

**MEASURING
RESULTS,
BY CRAIG
HOLT,
GOVT.
CONSTULT.
2/11-12/03**

SFIN

FILE

distributed by Craig Holt

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

**State of Alaska
Senate
Finance
Committee**

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

February 11-12, 2003

Juneau, AK

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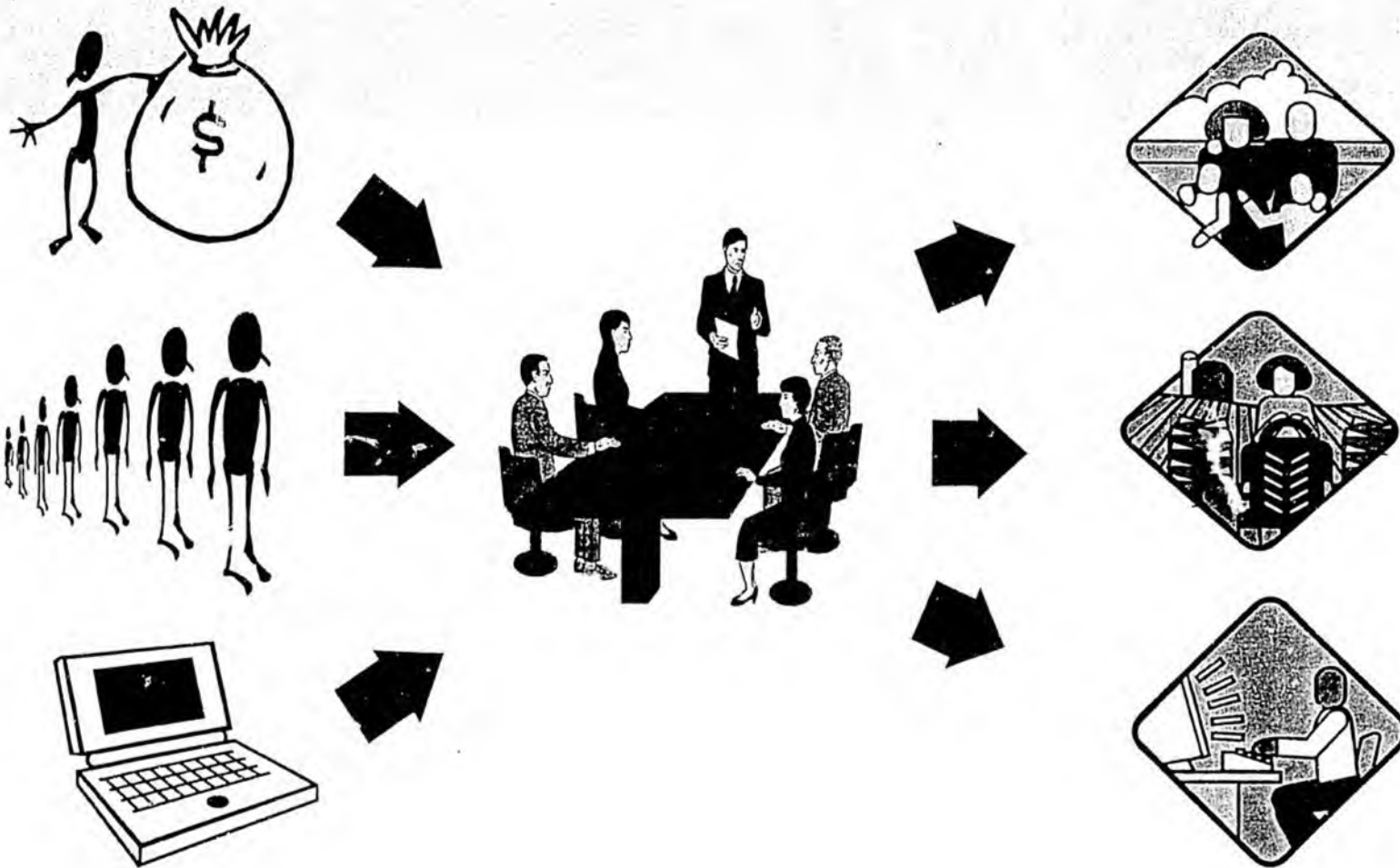
Case Study Examples for the Workshop

