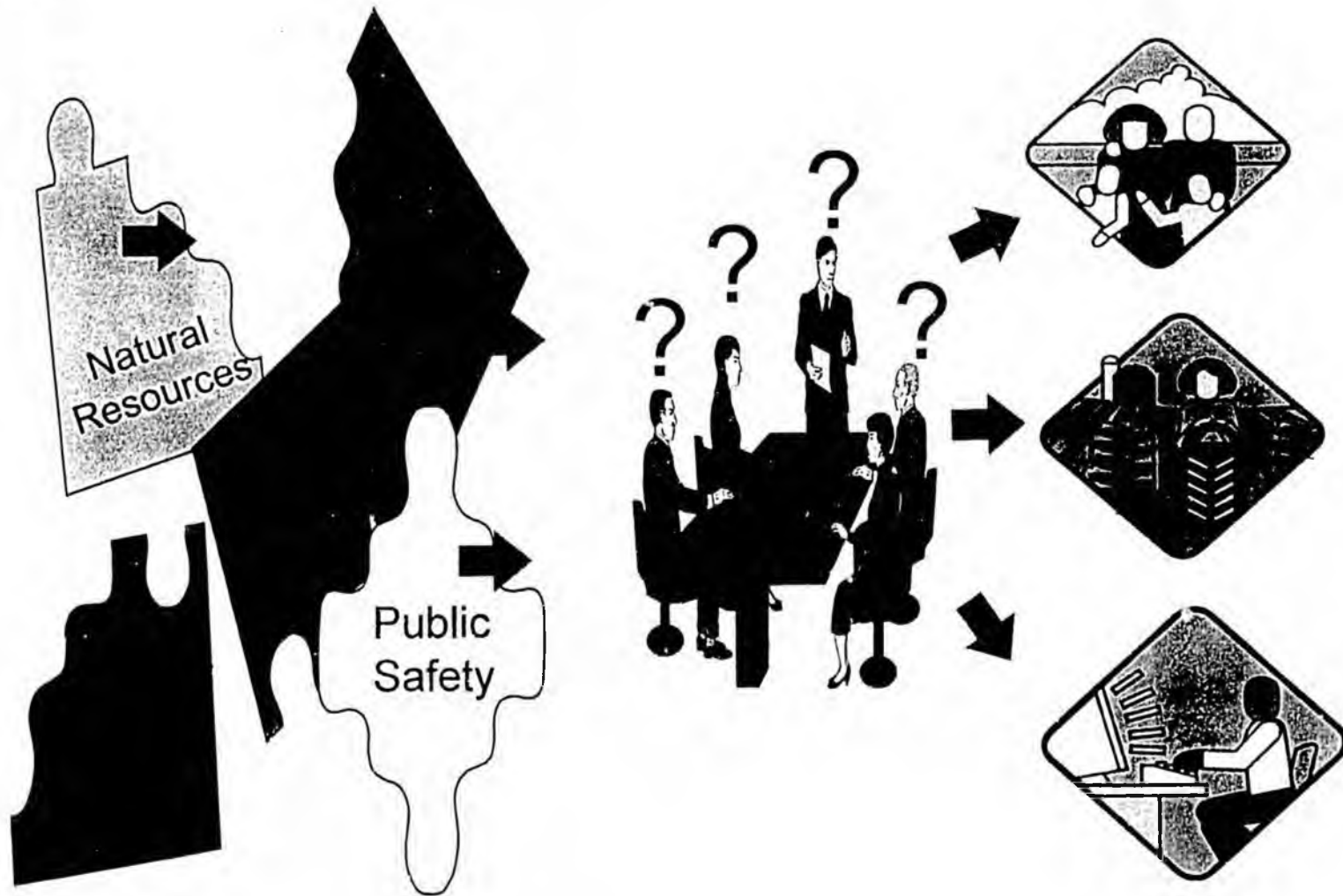


Key Concept: Shifting from INPUTS to Outcomes





Key Concept: Investing in RESULTS, not Programs





WHY Agency Mission(s) are IMPORTANT!

