

THE STATE-COUNTY RESULTS ACCOUNTABILITY INITIATIVE:

Promoting Accountability, Productivity and Results in Minnesota's Human Services System

THE "DRIVE TO EXCELLENCE"

TECHNOLOGY CONSORTIUM: THE SERVICE LEVEL AGREEMENT

CONCEPT-PAPER ONLY

WORK IN PROGRESS

NOT APPROVED BY DHS, AMC OR MACSSA

THE STATE OF MINNESOTA MUST "MOVE FROM THE CURRENT PRACTICE OF EACH DEPARTMENT BEING RELATIVELY AUTONOMOUS, TO A MORE ENTERPRISE OR 'WHOLE STATE' APPROACH."

-- GOVERNOR TIM PAWLENTY,

Overview

Counties purpose to join with the Governor and the Legislature on their calls to redesign the human services system; on the need for new, comprehensive legislation which empowers systemic change; with their stated outcomes to improve human services efficiency, quality, transparency, service and above all results that matter to people. Counties are determined to partner with the Governor and Legislature to meet this challenge in this current economic crisis and with a view towards posterity of what will work based on research, best and promising practices, and the accumulated wisdom of human service stakeholders

AMC and MACSSA proposes to the Governor and Legislature, to empower the formation of a consortium of counties of big, medium and small population sizes to bind with the State of Minnesota on a **New State-County Governance Agreement** that changes the structural relationship of the State and Counties regarding shared technologies and properly aligns the business model of shared technology services towards the customer. This change in the State-County relationship will enable improvements in service accountability, productivity and results. This consortium will articulate the agreement on three levels, as defined in the **State-County Results Accountability Initiative**: governance agreement, performance agreement and service-level agreement as well as support for an action-research design by the Center for Excellence in Local Government.

This Redesign Project is, straight to the point, to apply the transformation of the Office of Enterprise Technology, Drive to Excellence, to the State-County shared technologies (OET Drive to Excellence found at: <http://www.oet.state.mn.us>).

The Legislature has chosen the business model of the Human Services Delivery System to be “State-Supervised, County-Administered”. In this business model, the technological support services of the State are designed to provide effective business solutions for the customer. In this system, the primary customer is the County. The County is the business; the County is the business customer. The proper alignment of this business model is essential because otherwise it does not support the service model where the citizen, taxpayer, and service-client are at the center. A mis-aligned business and service model makes the political and bureaucratic system the center of business solutions development. To illustrate, a mis-aligned human services business model would require that 84 County human service entities, with 27 business units each (i.e. distinct programs and services), navigate at least 10 different siloed state data systems, and, at a minimum interact with at least three layers of the State bureaucracy (not to mention the scores of State agency staff at each level); thus creating the potential for 68,040 business solutions which probably then need to be reworked continuously because they create systems that are not interconnected, interoperable or service-oriented.

The State was wise to recognize this problem and create the Office of Enterprise Technology and the organizational transformation of **Drive to Excellence**. In 2005, it was estimated that the State Executive Branch was spending over \$600 million per year on information technologies. OET was created to transform the gross inefficiencies of siloed data systems and the dis-connected architecture of people, processes and tools that make up an information technology system. This dis-connected and dis-jointed system has meant that people in different state agencies, have been buying, developing and using separate (and often conflicting) technologies and dis-integrated business processes and all of these systems have been evolving parallel to one another into increasingly disjunctive branches that do not communicate with one another or work together. OET puts the customer and taxpayer at the center of systems development and therefore works toward interconnectivity of people, groups and organizations, interoperability of systems and technology, the streamlining of business processes that support service and the entire architecture of people, processes and tools towards flexible, cost-efficient, and scalable service oriented architecture.

Local Government is a primary customer of OET and as a primary customer requests that the State of Minnesota redirect just a fraction of its \$600 million+ in resources to the transformation of local government delivery systems. If we make the safe presumption that there is 5% waste or inefficiency in the Health and Human Services system, the value proposition would be that technological efficiencies could save as much as \$1 billion in the future growth of the system!

We recommend we begin with the human services delivery system, since it is the current focal point of State-County redesign. In short, the solutions that the State is applying to itself, to get State agencies to relate and work better together for the customer, should now be applied to the State’s primary partner in human services administration, and the primary business customer of human services, shared technologies. ***This will not require new spending but a refocusing and redirection of current spending.*** Counties will likewise match investment and effort through the refocusing and reassignment of current resources to this transformative initiative.