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)***



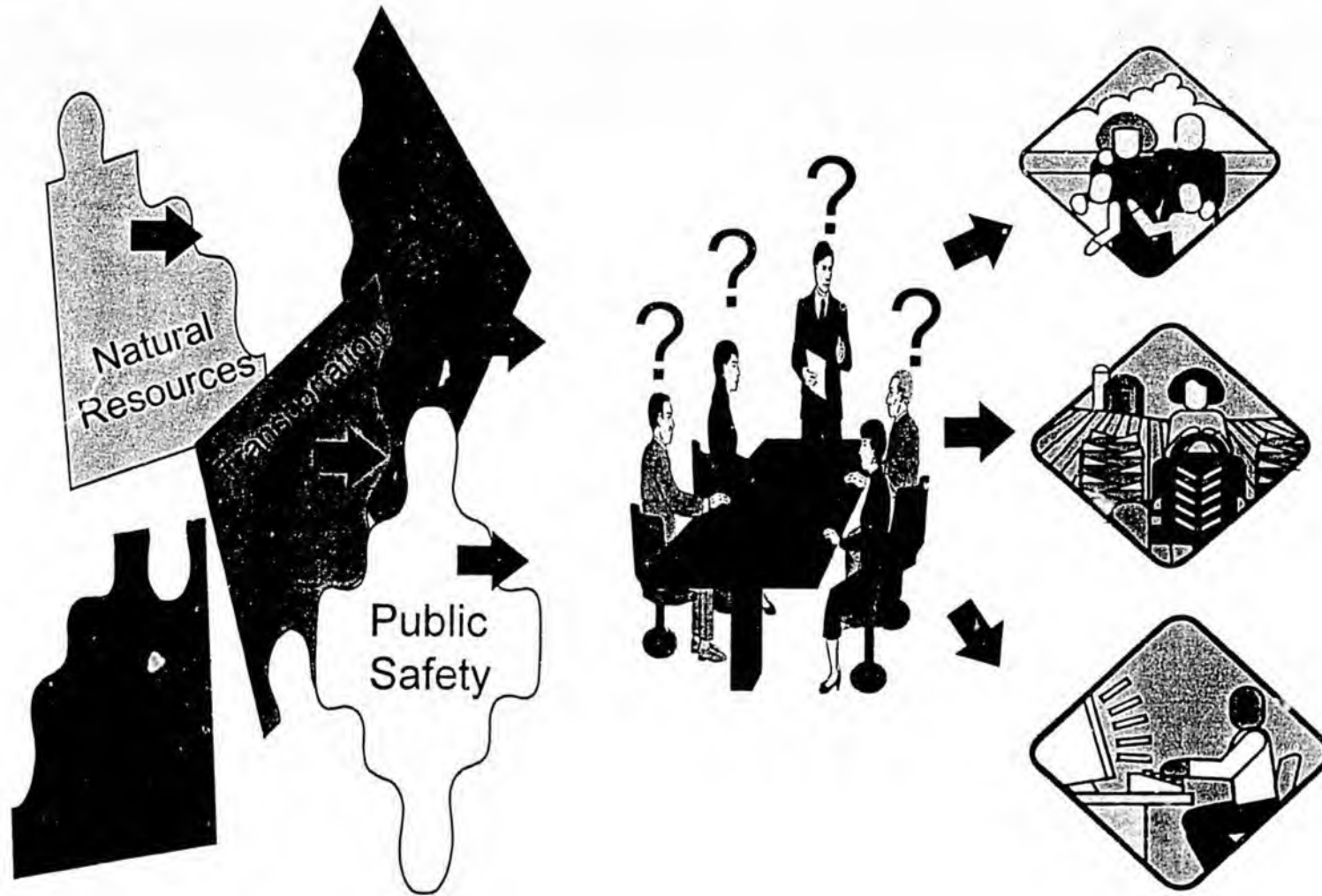
Shifting from INPUTS to Outcomes



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Investing in RESULTS, not Programs



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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






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Homeland Security Agency—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.