“Virtually all of the results that government strives to achieve require the concerted and coordinated efforts of two or more agencies. However, mission fragmentation and program overlap are widespread and programs are not always well-coordinated.”

David M. Walker, Comptroller General of the United States - 2/10/99





THE
FOLLOWING
DOCUMENT(S)
ARE
POOR
ORIGINAL
COPIES



Homeland Security Agency – Proposed Alignment (Contributions from 22 different agency's)

President Bush's proposed Department of Homeland Security, if approved by Congress, would draw from the budgets and jurisdictions of current Cabinet departments or Cabinet-level agencies.

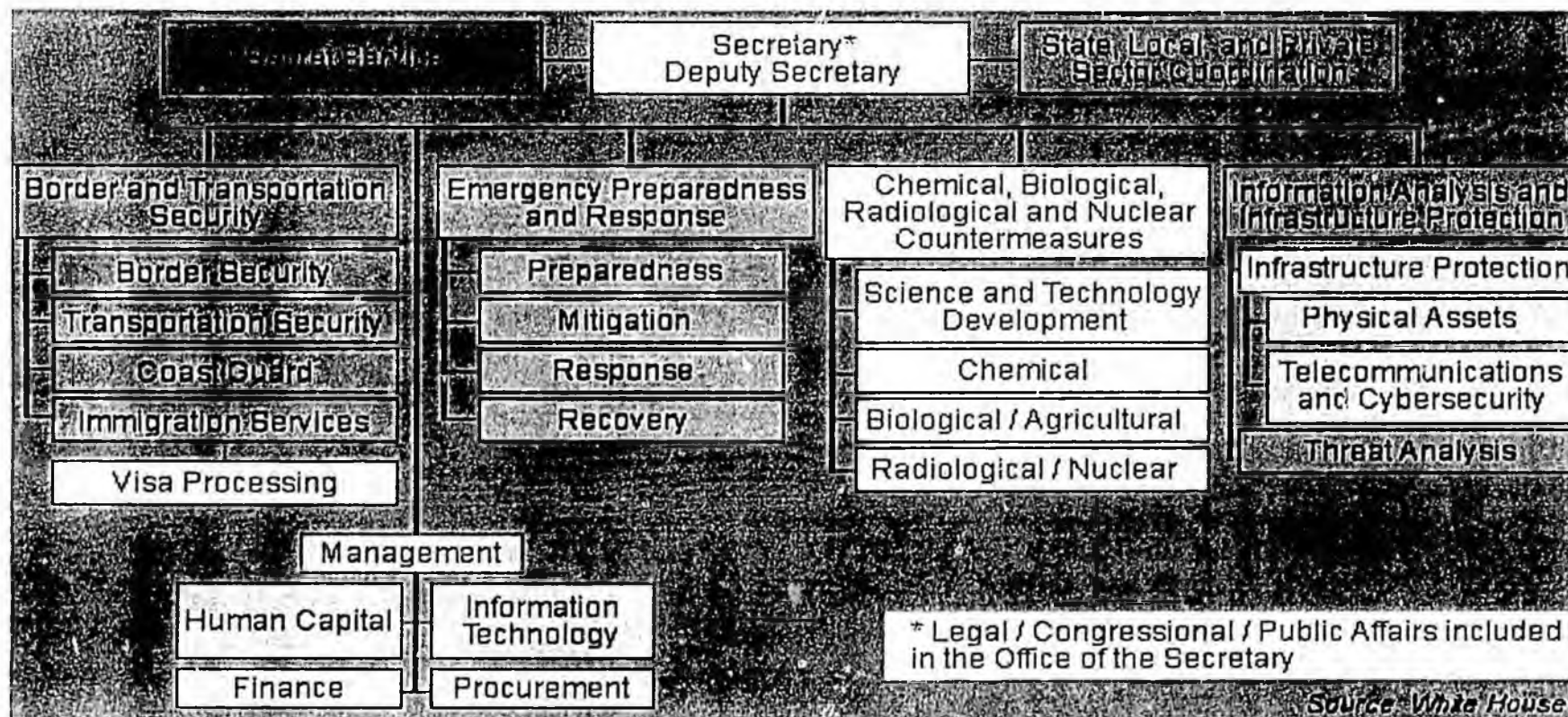
<< Click on the links to the left to see which departments and agencies will be affected.

