

ALASKA LEGISLATURE

HOUSE and SENATE FINANCE COMMITTEE FILES, 2003-2004

2474

40

PROPOSED SENATE/HOUSE LONGEVITY POLICY
EFFECTIVE JANUARY 16, 2003

- Step A - No prior legislative experience
- Step B - Two legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step C - Four legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step D - Six legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step E - Eight legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step F - Ten legislative sessions of at least 100 days each, or one full year with the legislature at comparable or higher level.

- Step J - Fourteen legislative sessions of at least 100 days each, or two full years with the legislature at a comparable or higher level.
- Step K - Eighteen legislative sessions of at least 100 days each, or two full years with the legislature at a comparable or higher level.
- Step L - Twenty-eight legislative sessions of at least 100 days each, or five full years with the legislature at a comparable or higher level.
- Step M - Thirty-six legislative sessions of at least 100 days each, or four full years with the legislature at a comparable or higher level.

CURRENT SENATE/HOUSE LONGEVITY POLICY

- Step A - No prior legislative experience
- Step B - Two legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step C - Four legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step D - Six legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step E - Eight legislative sessions of at least 100 days each, or one full year with the legislature at a comparable or higher level.
- Step F - Ten legislative sessions of at least 100 days each, or one full year with the legislature at comparable or higher level.

Must have 7 years of **continuous** service to pass "F" step.

- Step J - Must be at "F" step for two **continuous** years to go to "J" step.
- Step K - Must be at "J" step for two **continuous** years to go to "K" step.
- Step L - Must be at "K" step for five **continuous** years to go to "L" step.
- Step M - Must be at "L" step for four **continuous** years to go to "M" step.

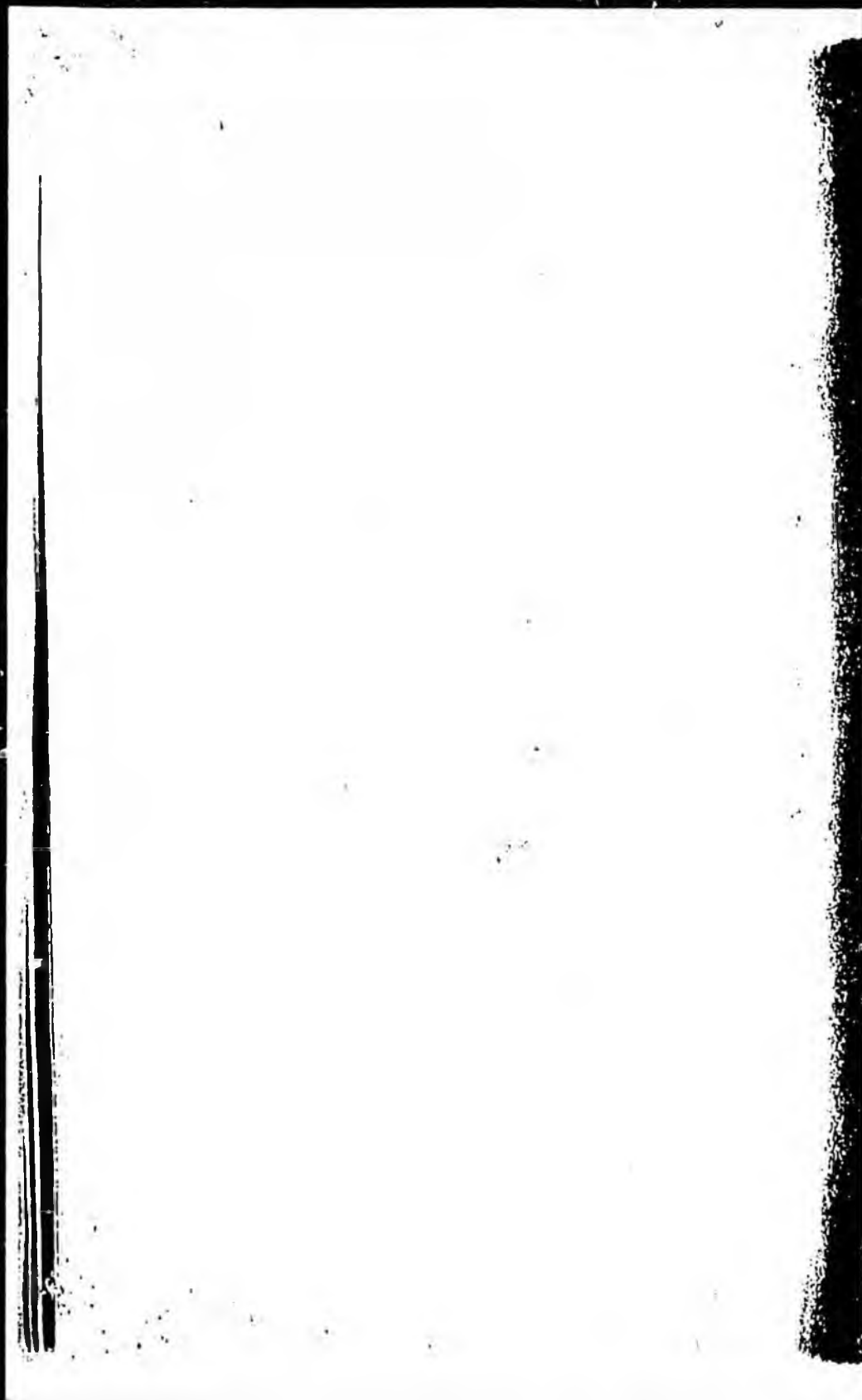
AS 39.27.022. Pay Increments For Longevity in State Service.

(a) Pay increments, computed at the rate of 3.75 per cent of the employee's base salary, shall be provided after an employee has remained in the final step within a given range for two years, provided that the employee has worked continuously for the state for seven years and provided that the current annual rating by the employee's supervisors is designated as "good" or higher.

(b) Additional increments, each computed at the rate of 3.75 per cent of the employee's base salary, shall be provided under the same restrictions as provided in (a) *of this section when the employee has remained in the final step for four, nine and thirteen years.*

(c) Longevity pay increments provided for in (a) and (b) of this section are approved under AS 39.25.150 (2) as an amendment to the pay plan for employees of the state.

(d) This section applies to employees of the legislature only if the committee responsible for adopting employment policies concerning the employee adopts a written policy that the section applies. This section applies to the employees of the office of the ombudsman only if the ombudsman adopts a policy that the section applies. This section applies to the employees of the office of victims' rights only if the victims' advocate adopts a policy that the section applies.



SENATE-HOUSE JOINT JOURNAL SUPPLEMENT

3/22/88

TUESDAY

No. 17

E M P L O Y M E N T P O L I C Y

SENATE/HOUSE LEGISLATIVE EMPLOYEES

Effective Date: July 1, 1988

House approved 3/22/88
Journal page 26.

Senate approved 3/24/88
Journal page 3.

EMPLOYMENT POLICY
SENATE/HOUSE LEGISLATIVE EMPLOYEES

INTRODUCTION

This Policy governs the employment of those legislative employees under the authority of the Senate or House Rules Committee during the legislative session and under the authority of the Senate President or Speaker of the House during the interim. These employees include staff to individual legislators, staff to standing and special committees, the staffs of the Senate Secretary's and Chief Clerk's offices and those employees under the direct supervision of the Rules Committee, i.e. employees in the legislative lounge, the xerox machine operators and the staffs of the Sergeant at arms.

These Senate/House legislative employees are to be hired under the following provisions:

Within the budget constraints, the Rules Committee Chairman during session and the President and Speaker during interim will determine the number of employees and at what pay ranges each of the individual legislators and Committee Chairmen will be authorized to hire and for what period of time.

Employees will be selected by and serve at the pleasure of the individual legislator.

The individual legislator will submit a request for the authorization to hire to their respective Rules Chairman during session and to the Senate President or Speaker of the House as appropriate during interim. The authorization to hire will be forwarded to the IAA Personnel Office. At that time, the employee will be able to complete the necessary paperwork and be put on the payroll.

BALARY SCHEDULE

	RANGE
Chief Clerk	22, 21
Senate Secretary	
Legislative Assistant	21, 20
Administrative Assistant	19, 18
Assistant Chief Clerk	
Assistant Senate Secretary	
Sergeant at Arms	

EMPLOYMENT POLICY
SENATE/HOUSE LEGISLATIVE EMPLOYEES

Enrolling Clerk	18, 17
Engrossing Clerk	
Assistant Enrolling Clerk	17, 16
Assistant Engrossing Clerk	
Assistant Sergeant at Arms	
Researcher	
Lounge Supervisor	
Machine Operator	15, 14, 13
Legislative Secretary	
Clerk	12, 11, 10
Collator	
Lounge Attendant	
Xerox Operator	
Messenger	10, 9
Page	

BENEFITS

Except as provided for hourly employees, all employees will be paid on a monthly basis on the salary schedule in effect for classified and partially exempt State employees. (See AS 39.27.011(a).)