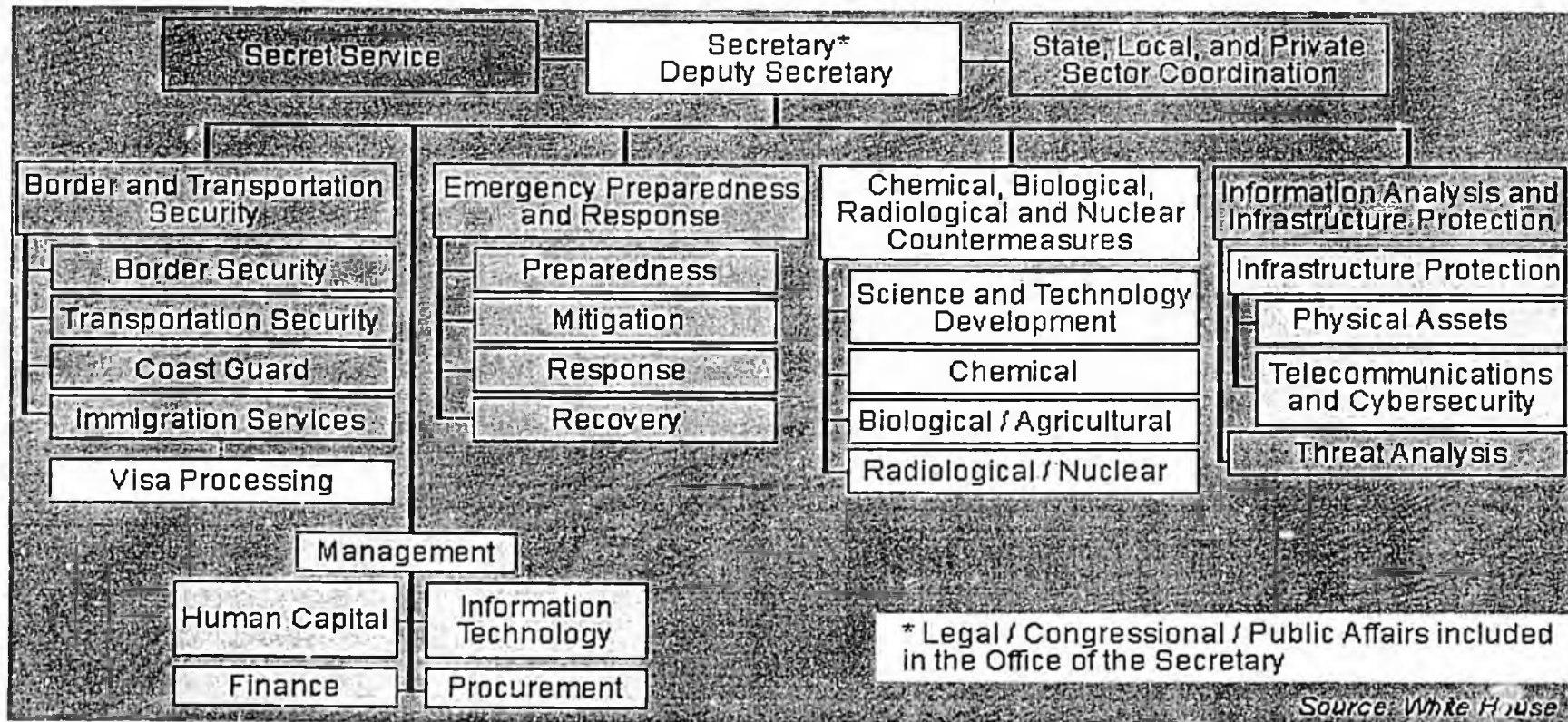
<< Click on the links to the left to see which departments and agencies will be affected.

Department of Homeland Security		Budget	Employees
 Information analysis and infrastructure protection Fuse and analyze intelligence and issue warnings, evaluate vulnerability of critical infrastructure.		\$364 million	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.		\$23.8 billion	156,169 people
 Emergency preparedness and response Oversee domestic disaster preparedness training and coordinate the government's disaster response efforts.		\$8.4 billion	5,300 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
 Secret Service Continue to protect the President and provide security for national events.		\$1.2 billion	6,111 people

Source: Associated Press



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

Previous 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

Previous 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.