Department of Homeland Security		Budget	Employees
 Information analysis and infrastructure protection File and analyze intelligence and issue warnings; evaluate vulnerability of critical infrastructure.	\$1.1 billion	976 people	
 Border and transportation security Authority over security of borders, waters, and transportation systems, allowing a single entity to manage entry into the United States.	\$2.98 billion	168,169 people	
 Emergency preparedness and response Oversee domestic disaster preparedness training and coordinate the government's disaster response efforts.	\$8.4 billion	6,300 people	
 Chemical, biological, radiological and nuclear countermeasures Protect from catastrophic terrorism by setting national policy and establishing guidelines for state and local governments. Would assist in evaluating equipment and setting standards.	\$3.6 billion	598 people	
 Special operations Special operations units for counterterrorism and counterintelligence.	\$1.1 billion	1,000 people	

Source: Associated Press



Proposed Structure – Program Focus





Key Concept: Mission Statement

SHOULD;

- Briefly state WHY department exists,
- Highlight UNIQUE contribution of department,
- Unify the core services/service groups,
- Be memorable and usable

SHOULD NOT;

- Be list of everything we do,
- Include statements of values,
- Include “qualifiers” of who, how well, how good ,
- Contain language that is vague and unclear.



Key Concept: Mission Statement Example

WHY the agency exists

Reduce waste from City landfill(s)

Not WHAT you do;

Promote recycling services,
Provide educational forums at public schools,
Natural resource preservation

Not how WELL you do things;

Environmental friendly manor,
In a cost effective way,
Quality

Not statements of HOW;

Through partnerships
Valuing diverse perspectives



Example “Mission Statements”

- **BAD Mission Statement**

In partnership with the citizens of Alaska, protect the public from repeat offender crime by using the best correctional practices available to provide a continuum of appropriate, humane, safe and cost effective confinement, supervision, and rehabilitation services. The Department will carry out its responsibility while respecting the rights of victims and recognizing the dignity inherent in all human beings.

- **GOOD Mission Statement**

The mission of the Department of Natural Resources is to develop, conserve, and maximize the use of Alaska's natural resources consistent with the public interest



Council on Domestic Violence & Sexual Assault

The Assumption:

The CDVSA was working to decrease the number of Domestic Violence & Sexual assaults in Alaska.

The Discovery:

1. A vast majority of the funding for CDVSA was being spent on increased space in shelters for victims of domestic violence.
2. The focus was on warehousing victims rather than prevention.



Correctional Industries

The Assumption:

Correctional Industries was set up to train inmates with work skills that they could use upon release from the Department of Corrections.

The Discovery:

1. Most inmates in the program were not going to be released until they were well past the age of useful employment.
2. The program was severely restricted in what types of industries it could engage in, thereby limiting its ability to give inmates marketable job skills.



DOT and Public Facilities

The Assumption:

DOT&PF had too many employee's scattered across the state and not enough maintenance was being done.

The Discovery:

When asked to measure the percentage of highway and airport lane miles per full time equivalent position (FTEP) compared to the average of member states of the western association of state highway and transportation officials, we found the following data:

- A. 13 of the states averaged 21.7 lane miles per FTEP
- B. Alaska averaged 38.1 lane miles per FTEP

The assumption the Budget Subcommittee was using to determine the Departments budget was wrong.



What's **IMPORTANT** to measure?

Result: The intended "outcome" of the effort.

NOT Activities: The things done to accomplish the "outcome".

EXAMPLE - JOBS Training

Result = Person gets a Job

Activities =
Person's case is established
Person is trained
Person receives child care assistance
Person is taught interviewing skills
etc.....