NOTE: No commitment for the continuation of employment is to be assumed. Employees serve at the pleasure of their respective supervisor and upon the authorization of the appropriate authority.

Employees do not receive a geographic pay differential, either during session or interim.

All monthly paid employees receive full medical, retirement and leave benefits. Monthly paid employees do not receive compensatory time or overtime and are on call 7 days per week.

Employees are not compensated for transportation or moving expenses.

Hourly pay based on the current salary schedule will also be available for short term employment. Hourly employees may receive retirement benefits.

LONGEVITY

Longevity may be granted effective the 16th of the month following an employee's eligibility.

EMPLOYMENT POLICY
SENATE/HOUSE LEGISLATIVE EMPLOYEES

Longevity increases are determined according to the following criteria:

- Step A - No prior legislative experience.
- Step B - Two legislative sessions of a least 100 days each or one full year with the legislature at a comparable or higher level.
- Step C - Four legislative sessions of a least 100 days each or one full year with the legislature at a comparable or higher level.
- Step D - Six legislative sessions of a least 100 days each or one full year with the legislature at a comparable or higher level.
- Step E - Eight legislative sessions of a least 100 days each or one full year with the legislature at a comparable or higher level.
- Step F - Ten legislative sessions of a least 100 days each or one full year with the legislature at a comparable or higher level.

Steps J-H will be granted in accordance with AS 39.27.022.

A comparable level of service is defined as work performed in a position with similar duties and responsibilities and a guideline may be as follows:

- Ranges 21,20
- Ranges 19,18
- Ranges 17,16
- Ranges 15,14,13
- Ranges 12,11,10,9

When promoted to a position with a higher range that is not comparable, step placement above Step A may be granted in order that the employee receive, in effect, a one step increase. Subsequent longevity steps may be granted upon completion of additional qualifying experience.

Those employees who would not be eligible under the revised policy for the step which they are currently being paid will retain that step until they would be eligible for the next step under the revised Policy.

LEAVE

Legislative employees are subject to the statutes regarding the accrual and use of personal leave. All employees who receive leave benefits accrue leave at a rate based on their prior service in positions with leave benefits. The Legislative Affairs Agency Personnel Office should be notified by the supervisor when an employee is absent either in a memorandum or with submission of a leave slip. Leave slips should be completed by the employee, signed by the employee's supervisor and submitted to LAA Personnel immediately upon the employee's return to work.

EMPLOYMENT POLICY
SENATE/HOUSE LEGISLATIVE EMPLOYEES

Employees accrue leave time on the following basis:

- 2 days (15 hours) for each full monthly pay period for employees with 0-2 years of service in a leave accruing position.
- 2.25 days (16.875 hours) for each full monthly pay period for employees with 2-5 years of service in a leave accruing position.
- 2.5 days (18.75 hours) for each full monthly pay period for employees with 5-10 years of service in a leave accruing position.
- 3 days (22.5 hours) for each full monthly pay period for employees with 10 or more years of service in a leave accruing position.

This Policy is effective July 1, 1988.

EXCEPTION: Those current employees who would qualify under the revised Employment Policy for a longevity step increase January 16, 1988 are authorized to receive the increase retroactive to that date.

LEGAL SERVICES

DIVISION OF LEGAL AND RESEARCH SERVICES
LEGISLATIVE AFFAIRS AGENCY
STATE OF ALASKA

(907) 465-3867 or 465-2450
FAX (907) 465-2029
Mail Stop 3101

State Capitol
Juneau, Alaska 99801-1182-
Deliveries to: 129 6th St., Rm. 329

MEMORANDUM

January 23, 2003

SUBJECT: Longevity increases for employees approved by the Rules Committees

TO: Pam Varni
Executive Director

FROM: Tamara Brandt Cook
Director *TBC*

You ask for language that could be considered and adopted by each of the Rules Committees that would apply to employees who are hired and serve with the approval of those committees and that would treat longevity pay increments in the way that step increases are handled under the Employment Policy adopted by both the House and the Senate. I suggest the following:

HOUSE RULES COMMITTEE AND SENATE RULES COMMITTEE LONGEVITY PAY INCREMENT POLICY

The "Employment Policy - Senate/House Legislative Employees" adopted by both the House of Representatives and the Senate, effective July 1, 1988, specifically provides: "Longevity may be granted effective the 16th of the month following an employee's eligibility." The Policy sets out the criteria for determining increases for steps A - F and states "Steps J - M will be granted in accordance with AS 39.27.022." AS 39.27.022(d) permits a committee of the legislature to determine whether longevity pay increments will be granted under AS 39.27.022 to employees under the authority of that committee. The House Rules Committee and the Senate Rules Committee find that AS 39.27.022 is not appropriately tailored to meet the needs of legislative staff who are hired and serve under the authority of the Rules Committees. Therefore, the House Rules Committee and the Senate Rules Committee reject application of AS 39.27.022 and adopt the following longevity pay increments for employees under the authority of the Rules Committees:

Step J - Fourteen legislative sessions of at least 100 days each or two full years with the legislature at a comparable or higher level.

Step K - Eighteen legislative sessions of at least 100 days each or two full years with the legislature at a comparable or higher level.

Step L - Twenty-eight legislative sessions of at least 100 days each or five full years with the legislature at a comparable or higher level.

Pam Varni
January 23, 2003
Page 2

Step M - Thirty-six legislative sessions of at least 100 days each or four full years with the legislature at a comparable or higher level.

TBC:med
03-048.med

**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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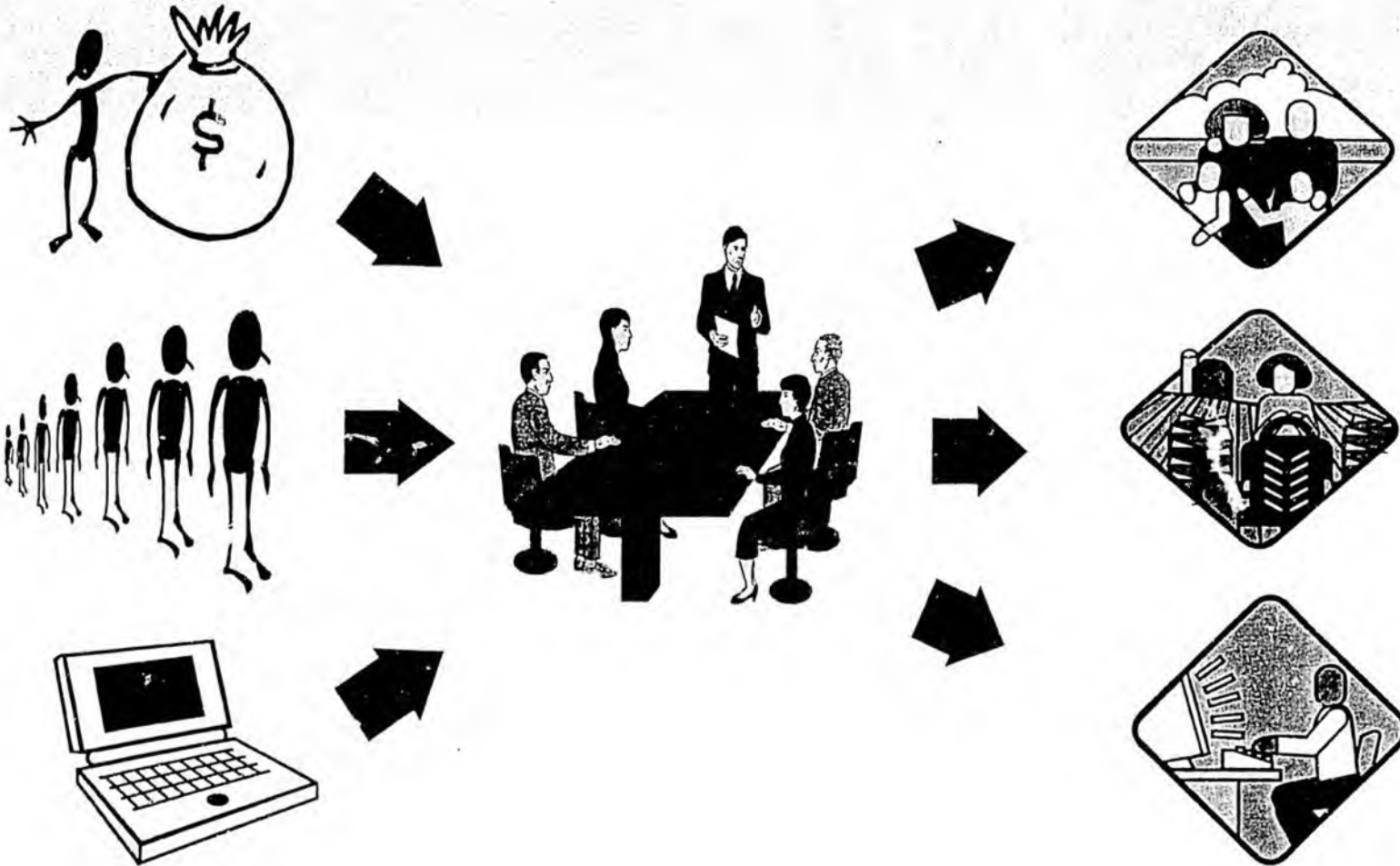
Case Study Examples for the Workshop