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



Example: Program and Services

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

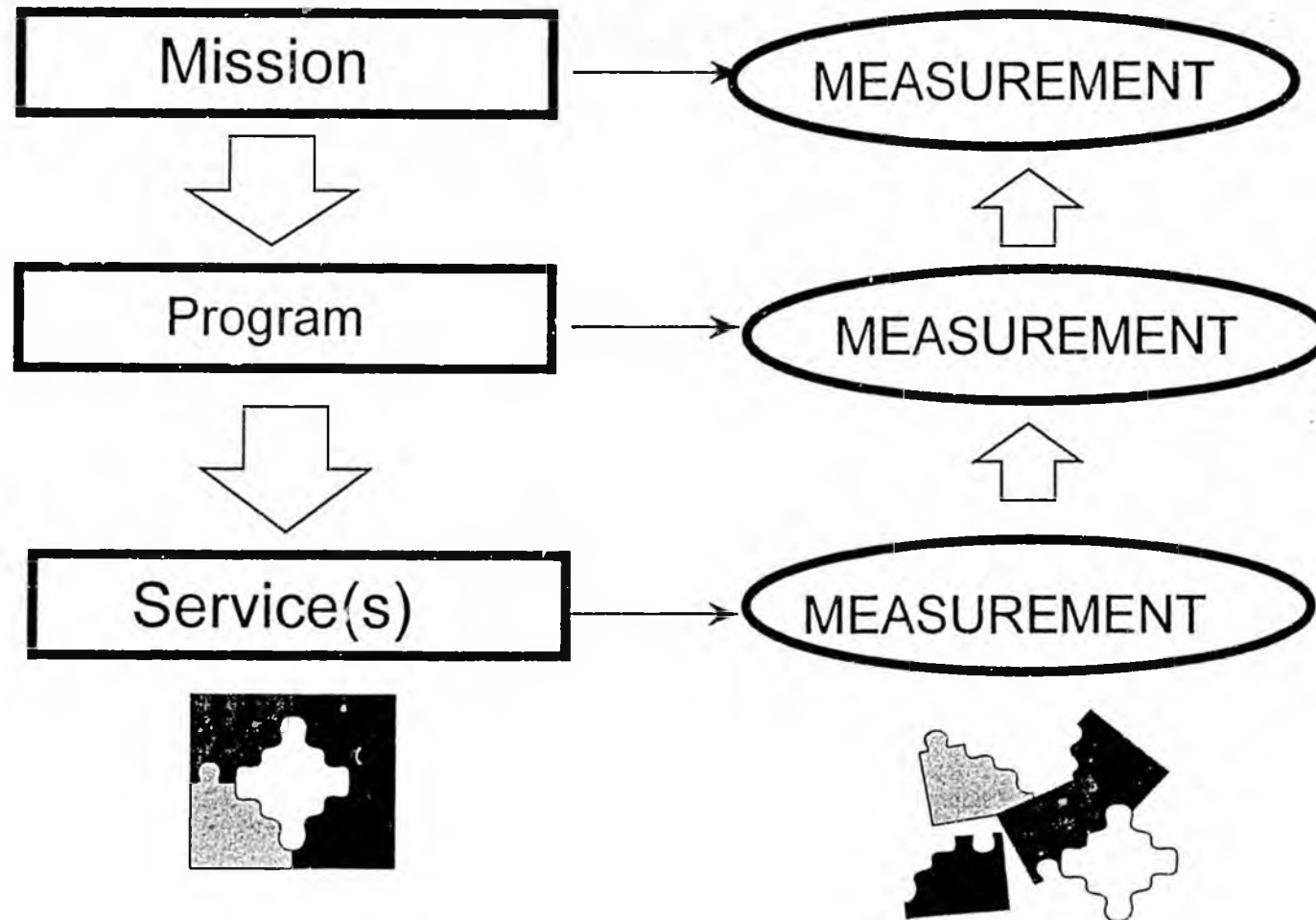
Example: Enforcement

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

Example: Litter Compliance
Vehicle Compliance
Development Code Violators

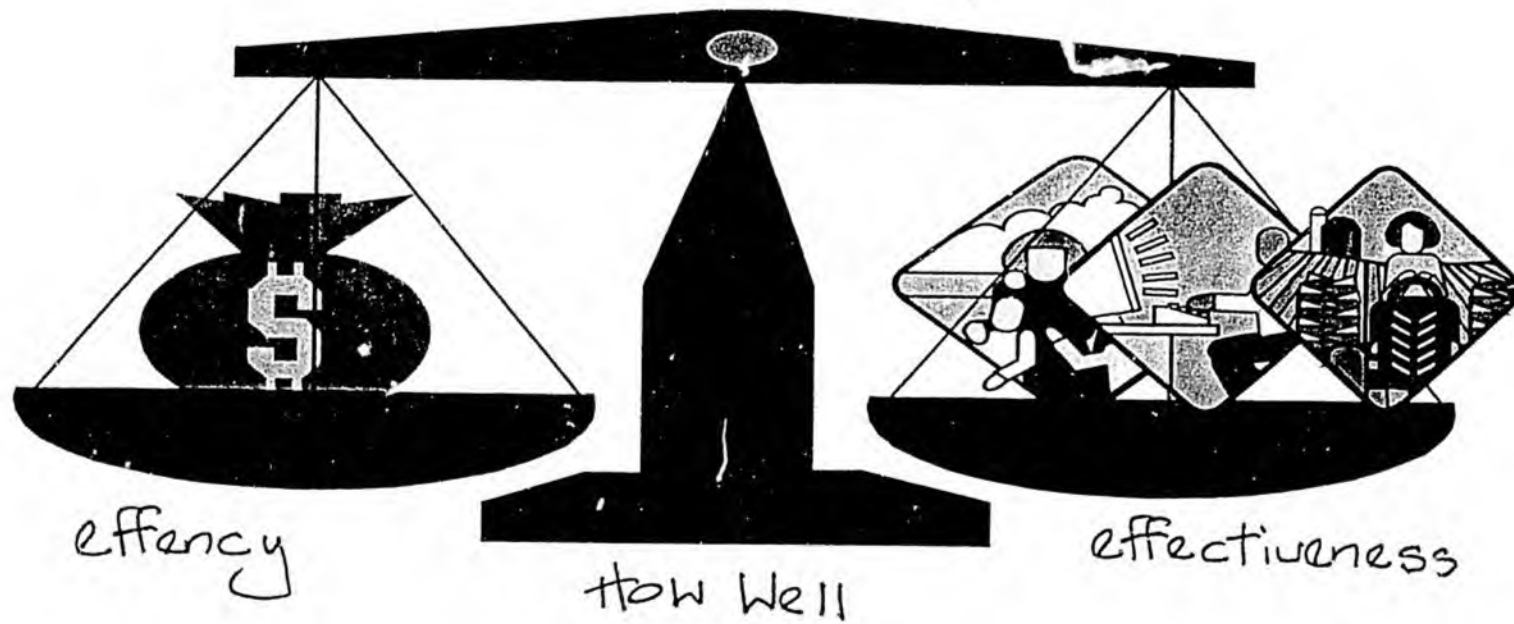


Cascading and Aligning - The Picture





“Balanced Set” of Measures



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“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*



Cascading Alignment – Example Office of Alcohol and Substance Abuse

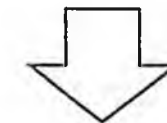
Department:

- % Clients who improve after leaving treatment

Department

Program Measures:

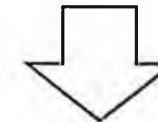
- % of clients who improve in their vocational status 6 months after leaving treatment.
- % change in clients not returning to Criminal Justice System.



Program

Service Measures:

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



Service(s)



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 the state's 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



“Mid-Course” Alignment Tools


Aligning Statewide Outcomes with
Department Programs

Aligning Program(s)
with Department Outcomes



Linking Department Mission/Outcomes

EXAMPLE ONLY

		Senate Priorities			
Departments		Fishing Industry	Tourism	Rural Dev.	Measures
DOEED				X	Program
DCED		X	X	X	Program
DEC		X	X	X	Program
DF&G		X	X		Program
DOA				X	Program
Etc.			X		Program

↓ ↓ ↓
Performance Measures



Linking Department and Program Outcomes

EXAMPLE ONLY

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

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Performance Measures



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.

Same process does NOT equal same “content” – there will be disagreement on agency mission/program.

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!

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

Questions....

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**BACKGROUND
SUMMARY**

Mr. Holt's primary area of focus within Unisys Global Public Sector includes IT Assessment, Integration, and Strategy. He has been a catalyst for change in the public sector for over 15 years and has worked in 4 different government agencies under three different governors. Craig has held positions such as Director for Management Information, Assistant Director for Customer Services, Managing Director for Productivity Services, and Chief Information Officer.