Background

The **Minnesota Redesign Project** identifies two initiatives in Human Services System redesign.

1. Integrated Service Delivery and Information Systems

Proposal: Develop and implement a long-term plan to integrate information systems, and hence services, in order to improve client outcomes would result in better use of state and county resources.

Background: Clients often receive multiple services from counties. However, often these services are not integrated, nor are the information systems that track levels of service, costs, and client characteristics. This results in duplication, gaps, and inefficient services to clients and families.

Redesign Issue: This change would create transparency in which services are provided to whom, better information on cost of services, better ability to track performance and outcomes, and improved governance capacity of counties.

2. Voluntary Multicounty Collaboration in Public Health and Human Services

Proposal: Encourage counties to explore and enter into voluntary models of multicounty collaboration.

Background: In tight financial times, it is critical for counties to explore and implement different ways to collaborate to deliver services. Improved efficiencies or effectiveness may be achieved by counties entering into multicounty arrangements to deliver human services and public health. This would allow for potentially more effective service delivery and consistency across county lines. Examples may include case manager or contract manager who would serve several counties, or 'hub and spoke' model for one county to deliver services on behalf of several. Ideally, state funds would provide incentives for those counties interested in pursuing such options.

Redesign issue: This would allow for more local governance and flexibility to perform government functions. A related initiative would be a state study of multicounty arrangements across all areas of county government to identify factors that contribute to successful outcomes.

The Problem

Governor Pawlenty's *Human Services Program Delivery Consolidation* SFY2010-11 budget recommendation states "Too many services are a product of old state mandates and are not structured to incent efficiency". He proposes "a new collaboration between the state and counties that includes shared services and other initiatives that will simplify how public services are delivered....the system does not work as well as it could to ensure that all Minnesotans receive access to high quality services... a delivery system that is often inefficient for service recipients and taxpayers... The Governor proposes redesigning human services delivery by creating multi-county consortiums...to provide more efficient, effective human services for Minnesotans, and to strengthen oversight and accountability".

In systems redesign, it is not primarily the box (organizational structure) but what happens within the box (tools + processes + people) that changes human services over time to better deliver results to children, families, and communities. That is why current statutes which empower the Commissioner of Human Services to redesign systems focus on what happens within the box e.g. system **functions, roles, rules, resources, administration processes, regulations, and technologies**. To take the most famous and largest big box for an example, Walmart succeeds at delivering value at low price not because of their organizational chart or the size of the boxes but due to expert management, information systems, supply-chain integration and ownership, business flow design, leveraged purchasing, and cost controls. The size of the Walmart box is dictated by customer demand and service, and the functions of what it takes within the box to deliver value at low price.

The Solution

The real solution is found in the State's backyard. The solutions they apply to themselves should also apply to their partners. The State of Minnesota's **Drive to Excellence** is the transformation of the State's individual agency (silos) model to an enterprise model. A natural extension of the **Drive to Excellence** is to get State Agencies to work on a "whole State approach" or enterprise with County Agencies. Nowhere is this integration more needed right now than the health and human services delivery system. The **Drive to Excellence** is a movement across state agencies toward e-government, customer service integration, enterprise-wide technology structures, shared technology applications, shared I.T. services, updated communications, electronic forms and document management systems acceleration, to name a few.