Example: Program and Services

Program: Unique and independent major function that supports the mission, and who's contribution can be measured.

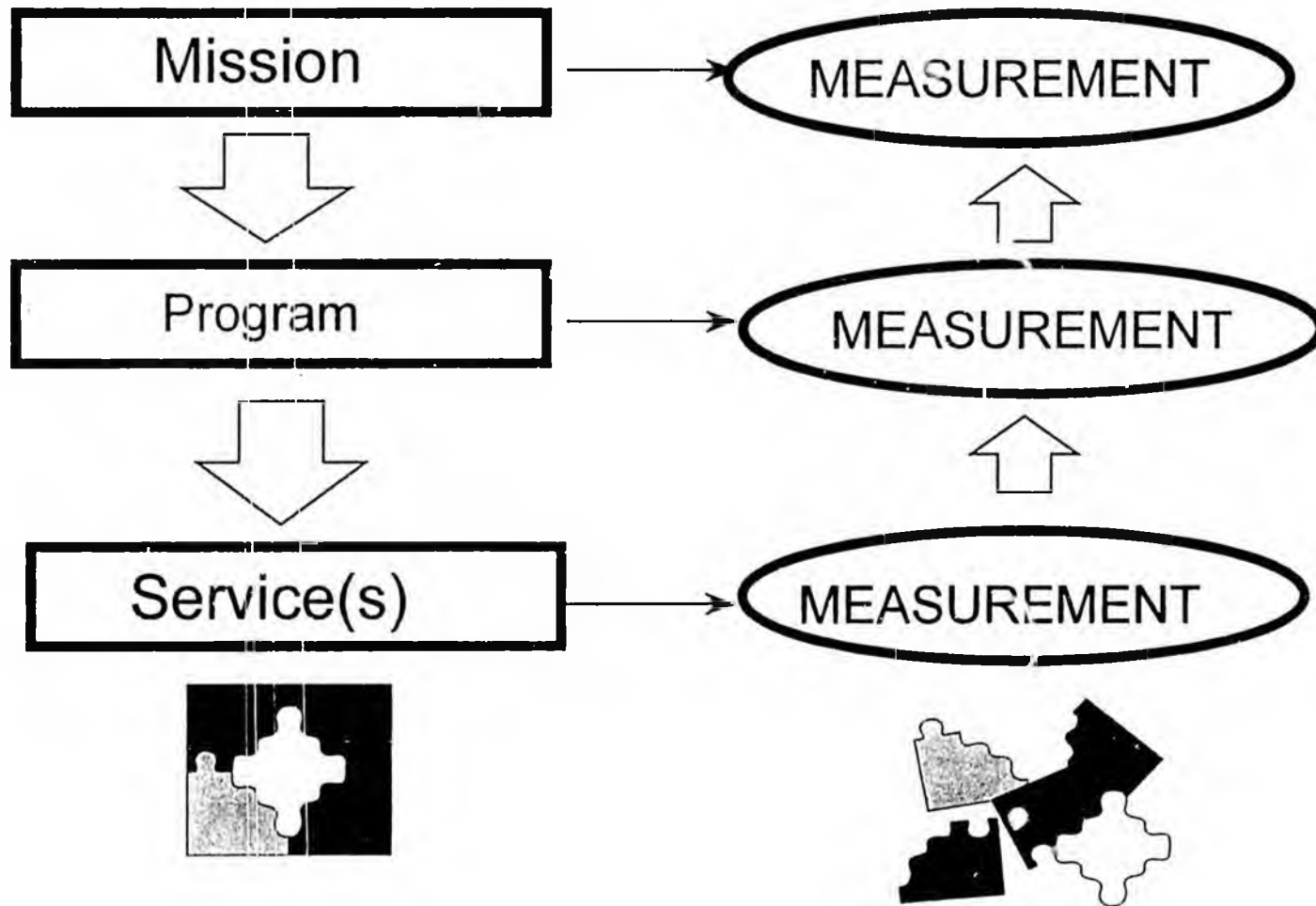
Example: Enforcement

Service: A specific product/service delivered to a citizen, typically aligned with a specific core service.

