

WISCONSIN STATE  
LEGISLATURE  
COMMITTEE HEARING  
RECORDS

**2005-06**

(session year)

**Assembly**

(Assembly, Senate or joint)

**Committee on  
Housing  
(AC-Ho)**

(Form Updated: 11/20/2008)

**COMMITTEE NOTICES ...**

➤ Committee Reports ... CR  
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➤ Executive Sessions ... ES  
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➤ Public Hearings ... PH  
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➤ Record of Comm. Proceedings ... RCP  
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**INFORMATION COLLECTED BY COMMITTEE  
FOR AND AGAINST PROPOSAL ...**

➤ Appointments ... Appt  
\*\*

Name:

➤ Clearinghouse Rules ... CRule  
\*\*

➤ Hearing Records ... HR (bills and resolutions)  
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➤ Miscellaneous ... Misc

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# Ford Foundation honors W-2

**Program, among 10  
winners nationally,  
praised for innovation**

By **STEVE SCHULTZE**  
of the Journal Sentinel staff

Wisconsin Works, or W-2, the state's groundbreaking welfare reform program, was named Thursday as one of 10 winners nationally in a government innovation contest sponsored by the Ford Foundation.

"As programs like Wisconsin Works are adopted elsewhere, our government continues to become more efficient and more competitive," Susan Berresford, president of the foundation, said in a statement. The award includes \$100,000, which the state will use for expanding or replicating W-2, according to contest rules.

Darren Schmitz, a spokesman for Gov. Tommy G. Thompson, said no decision had been made on how the award money will be spent.

The contest was run by Harvard University's Kennedy School of Government. W-2 competed with 1,500 other programs for the award. Other winners this year included an electronic bond-bidding program in Pittsburgh, a homeless program developed by the U.S.

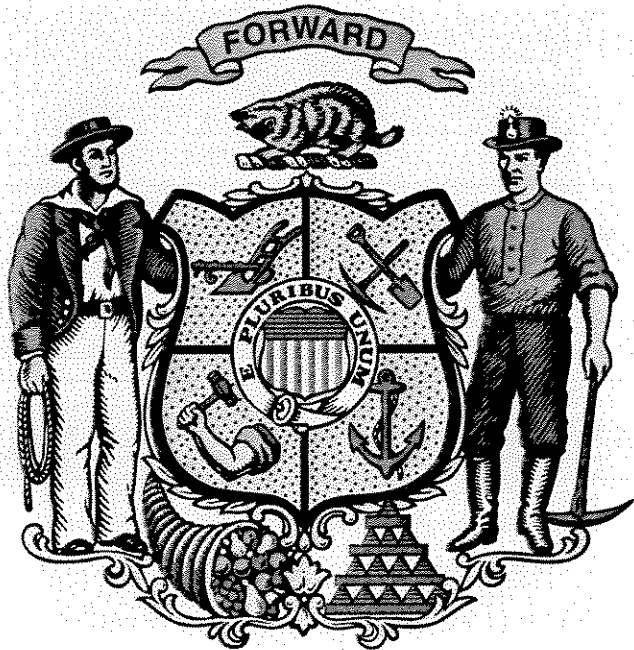
Department of Housing and Urban Development, and a Texas school-practices audit program. It was Wisconsin's first award in the 13-year-old Ford program.

Thompson said the award underscored the importance of states having the flexibility to work out creative solutions. Under the federal welfare reform law, states get block grants with few strings, to spend on programs for the poor.

The governor told a W-2 conference in Milwaukee last month that W-2 was crafted based on his own one-on-one discussions with welfare mothers. Thompson said he invited several welfare moms to the governor's mansion to discuss ways to improve the welfare system.

W-2 "redefined public assistance" through its work requirement and "exceptional array of job-sustaining benefits, such as health care, child care, transportation and training" a statement from the Ford Foundation said.

Wisconsin has led the nation in cutting its welfare caseload, moving more than 26,000 recipients off cash assistance since W-2 was formally launched in September 1997 — a 77.5% reduction. More than 70% of the 7,758 families remaining on cash assistance are in Milwaukee County, according to July figures, the most recent available.