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)***



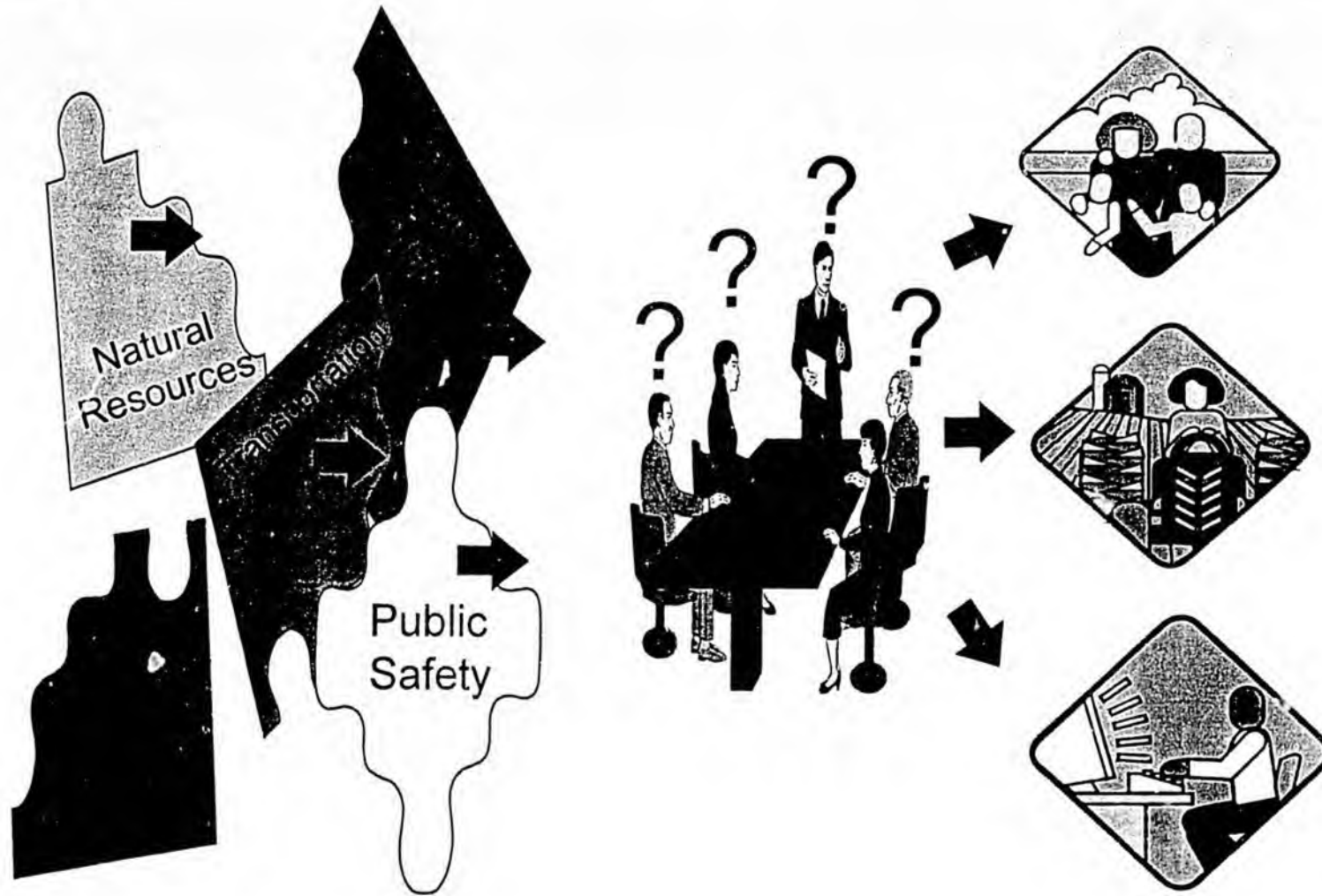
Shifting from INPUTS to Outcomes



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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






THE
FOLLOWING
DOCUMENT(S)
ARE
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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.

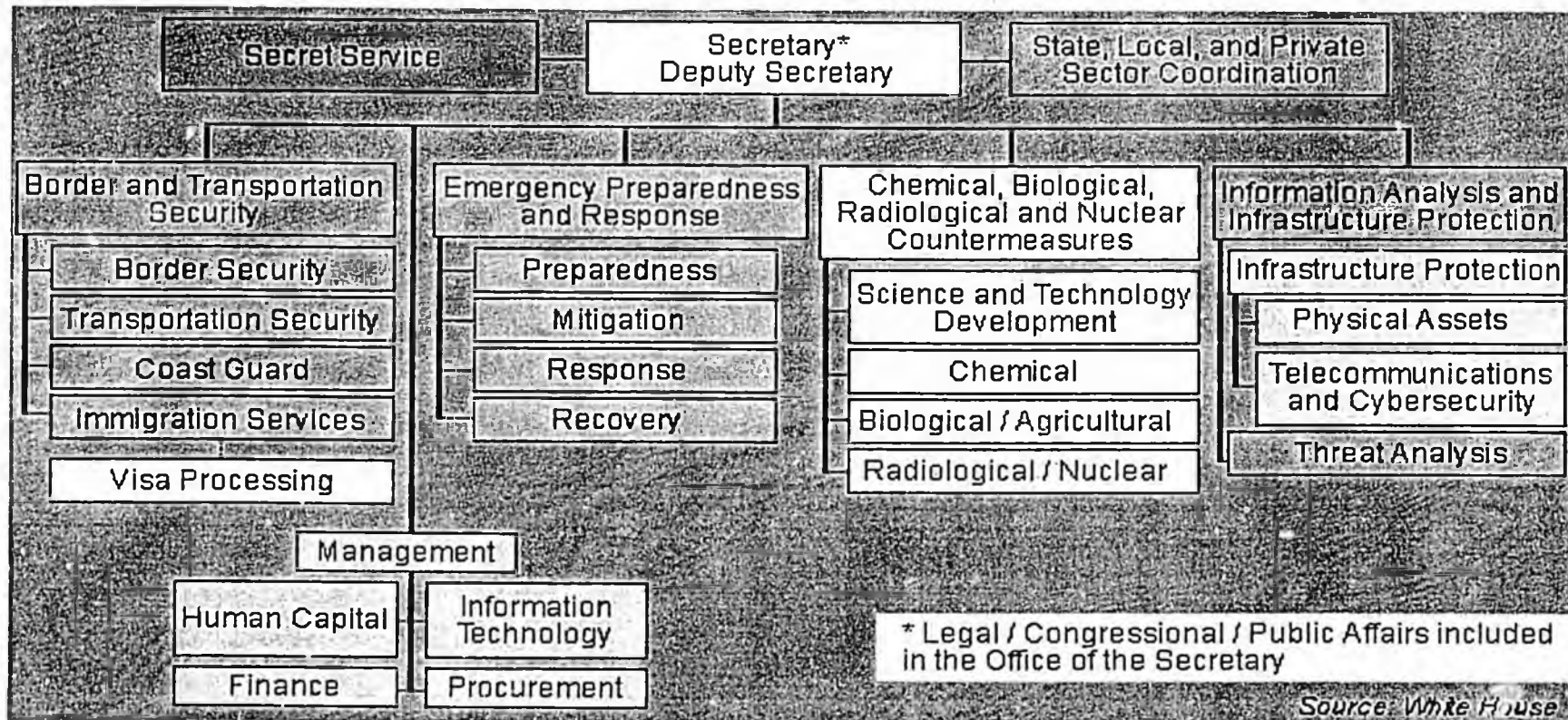
<< Click on the links to the left to see which departments and agencies will be affected.