Example: Litter Compliance
Vehicle Compliance
Development Code Violators

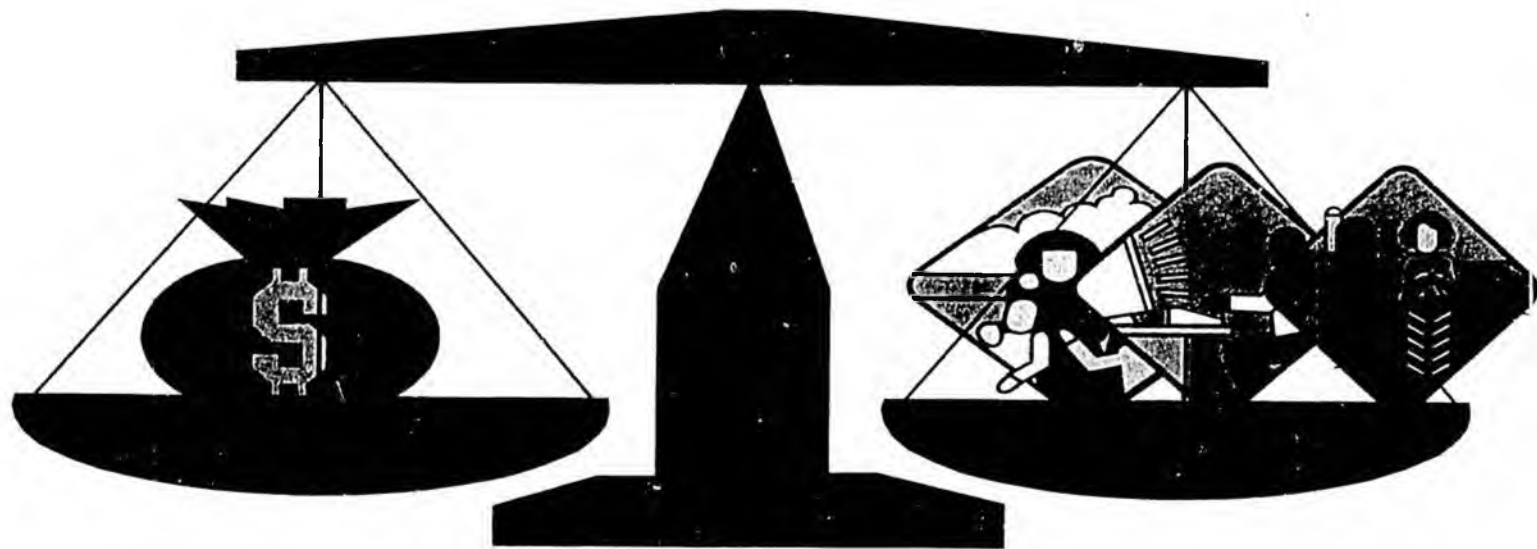


Cascading and Aligning - The Picture





How to Develop a “Balanced Set” of Measures



unisys

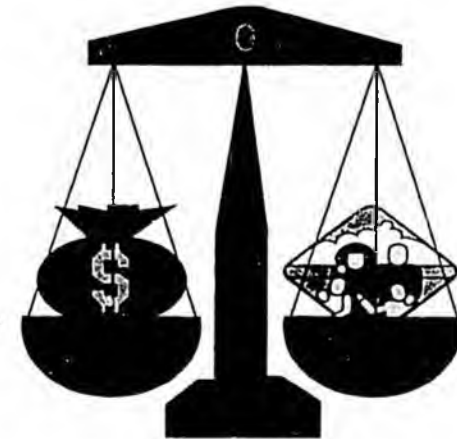


“Balanced”: JOBS Program

Program: Welfare to Work

Efficiency:

Cost per client that gets a job.