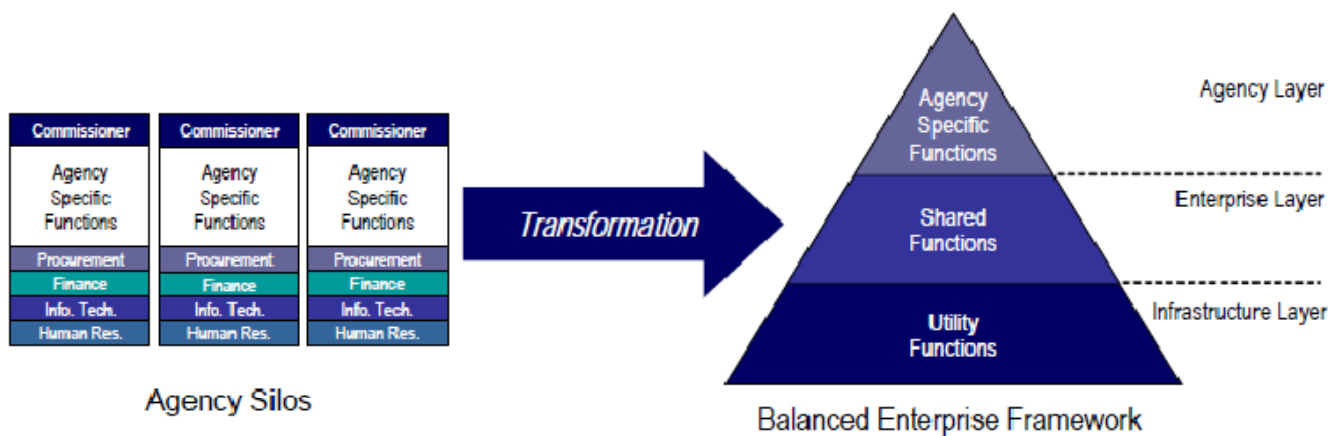
This proposed consortium mirrors the **Drive to Excellence** and requests enterprise wide I.T. business solutions from the Drive to Excellence/Office of Enterprise Technology and the Department of Human Services to support Counties "agency specific functions" (see below) but also to facilitate counties that are consolidating their "shared functions" to create regional business hubs to support networked service constellations across regions. "The solution" is not a simplistic structural solution of centralization or regionalization but a responsive alignment of business solutions to business needs, and then allowing the form or structure to follow this clarity of function.

www.state.mn.us/mn/externalDocs/Excellence/Transformation_Roadmap_032805013545_Roadmapfullversion.pdf

Agency specific functions: Unique "front line" services and programs for citizens that are delivered by each agency, based on their mission and purpose.

Shared functions: Shared business and technology functions that can be grouped together to promote effective delivery of front-line services.

Utility functions: An infrastructure of daily operational functions that, if performed by one dedicated team, allows agencies to focus on their core business.



Minnesota Department of Human Services (2008, p.3), Business Technology Strategic Plan, 2008-2012 asserts that its strategic goal #1 is:
"Goal 1 Service delivery: Make it easier to deliver quality human services.

Provide tools and data required to improve client outcomes, ensure equity of access and manage performance as part of a quality management system”.

Solution Definition

Elegant I.T. business solutions may now be developed within the entire architecture of the State-County data and business intelligence systems. Service Oriented Architecture and relational databases may be used on the local level for integrated services. On the State level, this type of database (e.g. SMI) can pull together information from disparate systems and index the data for specific persons. Standard web-based tools are used to access legacy statewide information systems and extract and upload information necessary to populate all forms necessary to serve clients and to pull information in real time to support client services. Business Intelligence (BI) analytics on both the State and local levels are used, on a limited basis, to assess performance. There need not be one massive data base and set of powerful tools to serve all information purposes and have all interfaces hardwired into the programming of this database. The case management solution for interfacing State and local information systems need not be the same interface for feeding their EDMS and the BI of local governments may take a different path altogether to interface with the DHS data warehouse and DHS BI. Counties do not need to replicate the State Data Warehouse, the power of DHS BI, or store statewide information systems locally. Counties can invest in relatively inexpensive but powerful I.T. tools that nimbly serve the exact purpose needed at the local level. Counties need only work with DHS to develop elegant connections for specific business purposes.

The ***State-County Results Accountability Initiative, Drive to Excellence, Technology Consortium*** will join Counties with the State Office of Enterprise Technology and the Department of Human Services in a design-build of the enterprise-wide technologies that will enable a transformation of the human services delivery system. The Governance, Performance and Service Level agreements will focus on the following catalysts of transformation:

I. **I.T. Catalyst #1: Network Governance--Counties need a new charter or structural relationship with OET and DHS.**

Clients’ needs are complex, multifactor, involving all domains of life, and spanning multiple social structures from marriage to family to extended family to schools to the community. The human service delivery system therefore has to work toward being ecological, integrated, multisystemic, coordinated, seamless and multimodal to effectively address the risks and needs of clients. Bureaucracies tend to be vertical whereas clients’ needs are horizontal—spanning across agencies, programs and services. The “solution” to the client’s and community’s social service needs cannot be met by the government alone but is reliant on this complex network of relationships. The governance of all people-serving agencies, groups and people is therefore most appropriately done within a network rather than in the old regulatory framework or in siloed bureaucratic systems. We need to employ bureaucracy-busting solutions.