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.

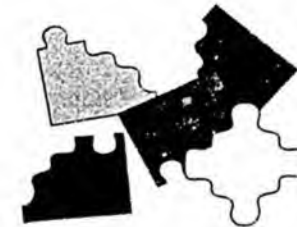
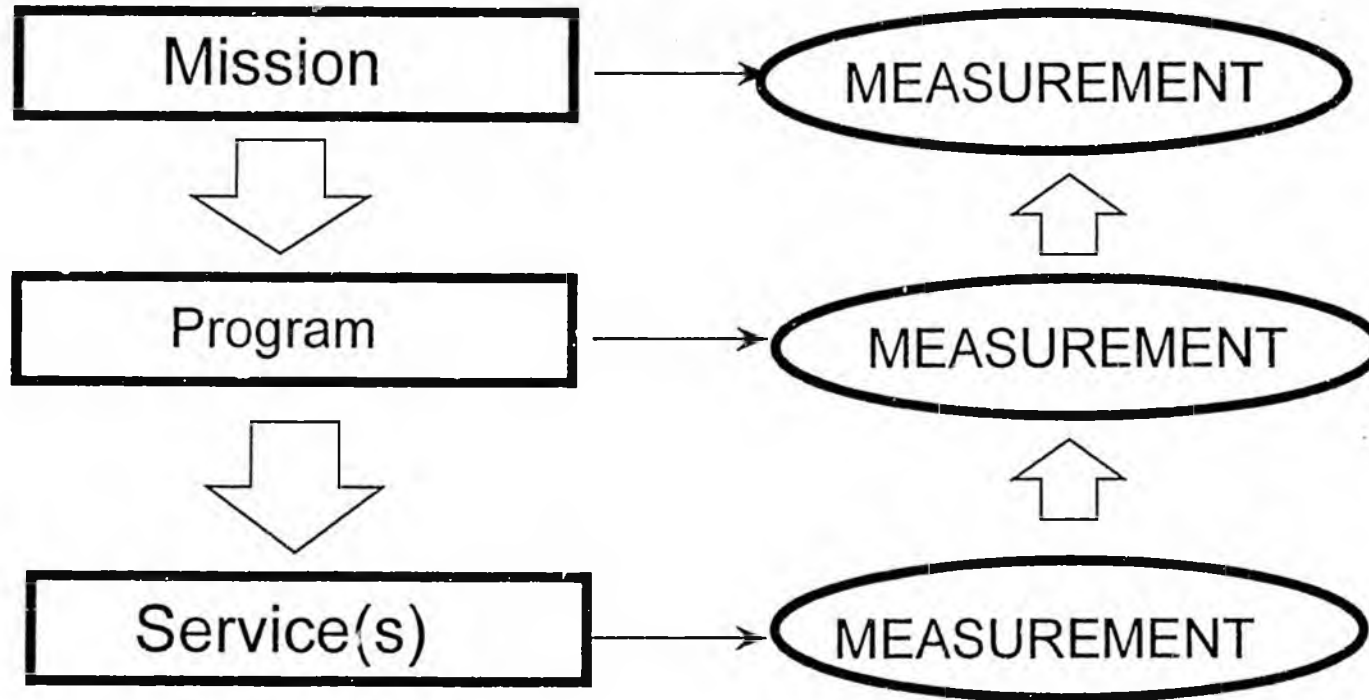
Example: Enforcement

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

Example: Litter Compliance
Vehicle Compliance
Development Code Violators

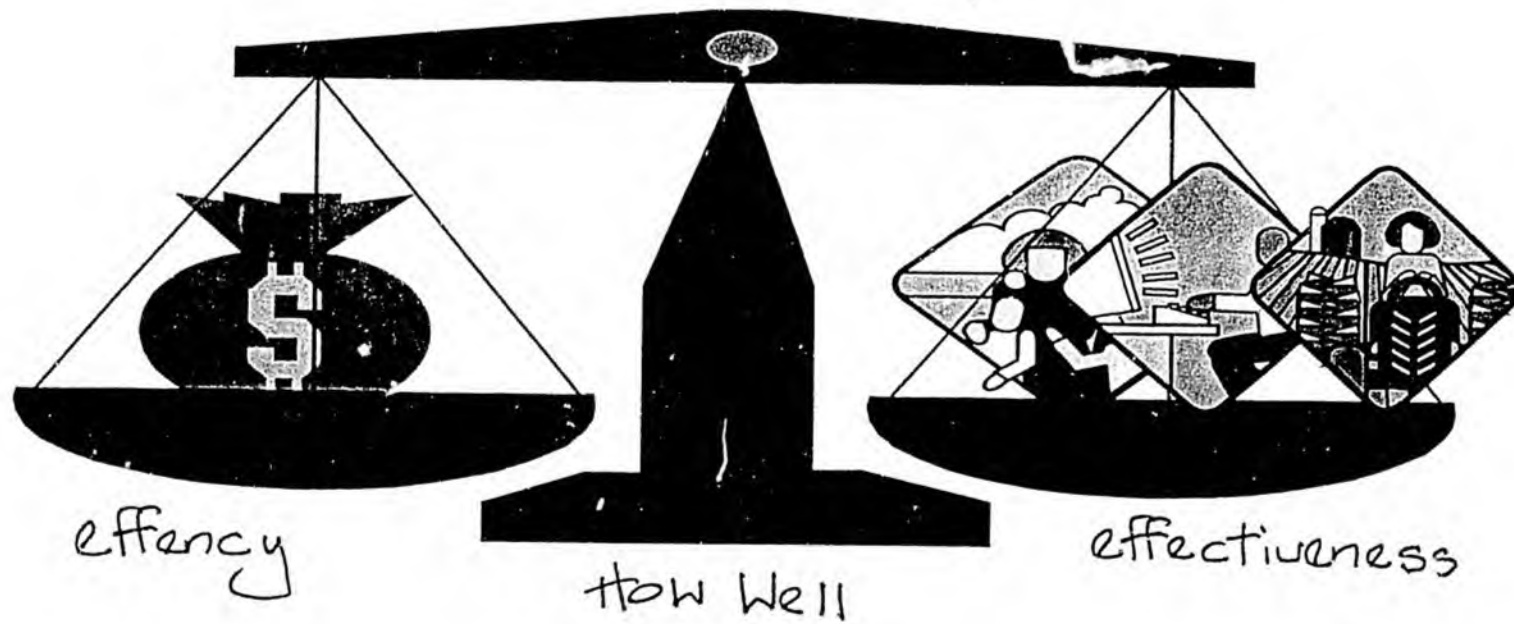


Cascading and Aligning - The Picture





“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

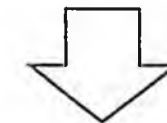
Department:

- % Clients who improve after leaving treatment

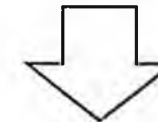
Department

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

↓ ↓ ↓
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

UNISYS CORPORATION

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).

**NCSL STATE
FISCAL
CONDITIONS
2/19/03**

SFIN

FILE

State Fiscal Conditions

Presentation to the
Alaska Senate Finance Committee
February 19, 2003

Corina Eckl
Fiscal Program Director

National Conference of State Legislatures



Background on NCSL

National Conference of State Legislatures

- ◆ Bi-partisan organization founded in 1975
- ◆ Serves all 50 states, territories and commonwealths
- ◆ Offices in Denver and Washington, D.C.



