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STATE OF RHODE ISLAND

IN GENERAL ASSEMBLY

JANUARY SESSION, A.D. 2015

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A N A C T

RELATING TO STATE AFFAIRS AND GOVERNMENT - RHODE ISLAND MUNICIPAL  
PERFORMANCE MANAGEMENT PROGRAM

Introduced By: Representatives Morgan, Giarrusso, Filippi, Roberts, and Lancia

Date Introduced: February 25, 2015

Referred To: House Finance

It is enacted by the General Assembly as follows:

1 SECTION 1. Title 42 of the General Laws entitled "STATE AFFAIRS AND  
2 GOVERNMENT" is hereby amended by adding thereto the following chapter:

3 CHAPTER 157

4 RHODE ISLAND MUNICIPAL PERFORMANCE MANAGEMENT PROGRAM

5 **42-157-1. Legislative findings. --** For decades, private industry has been utilizing  
6 continuous improvement tools in order to make operations more efficient and effective. These  
7 improvement tools have been a critical and important component for successfully competing in  
8 the global economy. Unfortunately, the concept of continuous improvement has largely been  
9 absent from municipal governmental operations. However, during the past few years, governors,  
10 and state departments and agencies across the country have begun implementing improvement  
11 tools in the workforce. As a result, inefficient governmental operating systems have been  
12 streamlined, workforce effectiveness has been enhanced and improved customer service has been  
13 provided to constituents. Moreover, states that have adopted the programs have realized not only  
14 improvement in constituent service and satisfaction, but also, through a more efficient  
15 deployment and use of resources, these states have also realized savings that far outstrip the costs  
16 of implementing the program.

17 In Rhode Island, both the state and our municipalities have struggled with spending cuts  
18 and lagging revenues in the past many years. They have tightened their budgets and cut personnel

1 and programs. Some have already begun to use performance management techniques, others have  
2 not. This program is proposed to help all government entities learn quality tools and techniques  
3 and deploy them throughout their workforce and facilities in order to improve governmental  
4 efficiency and effectiveness, and enhance governmental services for the residents of Rhode  
5 Island.

6 **42-157-2. Rhode Island Municipal Performance Management Program. --** (a) There

7 shall be established a Rhode Island municipal performance management program ("program") to  
8 funded by the department of administration, and consisting of three (3) parts, a performance  
9 management roundtable, a scholarship program and an awards competition.

10 (b) Guidelines and criteria for the programs will be developed by a performance  
11 management advisory council consisting of seven (7) members. The chair of the council shall be  
12 the director of the Rhode Island office of management and budget, or his/her designee. The chair  
13 shall appoint the remaining six (6) members for the council, in consultation with the governor's  
14 office. The chair shall select members from the business community, academia and/or  
15 government with extensive experience in performance management, Lean/Six Sigma, quality  
16 assurance, process improvement, or other related skills including, but not limited to, faculty of the  
17 University of Rhode Island, members of the Rhode Island section of the American Society for  
18 Quality (ASQ), and other qualified organizations. This council shall also be responsible for  
19 reviewing submissions, judging and selecting the projects that will receive the scholarships and  
20 the winners of the awards programs. They will be responsible for administration.

21 (c) Performance management roundtable. This is a monthly meeting at which participants  
22 will share best practices in common municipal and government issues. The council will select and  
23 supervise the facilitator. Staff from any state or local government entity is invited to attend. A  
24 small fee, not to exceed ten dollars (\$10.00) will be charged for materials. The facilitator will also  
25 conduct trainings in pertinent quality improvement tools as part of the meetings. The annual  
26 budget shall not exceed thirty thousand dollars (\$30,000).

27 (d) The department of administration shall fund eight (8) six (6) month scholarships to a  
28 maximum amount of ninety-six thousand dollars (\$96,000). Scholarship recipients shall be  
29 chosen by lottery from interested municipalities. The scholarships may be extended for an  
30 additional six (6) months, the total cost not to exceed one hundred eight thousand dollars  
31 (\$108,000). The scholarship recipients will be given the use of a consultant and materials. This  
32 consultant will work collaboratively with the municipal staff on projects involving performance  
33 management processes. Processes shall include data collection, data-driven analysis, decision-  
34 making, use of statistical measurement and control, and best practices and continuous

1 improvement techniques.

2 (e) The department shall also fund a second scholarship year for new applicants under the  
3 same terms as set forth in subsection (d) of this section, provided that the second year of the  
4 program must be reauthorized by the general assembly.

5 (f) The department shall report the results and effectiveness of the scholarship program to  
6 the general assembly within six (6) months after the end of the second scholarship year.

7 (g) Competition and awards program. Any government or quasi-government entity is  
8 eligible to submit a quality improvement project to the awards program. Each year the council  
9 will select the three (3) most successful projects for recognition. The council is responsible for  
10 developing the criteria, which will be modeled in coordination with the International Team  
11 Excellence Awards (ITEA) program administered by the American Society for Quality. In  
12 addition to a trophy and recognition by the governor at an annual ceremony, the winners will  
13 receive a monetary award which must be used to fund additional improvement projects.

14 The three (3) winners will be submitted to the regional ITEA competition of the  
15 American Society for Quality. If any should be selected as winners at the regional level they will  
16 consequently be submitted to the National ITEA competition. The annual cost of this program  
17 shall not exceed twenty thousand dollars (\$20,000).

18 (h) Preparatory course. As a precursor to the launch of the above three (3) programs, the  
19 council will develop an introductory, non-credit certificate program which will include  
20 information on common tools and techniques, lean government, Kaizen events and other topics  
21 that will become the foundation for participants' common understanding of quality strategies and  
22 continuous improvement. The cost of developing the program, materials, hiring an instructor and  
23 marketing shall not exceed sixty thousand dollars (\$60,000). The goal is to train three hundred  
24 (300) employees in the first year.

25 SECTION 2. This act shall take effect upon passage.

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EXPLANATION  
BY THE LEGISLATIVE COUNCIL  
OF

A N A C T

RELATING TO STATE AFFAIRS AND GOVERNMENT - RHODE ISLAND MUNICIPAL  
PERFORMANCE MANAGEMENT PROGRAM

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1           This act would establish the Rhode Island municipal performance management program  
2           which would be funded by the department of administration with the goal of improving the  
3           delivery of services in the government sector. The act would also require the funding of a  
4           performance management roundtable, a scholarship program and an awards program to  
5           accomplish the goals set forth in the act.

6           This act would take effect upon passage.

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