In November 1995, Mr. Holt founded a management consulting practice, and developed it into a multi-million dollar enterprise before being acquired by Andersen's Office of Government Services in March 2000. Unisys subsequently acquired this unit in June 2002.

Mr. Holt has provided IT and other management services to a wide variety of clients include the U.S. Federal Trade Commission (FTC), National Security Agency (NSA), Washington D.C. - Department of Public Works, State of New York - Department of Taxation and Finance, City of San Jose (CA), City of Seattle (WA), City and County of San Francisco, State of Alaska House Finance Committee, Colorado-Department of Transportation, State of Montana - Human Resources Department, and Auditor General of British Columbia. Mr. Holt also provides Strategic Consulting to elected officials at the State, City and County levels.

Craig has been the recipient of numerous awards throughout his career, most notably the **Superior Civilian Service Award**, **Vision and Innovation Award**, **Investing in People Award**, and **National Excellence Award for Managing for Results**. He has contributed or authored articles for; The Public Manager, Spectrum Quarterly, Information Week, Silicon Valley/San Jose Business Journal, Government Executive, and Public Technology Inc. magazines.

Craig's major areas of emphases are highlighted below, followed by a more detailed listing of selected accomplishments, within each area.

- Business Planning
- IT Strategy
- eGovernment
- Executive Coaching
- Performance Management
- IT Assessment
- Business Process Improvement

SELECTED CAREER ACCOMPLISHMENTS

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**Business
Planning**

Business Planning Assessment – Clark County, NV: Conducted detailed assessments of 22 county departments business plans. The assessment consisted of the following; review adherence with the county's methodology, appropriate use and definition of performance measures, proper alignment between county wide goals and department specific objects, and conducting feedback sessions – based on assessment – to department directors and their respective management teams.

Design and Implementation of Strategic Planning Processes (SPP), which included the development of Vision, Values, Mission Goals, Major Business Functions and Performance Measures. Major inputs to the SPP included external customer feedback, environmental factors/sca employee feedback, and other key stakeholder perceptions. These services were provided to the following agencies;

- New York Department of Tax and Finance,
- New York Office of Alcohol and Substance Abuse Services,
- New York Thruway Authority,
- New York Office of Housing and Community Renewal,
- District of Columbia, Department of Public Works,
- City of Henderson, NV
- Clark County, NV

**Performance
Management**

"Missions and Measures" – House Finance Committee, State of Alaska: Assisted the House Finance Committee Member in the understanding and practical use of agency "missions and measures" to create alignment with the priorities of the committee. Additionally, conducted training sessions with the House Finance Committee staff on the mechanics of developing and assessing the usefulness of agency mission statements and related performance measures.

Performance Management Strategy - City of San Jose, CA: Developed the city's Investing in Results (IIR) methodology which included linkages to core services, performance measures, and budget. Assistance included the training of city staff in the methodology, strategy sessions with senior city managers, priority development session with the city council and mayor.

Investment Strategy - State of Colorado Department of Transportation (CDOT): This project included the facilitation of the CDOT commission through the identification of 5 investment categories then assisting the department in cascading the investment categories throughout the state. A methodology was then developed for cascading and aligning CDOT's resources to the 5 investment categories. This included conducting facilitated regional workshops with CDOT staff, and numerous workshops with the departments Executive Management Team (EMT).

Activity Based Costing (ABC) & Performance Measurement - Johnson County, KS: This project consisted of four major phases. Phase one was to develop a performance measurement methodology with a supporting linkage to ABC. Upon completion of this methodology a pilot project was initiated with 7 county departments to assist in the identification of cultural implications with the methodology. The third phase of the project was to assess the pilot and develop an implementation strategy for the county. Many workshops were held with the County Commissioners, as well as county department heads and employees. The final phase of the project was to assist with the implementation strategy including selection of ABC software and sequencing of county departments.