NCSL Is a Valuable Resource

Information from NCSL:

- ◆ Non-biased research, publications, 50-state data, special projects
- ◆ Technical assistance on a wide range of topics
- ◆ Meetings and seminars

Bob Boerner is the NCSL liaison to Alaska



Summary of FY 2003 Budget Gaps

The initial estimated gap for FY 2003 (prior to budget enactment) was \$49.1 billion (10.1%)

At least 42 states reported initial budget gaps going into FY 2003



State Fiscal Update

(February 2003)

State budget gaps have grown nearly 50% since
November

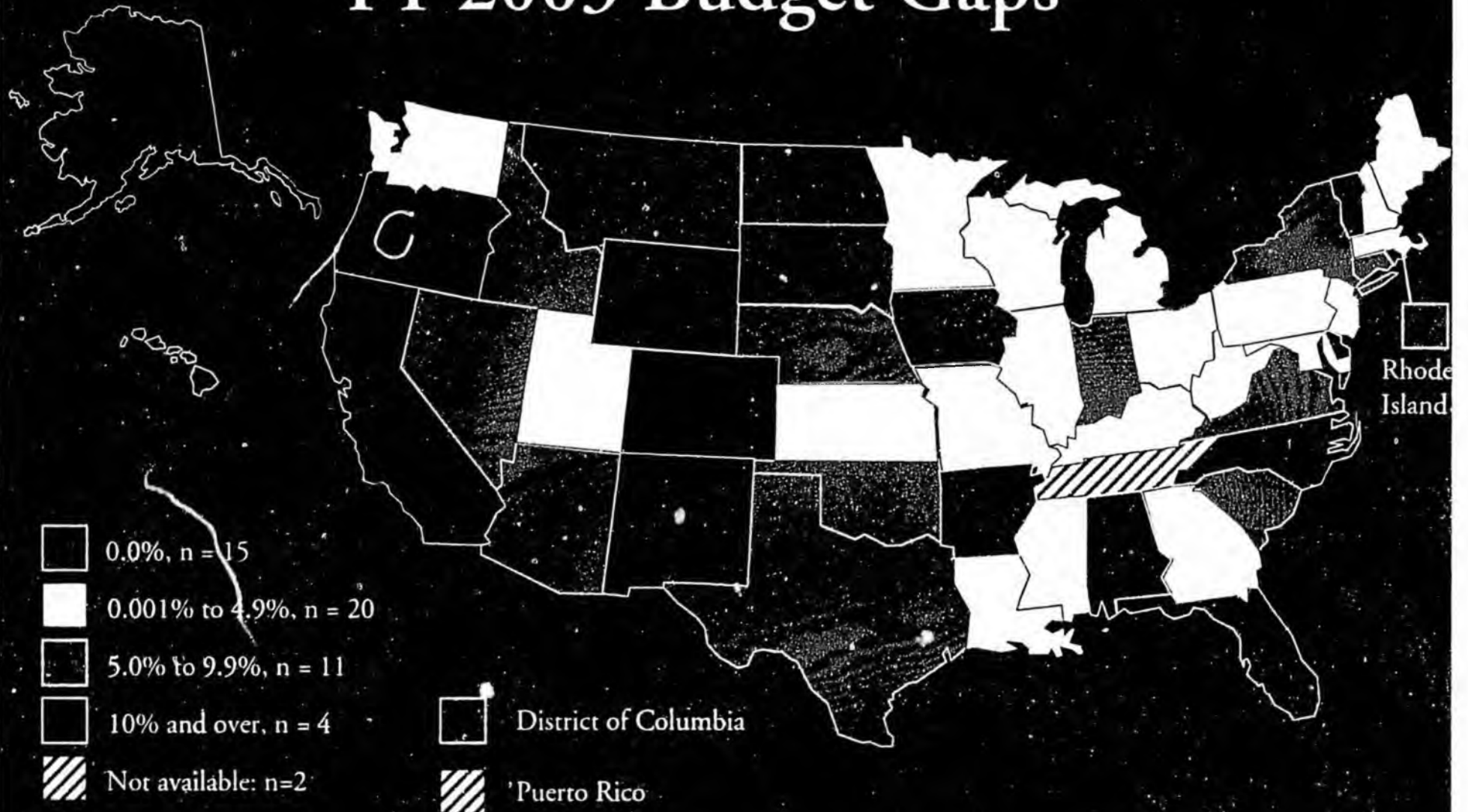
States now face at least a \$25.7 billion (5.2%)
gap in FY 2003

Thirty-six states reported gaps

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FY 2003 Budget Gaps



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Revenue Growth Has Not Rebounded

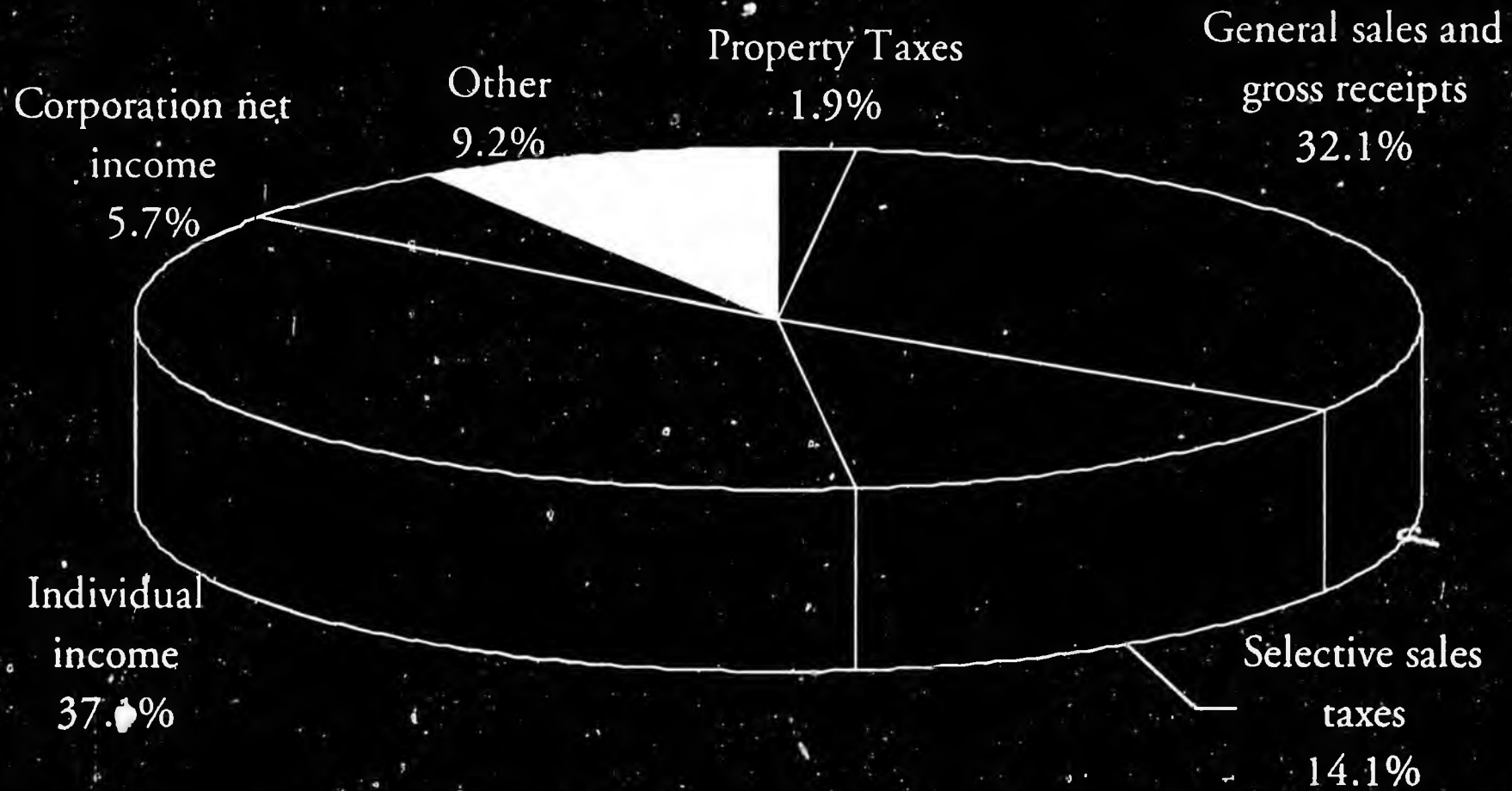
30 states reported that revenues are below projections in FY 2003

In 12 states, collections are failing to meet revised levels

Aggregate state revenue growth was projected to be 2%



FY 2001 State Own-Source Revenue



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Revenue Outlook for the Rest of FY 2003