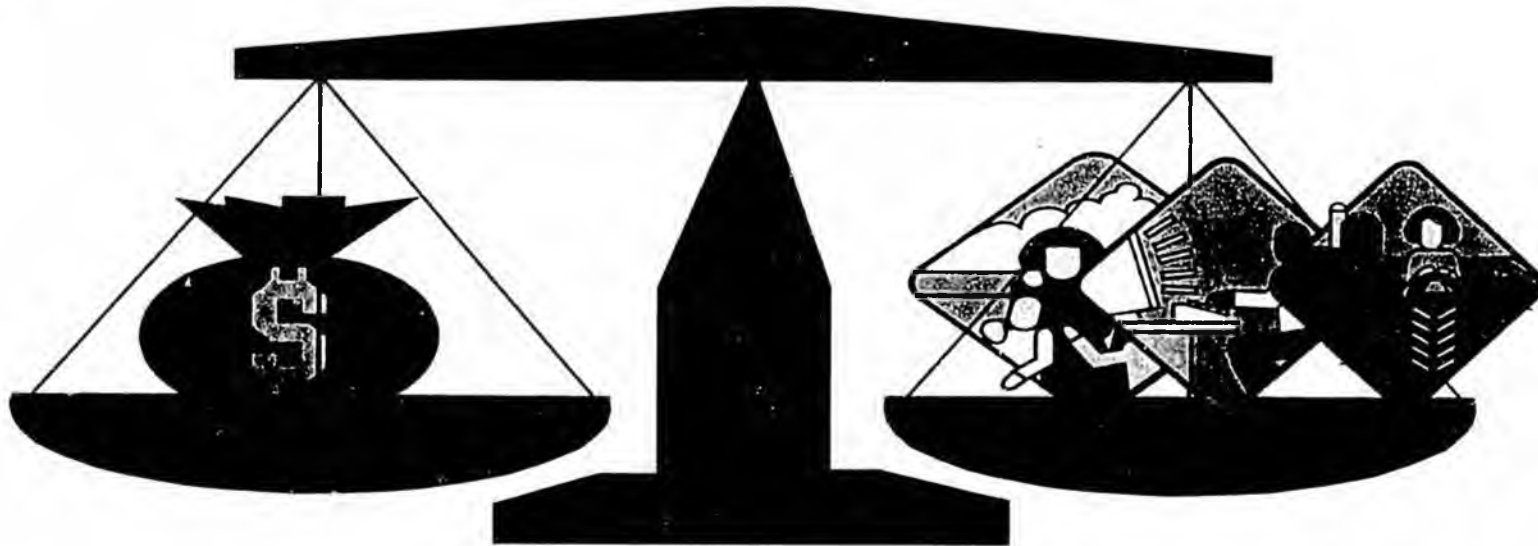


Effectiveness:

- *Average time to move from Welfare to Work.*
- *% of clients placed above minimum wage.*
- *% of “repeat” clients*



“Balanced” : TANF



- ✓ Cost per job placement.
- ✓ % application processed in 45 days.
- ✓ % of cases predetermined in 6 months
- ✓ % of cases reopened in one year.
- ✓ % of grants reduced due to employment.
- ✓ % of surveyed who do NOT live below poverty line.

Source: GASB-Public Assistance



Cascading Alignment - Example Developmental Services Department

Strategic:

- Business community satisfaction with “one stop concept”.

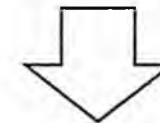
Program Measures:

- % requests completed at “first contact”
- % approvals requiring correction(no-fault)

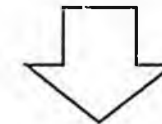
Service Measures:

- Average cost to provide a permit.
- Average time to process a request for permit.
- Average time from request to resolution for inspections.

Department



Program



Services





Cascading Alignment – Example

Office of Alcohol and Substance Abuse

Department:

- % Clients who improve after leaving treatment

Department

Program Measures:

- % of clients who improve in their vocational status 6 months after leaving treatment.
- % change in clients not returning to Criminal Justice System.