Fortunately, the IT collaborations of DHS and counties are well ahead in this consideration of network governance. Moreland (2007) has delineated the best practices for IT collaborations:

- A partnership between DHS and county staff;
- Shared vision, common goals, principles and effective communications;
- Dialogue well in advance of planning “to forge a business vision for systems projects”;

- Mutual inclusion of each other in common initiatives regarding IT visioning of future technology solutions;
- Agreement on “priorities for systems development and changes”;
- Shared investment in outcomes and processes;
- Common understanding of potential impacts of new initiatives;
- Inclusion of partners in the planning, development, testing and implementation phases for IT projects initiated by DHS or by counties;
- Consideration of the differences of counties (e.g. urban versus rural); making solutions work for all;
- Possibly piloting a solution to work out the problems ahead of time and before full roll-out

II. I.T. catalyst #2: “Vertical Integration” or Strategy-Aligned Management—Counties need technology to help us align with DHS on vision, mission, goals and outcomes.

A particular challenge in a State-supervised/County-administered system is to align the vision, mission, goals, strategies and outcomes of DHS with the same in the 87 counties. By definition, an aligned State-County relationship is demonstrably better performing human service administration system than a misaligned system.

Strategy Aligned Management (S.A.M.) is a performance management system that looks at program activity and the use of resources against desired goals and objectives to ensure decision-making about resources is aligned with intended outcomes. Strategy Alignment and Results Accountability are the end goals of improving the DHS/County performance measurement system.

Strategic-alignment of DHS and Counties regarding a performance management system may consider:

- Do County health and human strategies support DHS adopted goals?
- Do County and State program and service tactics support strategies?
- Do actions and project plans meet strategic goals?
- Do activities produce value for communities, customers and clients (e.g. results)?
- Are State & County resources focused on the right things to achieve these results?
- Are the joint efforts of DHS and Counties and the use of resources having the impact intended?
- Are program and service activities aligned with goals?

III. I.T. catalyst #3: Performance Management Systems or Results Accountability Management—Counties need a technology-enabled system with DHS that gears all of our efforts toward improving how we serve children, families and people in need.

The Minnesota Department of Human Services (2008, p.15), Business Technology Strategic Plan, 2008-2012 advances the principle to “Manage for results: The most effective way to ensure that Minnesotans across the state receive health and social services when they need them is to manage for results. This requires that we identify our priorities, continuously monitor our performance and build strong program integrity features into each of our activities. All DHS programs will define challenging benchmarks, measure results and use outcomes to guide decisions and direct the agency’s work. This will allow us to determine our successes and failures, to assess the need to make changes in our programs, to better manage and target additional resources and to celebrate our successes”.

IV. I.T. Catalyst #4: horizontal integration or integrated service delivery—Counties (and other providers) need technology to wrap services around clients.

It is possible for a client, or a client's family to have open cases or active files in a long string of county services¹. Frequently, clients have accessed numerous county programs and services over time, and often in multiple counties and several States. As said, the client's risks and needs are horizontal—they span across program boundaries and systems.

All other factors being equal, an integrated or coordinated model of services for the client and his or her support system is demonstrably better than a fragmented or siloed service approach. Two good examples of an integrated service network in human services are the "Wraparound Approach" and Oregon's "No Wrong Door". These initiatives operate on the principle that citizens should not have to navigate and maneuver through various systems, agencies, workers and case plans in order to obtain and maintain services but that there should be one, first point of access to government services and coordination across all systems to wrap services around the citizen. The "behind the stage" production that directs and choreographs this play of services is a network. An integrated services model responds to the client's cross-cutting needs-- needs that span across agencies, programs and services.

A simple way to conceptualize an integrated service system within a network model is to achieve the phenomenological experience of the system by the client as "One Thing" :

- ⇒ One unifying vision for all partners
- ⇒ One full partnership model agreement
- ⇒ One coordinated system of care
- ⇒ One umbrella philosophy
- ⇒ One clear approach/process
- ⇒ One team and one facilitator or navigator
- ⇒ (for) One person or child and family
- ⇒ (to develop) One universal plan of care
- ⇒ One flexible funding stream to make it happen
- ⇒ One set of outcomes, indicators and accountability measures

V. I.T. Catalyst #5: The State Data Warehouse—Counties need to partner with DHS to access all information necessary to serve clients and improve programs and services.