Optimistic: 2 states

Stable: 11 states

Concerned: 30 states + DC

Pessimistic: 7 states



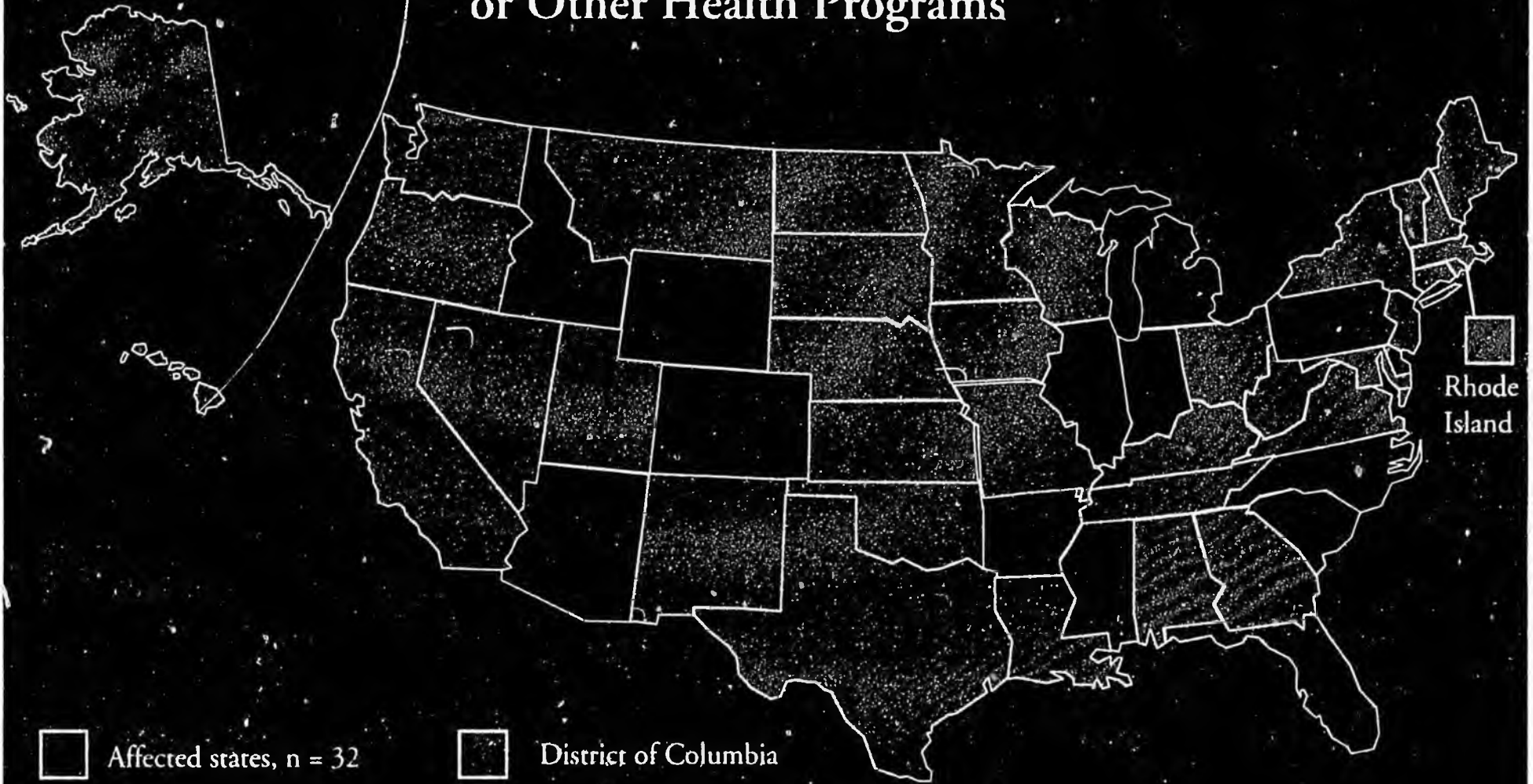
Expenditure Update

37 states report that spending is exceeding budgeted levels

32 states report that Medicaid or other health care programs are over budget



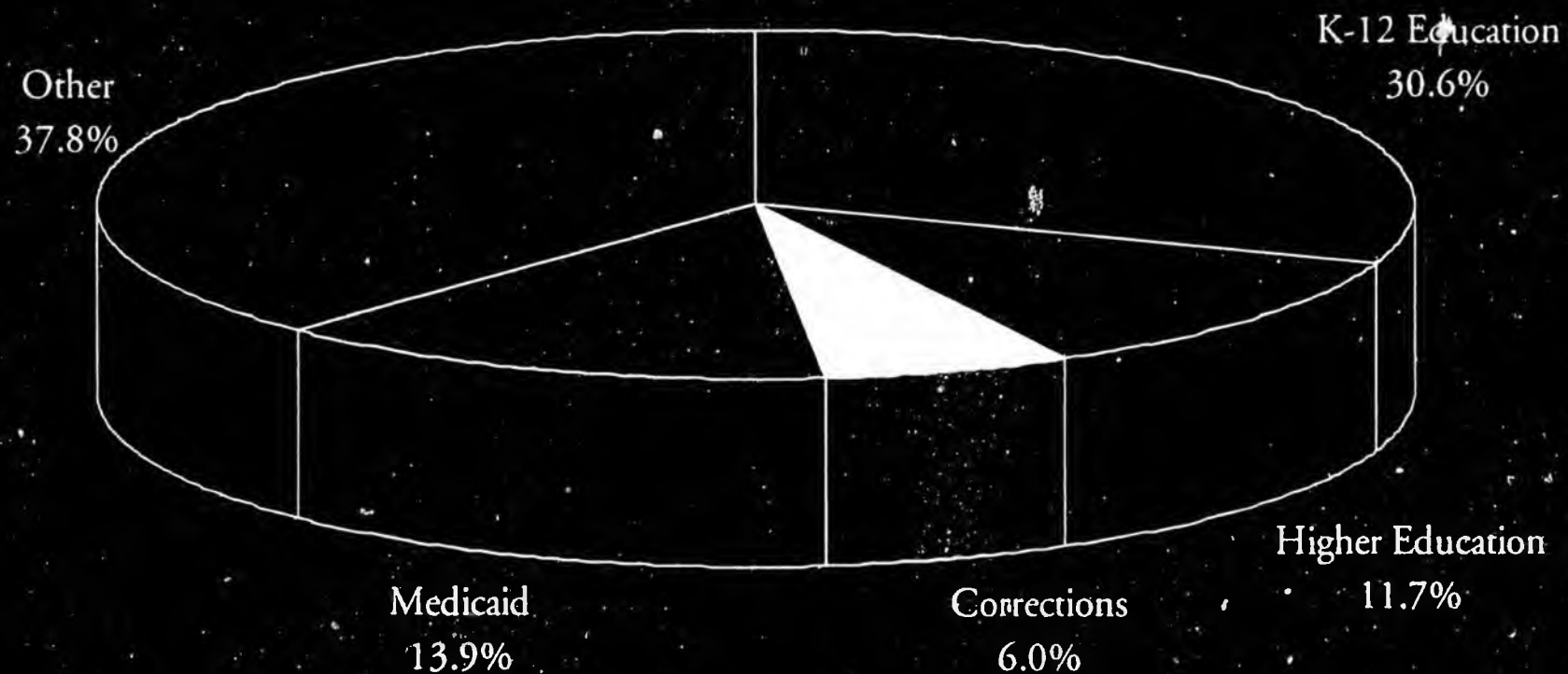
States with Overruns in Medicaid or Other Health Programs



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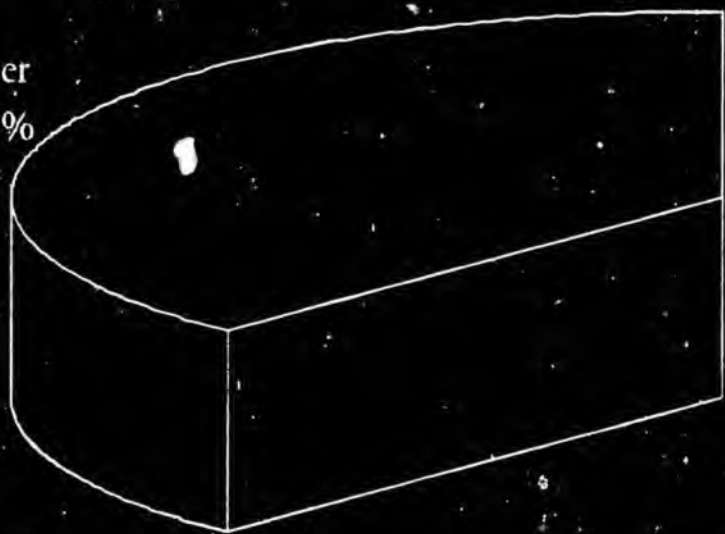


FY 2002 General Fund Spending by Category



All Other

Other
37.8%



What's in "other"?