Program

Service Measures:

- % of programs achieving substantial compliance.
- % of clients successfully completing treatment.

Service(s)



Cascading Alignment – Example Fire Department

Strategic:

- Estimated \$ value of lost due to fire.
- Lives lost to fire.
- % change in lost due to injury.

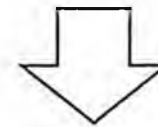
Program Measures:

- % calls responded to w/n 6 minutes
- % fires contained w/n “room of origin”.

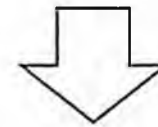
Service Measures:

- Average maintenance cost / truck.
- Average time for fire truck response.
- Average time for containment, once on site.

Department



Program



Services





Key Questions for POLICY MAKERS

1. What's your Mission?
2. How do agency Programs contribute to the Mission?
3. Who are the customers of their Programs?
4. What are the Program Outcome Performance Measures?
5. How did you do last year?
6. What do you intend to do differently this year?
7. What are your strategies/priorities for this next year?
8. Which measures are you going to use to validate and monitor our investment?
9. * *Is there duplication between agencies?*
10. * *Are other options viable to accomplish these outcomes?*



Caution - “Simplify to Succeed”

Resist the urge to over complicate for “perceived” completeness. Begin by having each program unit, agencies, submit the following;

- At least one efficiency & one effectiveness measure for each program result.
- Brief narrative to support measure.
- Graph depicting baseline, actual & potential results.
- Quarterly reporting to OMB
- CSSB 169 (FIN am H)



Updated Agenda – 12/06/02

- Questions/thoughts/what you want out of today?
- Review “homework”
- Things to look-out for – from previous sessions
- Key questions regarding PM’s;
 - What will the measure “demonstrate”?
 - Is this information “useful”?
 - How often will you be able to gather/report the data?
 - Can “management decisions” be made from these measures – or – are additional measures needed to provide a “good picture”
- Focus for this session
 - Get data early, and do some trend analysis if possible
 - Check for “misalignment” of program w/n departments



“Mid-Course” Alignment Tools

**Aligning Statewide Outcomes with
Department Programs**

**Aligning Program(s)
with Department Outcomes**




Who needs to make the “tough” decisions?

“I think it’s in the hands of the Legislature. Legislators were voted in to take care of serious business, including the state budget. They should not throw it in the hands of citizens. They should stand up and be the ones to make the tough decisions.”

Carlos Barrientos – Laid off Oregon State Trooper – February 1, 2003



Linking Department Outcomes.....

State Wide Outcomes				
Departments	Safe Streets	Active Seniors	Clean Spaces	Measures
Parks 	X	X		Program
Neighborhood	X		X	Program
Recreation		X	X	Program
Planning	X	X		Program
Support	X		X	Program
Etc.		X		Program

↓ ↓ ↓
Performance Measures



Linking Department and Program Outcomes

Family & Youth Services				
Department Programs	Client Gets Job	Client Keeps Job	Minimize Assistance	Measures
Job Training	X	X		Program
Job "Assistance"	X		X	Program
Job Retention		X	X	Program
Assessment	X	X		Program
Support Services	X		X	Program
Etc.		X		Program

Performance Measures



PIT FALLS (Lessons from the “Pit”)

There **MUST** be agreement by the “leadership” that they will follow an agreed upon approach.

Elected and career **MUST** agree on a shift from spending to investing. The debate on where to invest will still remain.

Not everyone will “want” to change. Predetermine the consequences.....

Reward appropriate behavior



PIT FALLS (Lessons from the “Pit”)

Focus is to improve - not keep score. Resist the urge to “judge” the numbers too quickly.

Build in a quarterly review process, and be ready to make mid-course corrections.

Most Financial Systems “count things” and will probably have to be modified, to provide results based information

Remember- no one wins -if poor investments are made!

>	Systems Integration.
>	Outsourcing.
>	Infrastructure.
>	Server Technology.
>	Consulting.

Craig.holt@unisys.com

503.371.7224

unisys

Imagine it. Done.