Access and utility of a quality State Data Warehouse is demonstrably better in improving County performance than counties being reliant on whatever information is available locally. DHS has posted on the web its strategic plan for its Data Warehouse Administration (DHS, 2008). The plan out of the Office of Strategic Planning and Implementation states that its purpose is to facilitate "enterprise-wide access to extensive information from the Department's service delivery systems to meet analysis and reform needs, such as federal reporting, state evaluation, county performance and county operations in targeting services". Counties are included in this definition of the "enterprise". Counties are also identified as a customer. The first Fiscal Year 2008 issue is identified as "County access" (training, access, support, encryption). DHS also intends to conduct strategic planning "around DHS enterprise needs and requirements for business

¹ A short list: Social Services, Financial Assistance, Medical Assistance, Child Support, Employment and Training, Supportive Housing, Mental Health Center, Fraud, Collections, Public Health, Medicaid Waiver Services, Community Corrections, Veteran Services

intelligence tools”, pilot “use (of) Advanced Analytic software (SAS) and architecting data marts to support this pilot project”.

DATA WAREHOUSE (available at dhs.state.mn.us): “A data warehouse allows DHS employees to customize reports to answer specific questions and those of outside agencies, rather than relying on the routine reports generated from the larger statewide systems. Funding for the development of a warehouse was granted by the Medicaid program because this program has a greater need for very specific reports that are not easily available given the current limitations of existing systems. The data warehouse also facilitates the linking of information needed by the Evaluation Division of DHS. Data sets are available from MAXIS, MMIS, Medicaid (county-operated system), and the Economic Security Office’s system. In addition, several county-operated systems will download data sets into the warehouse. A new computing environment will then be used to make use of large client-server technology and graphic user interfaces. It is hoped that the data warehouse will also provide county workers with greater autonomy by being able to access full data sets without going through the state”.

VI. I.T. Catalyst #6: Virtualization of Work/Automation—Counties need collaboration with DHS to use business process redesign and technology to streamline all work and processes used to serve clients and to meet Federal regulatory requirements.

The State recently adopted the “Kaizen” approach to reviewing their business model. Cutting to the quick, unless the State Legislature empowers Counties and DHS to simplify administrative processes, set aside unnecessary regulations or mandates, and create flexible funding options, there is no I.T. system in the world, now or in the foreseen future, that can create the tools necessary to effect efficiencies in the human services system. We have met the enemy and the enemy is us. The automation of routinized or predictable procedural business processes is demonstrably more efficient and increases quality and effectiveness of services over manual pencil and paper business processes or dis-integrated workflow. For example, current technologies can:

- scan documents into an electronic case file
- post documents and completed forms to Electronic Case Files
- print barcode labels for checking documents in and out of system
- configure workflow based on business rules
- provide clients with receipt of documents submitted
- assign and re-assign case loads easily
- view records simultaneously by multiple users from their own desktops
- bundle files for transfer to other counties or units within the County
- automate document retention based on business defined rules
- flag cases based on case type or status (to be used for document retention rules)
- maintain different levels of security based on access privileges and roles
- provide reports with concrete data to address customer service an/or performance issues
- install hardware necessary to support application processes.
- utilize dual monitors for maximum efficiency
- organize functional team-focused interface (i.e. workers from different programs can work together on a case via this work site interface on the web portal)
- auto-fill forms from the State system

- capture digital signatures
- complete DHS and County forms electronically
- fax from workstation capability for all workers
- schedule worker calendar for client service
- balance workers' workload (i.e. the right number, complexity, and stage of completion),
- view the status of all work activities on a case (i.e. management view of workload and cases)
- allow groups of users to use a common calendar to schedule and view appointments
- view staff availability by work-group
- notify worker instantly that client has arrived
- run management reports which are currently run manually for audit and process control
- organize documents in a way that is familiar to human service staff,
- search client files

The evolution of these I.T. business solutions at the local level presents a welcomed challenge to the DHS to accommodate different county solutions within standard protocols of access to State databases, electronic case file formats and transfers, accepted query languages, security controls, "pull" capabilities of data, controls on "push" capabilities of data updates to State databases, interfaces and coordination with the Shared Master Index (a person-centered, integrated State data base of primary human services data systems—MAXIS, SSIS, PRISM, and MMIS).