- ◆ Public assistance
- ◆ Parks and recreation
- ◆ State police
- ◆ Employer contributions to pensions and benefits
- ◆ Information technology
- ◆ Environment
- ◆ Economic development
- ◆ Arts programs



Dealing with Shortfalls in FY 2002 & FY 2003

Imposing budget cuts: 36 & 31 states

Using tobacco settlement funds: 16 & 21 states

Tapping various state funds: 23 & 28 states

Tapping rainy day funds: 23 & 14 states



State Balances Fall

(billions of dollars)

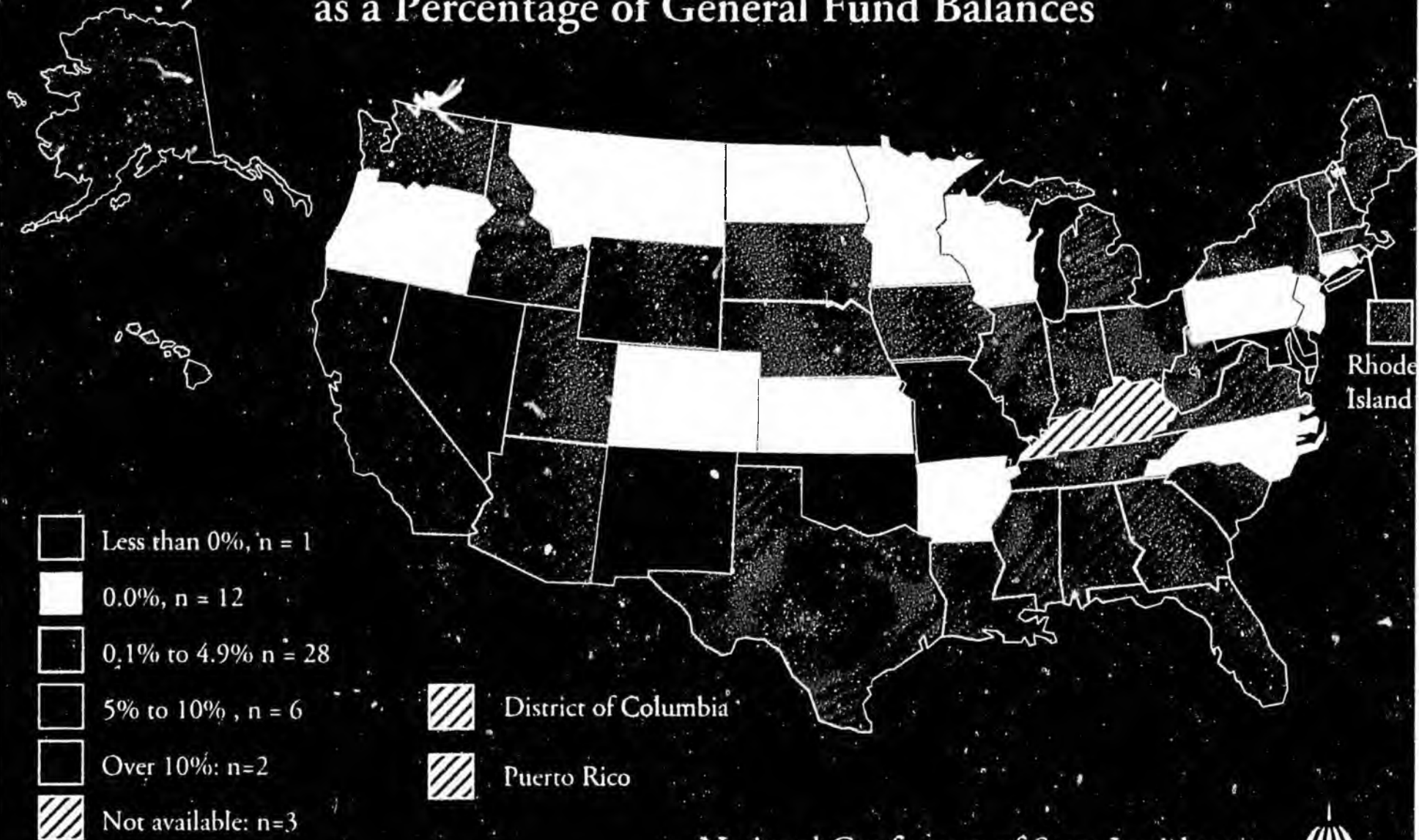


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Rainy Day Fund Balances for FY 2002

as a Percentage of General Fund Balances

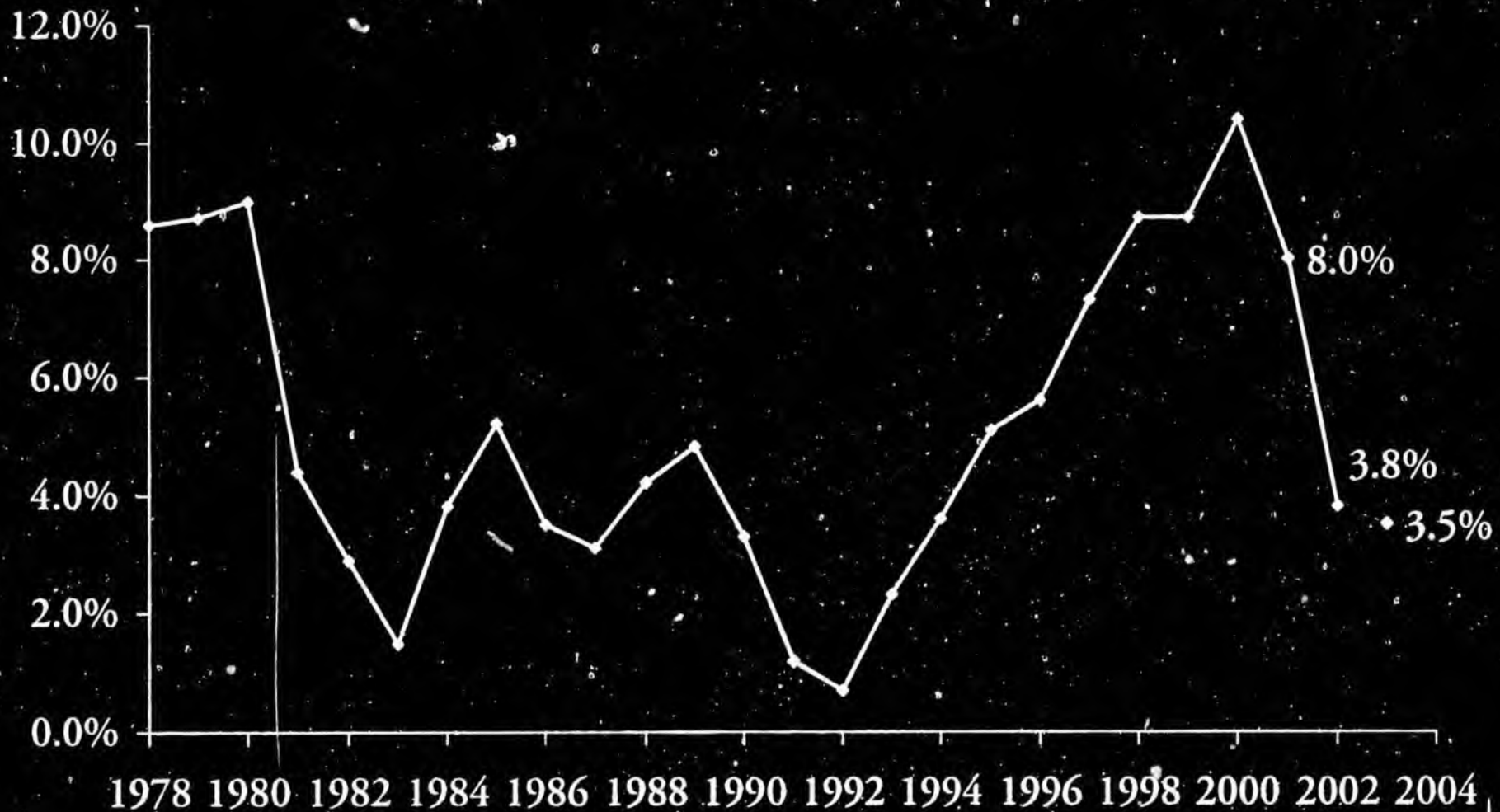


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State Year-End Balances

FY 1978-FY 2003



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Dealing with Shortfalls in FY 2002 & FY 2003

K-12 spending cuts: 17 & 14 states

Higher education spending cuts: 26 & 20 states

Corrections spending cuts: 24 & 17 states

Medicaid spending cuts: 16 & 16 states

TANF spending cuts: 6 & 8 states

Cuts in local revenue sharing: 8 & 12 states



Dealing with Shortfalls in FY 2002 & FY 2003

State employee layoffs: 11 & 9 states

Employee travel bans/restrictions: 19 & 14 states

Employee hiring freeze: 19 & 13 states

Delayed capital projects: 9 & 10 states



Dealing with Shortfalls in FY 2003

Raising taxes by more than 1% (18 states)