Designed Performance Management Process(s) that included; the development of performance measures, development of core and direct services, performance improvement plans, and organizational implementation design and assistance. These services were provided for the following organizations:

- South Dakota Department of Transportation,
- North Dakota Department of Transportation,
- Colorado Department of Transportation,
- City of San Jose – "Investing in Results"
- State of Alaska – "Mission and Measures"
- Santa Clara Valley Water District,

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- District of Columbia, Department of Public Works,
- New York City, Human Resource Administration,
- New York Department of Tax and Finance,
- New York Office of Alcohol and Substance Abuse Services,
- New York Thruway Authority,
- Anoka County (MN),
- Johnson County (KS)

IT Strategy

IT Master Plan - City of San Jose, CA: Developed the IT Master Planning process, and IT Master Plan for the city. The IT Master Plan process included the creation of an IT Planning Board comprised of major department directors, city manager, and private sector executives. Included in the IT Master Plan were investment strategies for IT, management vision for IT, IT governance and management principles, and a listing of strategic IT initiatives.

Developed IT Investment and Accountability Strategy(s) which included but not limited to; development of IT Vision, Business Vision, IT governance model, IT investment methodology, IT performance measures, IT service level agreements, IT skill assessment, and IT capability/capacity assessment for the following organizations;

- New York Department of Transportation,
- City of San Jose (CA),
- New York Education Department,
- New York Office of Alcohol and Substance Abuse Services,
- Federal Trade Commission (FTC)

IT Assessment

IT Human Capital Assessment and Integration – City of San Jose, CA: Lead the assessment and integration of the city's IT resources. The objectives included; an assessment of the current structure and staffing complement via interviews with 19 different city departments, identify best practices with respect to structure and staffing issues, "benchmarking" other comparable cities, determine gaps, and recommend alternative approaches to resolve gaps, including structural changes

IT Human Capital Assessment – New York Department of Taxation and Finance: Assisted in the assessment of the department's IT resources. The objectives included; an assessment of the current structure and staffing complement, identify best practices with respect to structure and staffing issues, determine gaps, recommend alternative approaches to resolve gaps, and identify workforce competencies critical for future success

eGovernment

e-Government Enterprise Architecture – City of San Jose, CA:

Designed and lead the development of the city's first eGovernment Enterprise Architecture. This consisted of the identification of key components of the enterprise architecture, working with teams of San Jose IT staff in the development of Enterprise standards for each component, resulting in an integrated enterprise eGovernment architecture which was presented to the city's IT Planning Board for adoption. This involved hundreds of San Jose staff, and multiple meetings with the city's IT Planning Board, throughout the project.

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e-Government Strategy – City and County of San Francisco, CA:

Co-Lead the development of e-government strategy which included; the development of; eVision, ePortfolio Assessment, Driver Analysis, Opportunity Identification/ Analysis, culminating in "business case" position papers for 6 major candidate projects. These projects were then subjected to a prioritization opportunity matrix, including alternative financing options, and finally detailed actions plans. The eGovernment Strategy, including the 6 major projects, were provided to the Chief Information Officer for the City and County of San Francisco.

e-Government Strategy – City of San Jose, CA: Lead the development of the city's e-government strategy which included; the development of an overall e-government framework for the city, "business case" position papers on 22 candidate projects, strategy sessions with the city's Information Technology Planning Board, and detail implementation plans for selected projects.

**Business
Process
Improvement**

District of Columbia - Department of Public Works, which included three key phases as follows; a) organizational/managerial assessment, b) candidate improvement opportunities, c) detailed workplans for improvement projects selected by the DC Financial Responsibility Authority and DC City Council / Mayor. This resulted in the award of 14 improvement projects within DC-Department of Public Works (\$6M), for which Mr. Holt serviced as the engagement manager. The following is a listing of the project(s);

- Realign Street Cleaning & Trash Collection
- Consolidate Waste Transfer Stations
- Institute One-stop shopping @ Bureau of Motor Vehicle Services
- Restructure the Division of Motor Vehicles
- Design & Implement Parking & Curbside Management
- Redesign Snow Removal Program
- Reduce Backlog and Stabilize Tree Program
- Generate Right-of-Way Revenue
- Renew and Downsize Fleet
- Fuel Services Consolidation & UST Compliance
- Create Charge Mechanism for Fleet
- Citizen Inquiry/Call Center Process
- Improve Management and Staff Capability
- Develop Indirect Cost Rate and User Fees