VII. I.T. Catalyst #7: E-Government Applications and Community Governance—the public needs access to service by "anyone, anyplace, anytime"; the taxpayer wants to see results; and people-serving agencies and groups need to connect to one another to collaborate on their programs and services.

The quality of e-government access to service information is demonstrably preferred by clients. The ability of citizens to influence the identification of community needs, priorities, and goals for government is preferred by engaged citizens and communities. In addition, it is the electorate and communities that ultimately define what is "delivered value" or results that matter and what is not valued or impactful outcomes. Through web-services and customer management solutions, it is now possible for clients to access services through any web portal. From this point, their "case file" is customizable to be their own particular web page. They may be presented a menu of service options and, depending on the capabilities that are designed into the portal, be able to use a "kiosk" function to communicate with the system navigator or on-line customer service agent. They are able to submit basic intake or admissions data or fill-out a program or service application, or other necessary forms on-line. If the webpage is customized to the client, they can be assigned security access so that they can retrieve information specific to their case in various programs. The webpage may also have links to other helpful sites or related services. The site is accessible at any time electronically. Thus, web service sites may be established in local communities and sites such as libraries. Updates on specific information can be programmed to continuously update their web page so that they track their applications or requests in real time. Portal technologies, volunteer and customer service staff could be coupled at virtually any community site so that services are provided at any place, at any time to anyone. Collaborative technology sites can allow all people-serving groups and agencies to share resources, links, leaders, volunteers, and to coordinate services to clients.

VIII. I.T. Catalyst #8: Scalability and Organic Growth—Counties need I.T. business solutions that are cost-efficient, scalable and easily replicable.

I.T. business solutions that are developed collaboratively between DHS and counties, and are managed for design, phased implementation or roll-out, with shared maintenance and improvement are demonstrably more successful than those I.T. business solutions that are developed in relative isolation by the State (or counties) and mandated for use. Given the right development and production environment, I.T. has the potential to be a force-multiplier and can solve problems of scalability such as the inherent disparity in the human services delivery system of small, resource-poor, rural counties versus large, resource-rich, urban and suburban counties. In short, the right technologies, combined with the right central infrastructure, makes small counties big in terms of I.T. functionality. Typically, larger counties act as the laboratories of state-of-the-art technological applications. The larger Counties leverage State systems to adapt to their I.T. solutions. Since these solutions are generally public domain and open architecture, the State, in combination with these counties, share the development costs of new tools but then can “franchise” these solutions to medium and small counties. If the State and counties operate within a collaborative environment in the initial development and production (which they often do), then small and medium counties are able to customize these solutions to their particular needs.

IX. I.T. Catalyst #9: Business Intelligence and Root Cause Analysis—Counties need to partner with the State to give public servants the knowledge needed to provide the most effective services in the most effective way.

Data that is transformed into knowledge and that is further analyzed and presented in a manner that decision makers can understand and practically use is demonstrably better than non-transformed information (i.e. information presented in a purely technical format and medium). It has already been displayed under the other I.T. catalysts that integration of a service system occurs at the administrative, operational and client service levels. Therefore, improving performance can be viewed and conceptualized at the strategic and organizational level, as the “high performance agency” and strategy aligned management; at the tactical and programmatic level as “evidence based practices” and continuous quality improvement; at the service-level as integrated service delivery or collaborative service delivery or at the community-level as “community-governance” or just plain, people helping people. All views are correct in designing a comprehensive performance management system because improvement occurs at all levels, and in a concert of all levels of an organization. If the State would like Counties and other providers to continuously improve their performance, technology needs to continuously offer public servants the training, expertise, and research to do so. We can have all of the data in the world, all of the research and all of the analysis, but unless we are able to transform that into knowledge which applies to practice, it is worthless in terms of producing results for clients.