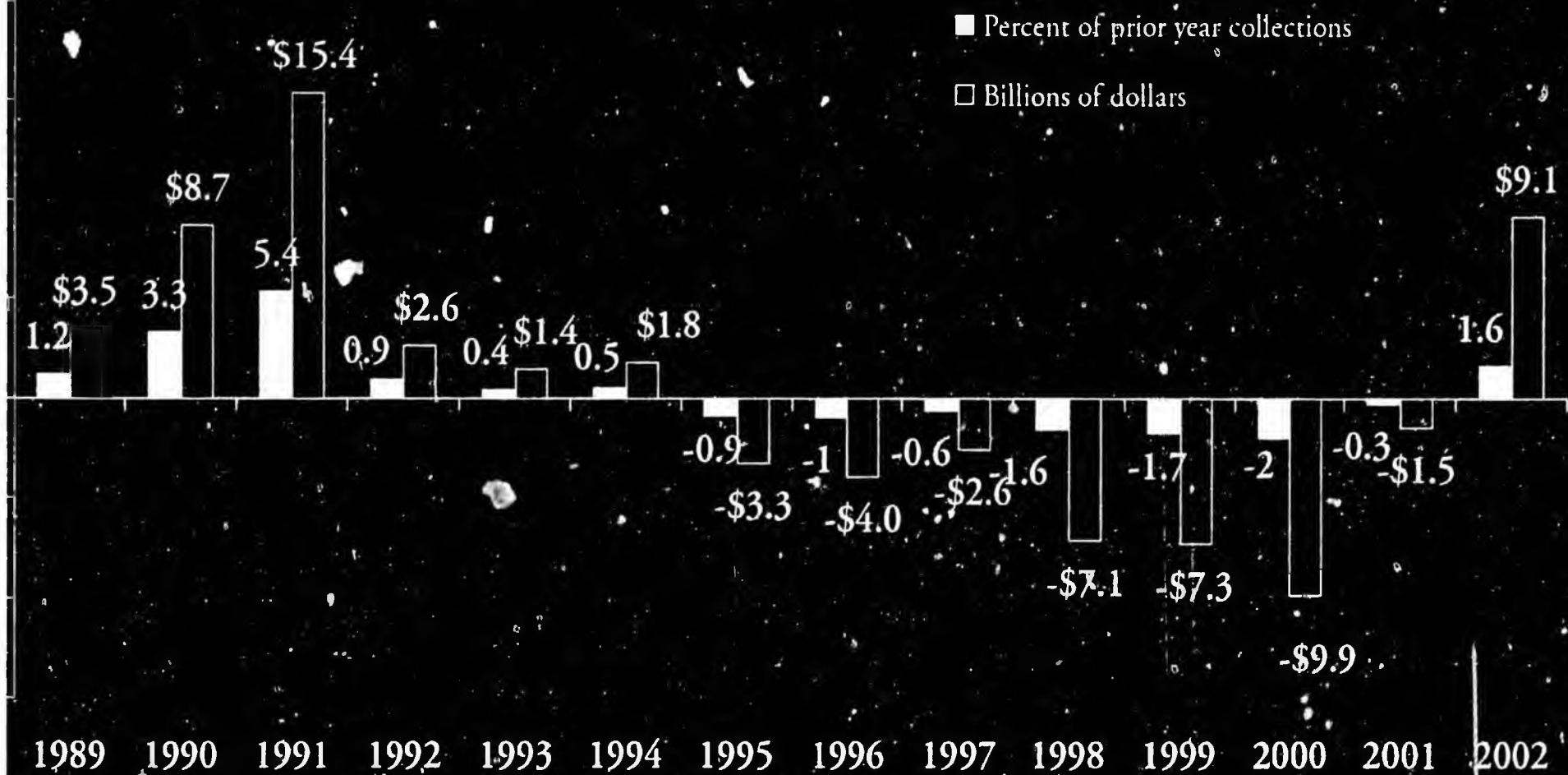
Raising taxes by more than 5% (Indiana, Kansas, Massachusetts, New Jersey and Tennessee)

Hawaii was the only state to cut taxes by more than 1%



Net State Tax Changes

By Year of Enactment, 1990-2002



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2002 Net State Tax Changes

(in millions)

Personal income	\$1,605.3
Corporation income	2,315.6
Sales and use	976.5
Health care	338.7
Motor vehicle	136.6
Miscellaneous _____	724.5
Alcoholic beverage	7.0
Cigarette and tobacco	3,018.1
Net Change _____	\$9,122.3

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FY 2004 Budget Projections

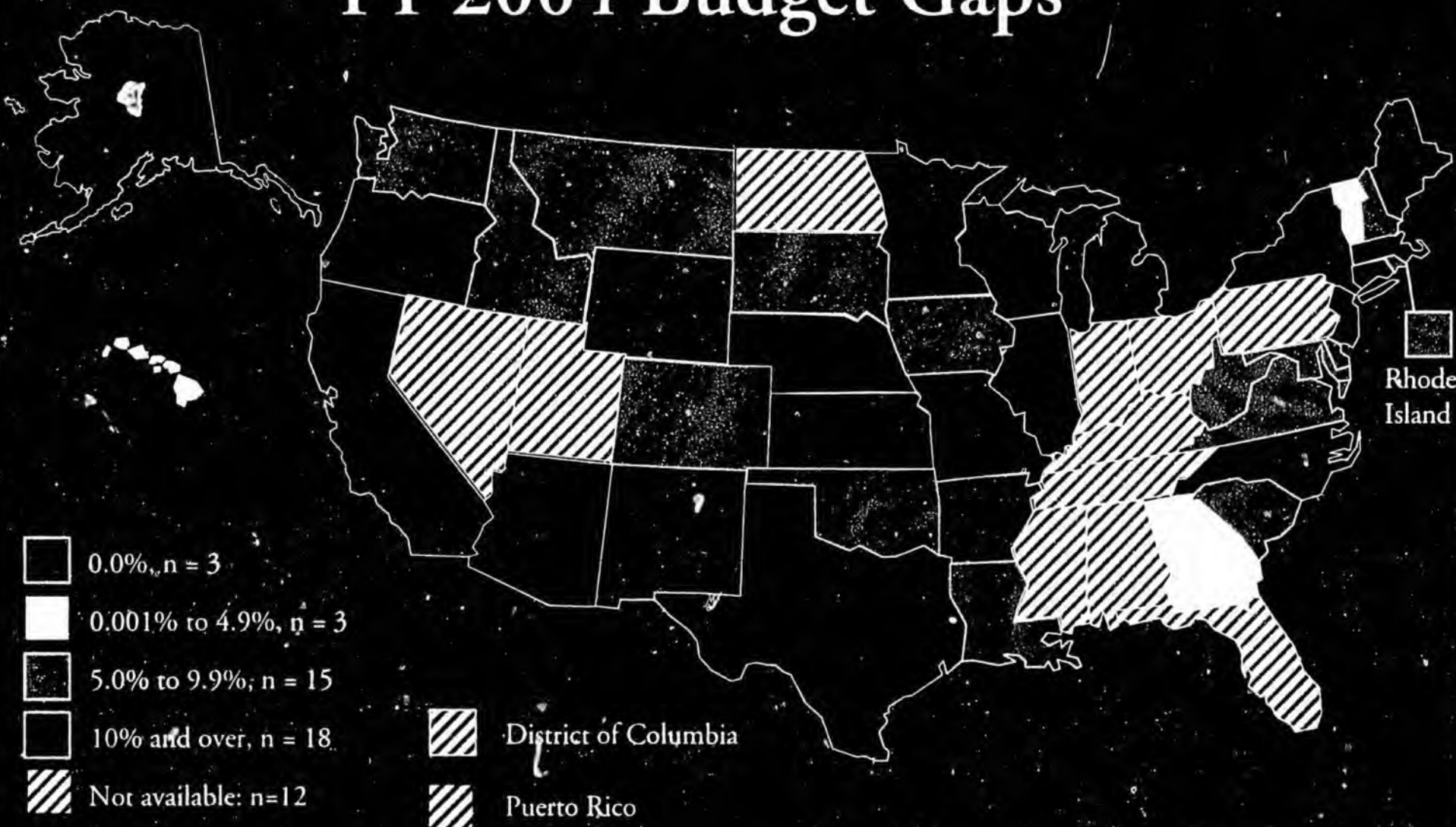
The FY 2004 projected budget gap is \$68.5 billion

36 states are facing gaps:

- ◆ 33 with gaps >5%
- ◆ 18 of these with gaps >10%



FY 2004 Budget Gaps



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Possible Tax Increases?

25 states have tax proposals under consideration

Sin taxes are the focus of early proposals

- ◆ 14 states with cigarette tax proposals
- ◆ 6 states with alcohol tax proposals



For More Information

www.ncsl.org

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