**Executive
Coaching**

Executive Coaching services typically occur on a 4-6 week cycle and are conducted at the client site and in some cases remotely. Elected officials, executive, and senior government managers and most likely the recipients of these services. The range of topics spans the governmental management spectrum and is specific and unique for each engagement. Mr. Holt has provided services to the following governmental agencies;

- NYS Education Department
- NYS Taxation and Finance Department
- NYS Office of Alcohol and Substance Abuse Services
- NYS Office of the Comptroller
- District of Columbia – Department of Public Works,
- District of Columbia – Financial Responsibility & Assistance Authority,
- South Dakota DOT,
- North Dakota DOT,
- Colorado DOT,
- Salem Keizer Public Schools – Office of the Superintendent,
- State of Alaska – House Finance Committee,
- Federal Trade Commission (FTC) – Office for Technology,

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- City of Henderson, NV – Office of the City Manager,
- City of Las Vegas, NV – Office of the City Manager,
- Clark County, NV – Office of the County Manager,
- City of San Jose, CA – Office of the City Manager,
- Municipality of Anchorage, AK – Office of the Municipal Manager,
- King County, WA – Office of the County Administrator

EMPLOYMENT HISTORY

<u>UNISYS CORPORATION</u> , Salem, Oregon <i>Practice Director, Global Industries-Public Sector</i>	June 2002- Present
<u>Andersen, LLP</u> , Salem, Oregon <i>Senior Manager, Office of Government Services</i>	June 2002 – March 2000
<u>Managing Total Performance, Inc.</u> Salem, Oregon <i>President</i>	March 2000 – November 1995
<u>Oregon Department of Transportation</u> , Salem Oregon <i>Chief Information Officer</i>	November 1995 – May 1992
<u>Oregon Department of Transportation</u> , Salem Oregon <i>Director, Office of Productivity Services</i>	May 1992 – September 1991
<u>Oregon Dept. of General Services</u> , Salem, Oregon <i>Assistant Director, Director's Office</i>	September 1991- June 1990
<u>Oregon Department of Transportation</u> , Salem Oregon <i>Preliminary Studies Engineer, Planning Division</i>	June 1990 – May 1997
<u>Oregon Department of Transportation</u> , Salem Oregon <i>Senior Transportation Analyst, Planning Division</i>	May 1997 – June 1984
<u>Oregon State Parks</u> , Salem Oregon <i>Survey Crew Chief, Parks Engineering Division</i>	June 1984 – June 1982

EDUCATION

Bachelor of Science in Civil Engineering - <i>Cum Laude</i> Oregon Institute of Technology	1982
Registered Land Surveyor – Oregon (LS 2228)	1986

HONORS

- National Excellence Award** (11/95) - LBJ School of Public Affairs, University Texas Oregon Department of Transportation - Performance Management/Measurement Process
- Investing in People Award** (9/95) - Governor - State of Oregon, Oregon Department of Transportation - Performance Management/Measurement Process
- Superior Civilian Service Award** (6/95) - US Army Corps of Engineers -GPRA Pilot .Craig Holt - Assistance in Development of Corps Performance Measurement Process

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Public Service Award-Special Recognition (5/93) - Public Employees Roundtable Oregon Department of Transportation - Performance Management/Measurement Process

Investing in People Award_(6/92) - Governor - State of Oregon -Craig Holt - Training ALL state agencies in the use of Performance Measurement Processes

Vision and Innovation Award_(5/92) - Governor - State of Oregon- Craig Holt – Valuable assistance with State Performance Measurement Initiative

PROFESSIONAL ORGANIZATIONS and AFFILIATIONS

Former Member of the Following;

- American Association of State Highway & Transportation Officials' (AASHTO) **Standing Committee on Quality** (1993-1995).
- American Association of State Highway & Transportation Officials' (AASHTO) **Business Process Reengineering Taskforce** (1994-1995).
- **National Council on Highway Planning & Research (NCHRP)** Customer Based Quality in Transportation Panel (1994).
- **National Academy of Public Administration (NAPA)**, Use of Benchmarking for Public Works Infrastructure Advisory Panel (1995-1996)
- **Oregon Transportation Quality Initiative Steering Committee** (1994-1995).
- American Association of State Highway & Transportation Officials' (AASHTO) **Information Systems Sub-Committee** (1992-1995).