X. I.T. Catalyst #10: Viral Growth in Public Domain: “viral growth” in a new construct or paradigm of State-County relations in information technology is necessary to support the organic growth of proven I.T. business solutions. The public sector in Minnesota has various cooperatives or consortia to share I.T. business solutions. Sometimes these consortia have formed user groups and business agreements to jointly fund, develop, maintain and improve solutions (e.g. the MCCC). In addition, Scott County has been working with the State to join together on forming the fiber optic loop. These kinds of partnerships will eventually connect the entire State. Various State and local governments have developed what are basically “open source” I.T. business solutions. These are not “out of the box” solutions but rather “no box solutions” in the sense that they are not dependent (or only partially dependent) on proprietary hardware, software, equipment, or maintenance, support, upgrades and licensing. They may sit on a common platform and require at least some technical support but they allow for local customization and maintenance, if that is preferred by the customer. To combine these types of solutions within an environment that has an integrated architecture (e.g. Microsoft) brings the costs of purchase and maintenance way down for all counties while allowing for

adaptation to the uniqueness of County environments. I.T. business solution consultants are slowly adjusting to this new “open source” philosophy and are offering “buy once” agreements, and work with the County to develop its own capacity and competency to develop, maintain and upgrade the solution.

Next Steps: Yes We Can!

- ✚ State Agencies can adopt a consistent philosophy of "Networked Government" (aka Government by Network) and thus work towards the interconnectivity of State, Local Government and Communities;
- ✚ The Governor and Legislature can empower local control and flexibility through "Charter Agency" legislation (cf. Iowa.gov and Public Strategies Group);
- ✚ State Agencies can adopt a Network-Governance or Connected Government philosophy and approach and thus partner with local governments to develop performance management systems and performance measures (i.e. rather than dictate through outdated and outmoded regulatory processes);
- ✚ Larger Metropolitan Cities and Counties especially can join forces with State Agencies and collaborate on developing Performance Management Systems, technology enhancements, and sharing strategic, analytic and tech-staff to develop PMS on the strategic, tactical and operational levels of government; these solutions could then be scaled for smaller Local Governments;
- ✚ The Legislature and Governor can allow Local Governments to use "Charter Agency" legislation to structure new business relationships between State and Local Government based on performance agreements; these new agreements could allow for relief from unnecessary mandates, variances from inflexible funding streams, and waivers from extraneous regulatory processes;
- ✚ Charter Agency legislation will allow Local Governments to self-organize and consolidate agencies, programs, services or functions across jurisdictions wherever that makes sense;
- ✚ State Agencies can allow easier access to State Data Warehouses or State information systems (State systems have most of the data);
- ✚ State Agencies can assist local governments to utilize State agencies Business Intelligence applications and analytics capabilities (State agencies have multiple millions of dollars of technology tools and analyst staff);
- ✚ State Agencies can share their Information Technology capacities to local governments (e.g. Data Warehouse, Business Intelligence);
- ✚ State Agencies can utilize Business Process Redesign (or Kaizen) processes, in partnership with Local Government, to simplify all administrative and bureaucratic processes; the Legislature (which, along with State agencies are the source of most of the layers and layers of complexity) can empower an independent Commission, the administrative authority to grant waivers, variances, relief;

- # State Agencies can adopt relatively inexpensive Collaborative Networking tools which incorporate Performance Management Systems such as Balanced Scorecard Method or Results Based Accountability (cf. the Insightformation website) and share with Local Government;
- # State agencies can use Collaborative Networking or "Shared Business Solutions" to perform most regulatory functions such as audits, reviews, reporting, communications;
- # State agencies can utilize web-conferencing capabilities across the State and enable local governments so that most communications or regulatory processes could also be done via the Web;
- # State agencies can work with Local Governments to develop Electronic Document Management Systems, Electronic Case (or Client) Files, Service Oriented Architectures, Interoperable Systems; "Crawler" technologies which will allow local governments to streamline, automate, virtualize their business processes and enable their performance management systems;
- # State agencies can support "Case (Client) Management Solutions" which bring all information together on a person or family to wrap all services around the client or citizen;
- # State agencies can use Collaborative Networking sites to communicate a library of best or evidence based practices, to have scorecard or dashboard capabilities, to compare one local government to another, to have "wiki" technology which allows local government experts to build on their mass of shared knowledge and to have accreditation processes which have local governments voluntarily improve their performance over time;
- # State agencies can work with Local Governments to develop these same Collaborative Networking sites (e.g. Sharepoint) so that all community agencies and people-serving groups could link together to share resources, leadership, volunteers, donations, services, etc. . A person or family in need could be served quickly and efficiently and community agencies could synergize their efforts by all linking together.
- # These Performance Management System enhancements could all combine so that the performance of State and Local Government is transparent to the taxpayer and whether we deliver value or results is evident to anyone who cares to know.