**News****NATION'S TOP 10 INNOVATIVE GOVERNMENT PROGRAMS NAMED**

Federal, State, Local and Tribal Programs Each Awarded \$100,000

CONTACT: Ellen Dadisman, 202/467-6600

WASHINGTON, October 14, 1999 – The nation's top 10 innovative government programs were named today, each winning \$100,000 to promote the replication and expansion of their work. The programs range from a tribal government's efforts to rehabilitate spouse abusers to a nationwide network that uses the latest technology to identify and stop the source of food-borne illness. Here are the ten winning programs: Continuum of Care, U.S. Department of Housing and Urban Development -- HUD gives communities incentives to collaborate in their efforts to help the homeless become self-sufficient.

PulseNet, CDC, U.S. Department of Health and Human Services -- New technology and a network of laboratories help to quickly identify and address sources of food-borne illness.

Behavioral Health System, County and City of Philadelphia -- County and city governments create seamless mental health and substance abuse services, drawing down Medicaid money.

Cangleska, Inc., Oglala Sioux Tribe, Kyle, SD -- Tribal government invokes native mores to rehabilitate spouse abusers and reintroduce them to the community.

Neighborhood Entrepreneurs Program, New York City -- Dilapidated and abandoned city-owned housing is purchased, renovated and returned to the tax rolls with city-sponsored financing.

Electronic Bond Bidding Initiative, Pittsburgh, PA -- First-time sale of muni-bonds over the internet proves to increase competition, save money and open the process to women- and minority-owned businesses.

Rehabilitation Subcode, State of New Jersey -- Repair and renovation of existing inner-city buildings are accelerated with the development of special building codes.

Texas School Performance Review, State of Texas -- School performance is enhanced and costs are cut through this district-by-district audit of school practices. Toxics Use Reduction Program, Commonwealth of Massachusetts -- Toxic waste is reduced and

expensive clean-up is avoided through this public-private agreement that made prevention a priority.

Wisconsin Works, State of Wisconsin – A fundamental change in the system and an exceptional array of services facilitate a transition to work more likely to result in long-term success.

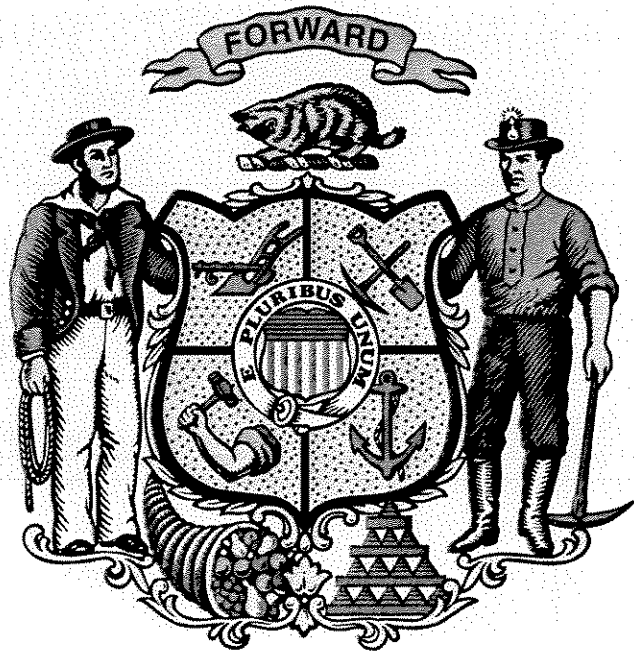
Sponsored by the Ford Foundation and administered by the Kennedy School of Government in partnership with the Council for Excellence in Government, the awards are given each year to federal, state, local and tribal initiatives.

"These are only 10 of the many cutting-edge strategies that government employs to improve our daily lives," said Susan Berresford, president of the Ford Foundation. "As these programs are adopted elsewhere, our government continues to become more efficient and more competitive."

Today's selection caps a year-long assessment of 1,600 applicants with the winners graduating through academic, policy and site reviews. The selection of the winners follows presentations by 25 finalists before a prominent group of public policy experts and former government officials. Chaired by David Gergen, editor-at-large of U.S. News and World Report, the selection committee includes former members of Congress, former mayors, scholars and practitioners in public policy.

"This program gives us a refreshing look at the imagination and tenacity of public servants all over the country," said Gergen. "Once again, the Innovations in Government awards has recognized ten great models for the future."

More information on the Innovations in American Government Awards, including the application for the 2000 awards competition, is available at the Innovations in American Government Web site: [www.innovations.harvard.edu](http://www.innovations.harvard.edu) or by calling 617/495-0558.





# Innovations In American Government

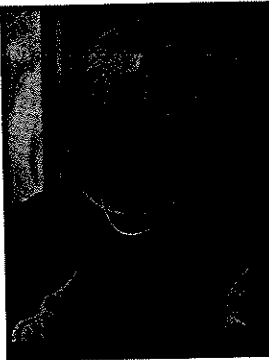
# 1999

AN AWARDS PROGRAM OF THE FORD FOUNDATION  
ADMINISTERED BY THE JOHN F. KENNEDY  
SCHOOL OF GOVERNMENT AT HARVARD UNIVERSITY  
IN PARTNERSHIP WITH THE COUNCIL FOR  
EXCELLENCE IN GOVERNMENT

A SPECIAL SPONSORED SECTION OF THE FORD FOUNDATION

## Achieving Excellence

BEN RUSSELL

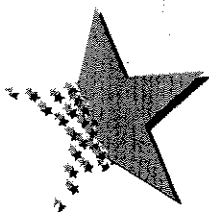


### Building Trust

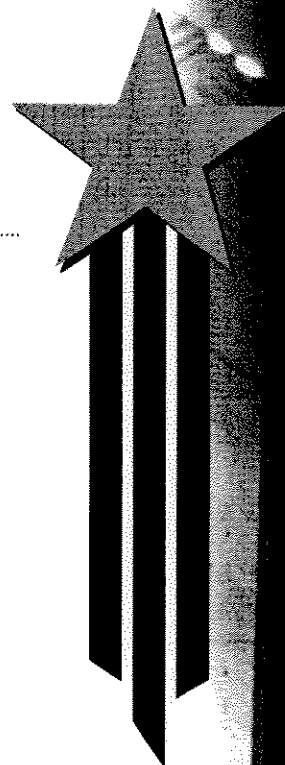
*By spotlighting effective and creative responses that American governments regularly provide to emerging social problems, the Innovations in American Government program offers a counterweight to the many negative perspectives on government frequently offered in public discussion.*

Susan V. Berresford  
*President of the Ford Foundation*





# The Winners



**THE 13TH ANNUAL INNOVATIONS IN AMERICAN GOVERNMENT AWARDS**

**Toxics Use Reduction Program**

**COMMONWEALTH OF MASSACHUSETTS**

Reducing industrial waste while saving manufacturers money.

**Rehabilitation Subcode**

**STATE OF NEW JERSEY**

New requirements specifically for repairing and renovating older buildings.

**Neighborhood Entrepreneurs Program**

**CITY OF NEW YORK, NEW YORK**

Turning rundown housing into economic opportunity for neighborhoods.

**Cangleska Inc.**

**OGLALA SIOUX TRIBE**

Tribe-coordinated community-response initiative to stop domestic violence.

**Behavioral Health System**

**CITY OF PHILADELPHIA, PENNSYLVANIA**

Unified mental health and substance abuse care for Medicaid recipients.

**Electronic Bond Bidding Initiative**

**CITY OF PITTSBURGH, PENNSYLVANIA**

Conducting competitive sales of municipal bonds over the Internet.

**School Performance Review**

**STATE OF TEXAS**

State review improves management and finances of public schools.

**Wisconsin Works**

**STATE OF WISCONSIN**

Services, training and case management help families achieve self-sufficiency.

**PulseNet**

**U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**

Network of public health laboratories "fingerprints" bacteria to improve food safety.

**Continuum of Care**

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

Federal leadership in comprehensive, collaborative delivery of homeless services.

Essay on page A14 □ Finalists on page A18

Application information on page A22

# Reducing Toxics Use And Emissions

State Aids Industry to Cut Pollution and Costs

## TOXICS USE REDUCTION PROGRAM COMMONWEALTH OF MASSACHUSETTS

**S**ince the late 1980s, Massachusetts has been shifting away from “end of the pipe” pollution control in protecting the state’s environment and toward strategies for avoiding the discharge of pollutants in the first place.

Through its aggressive pollution-prevention program—where state environmental officials work closely with companies to come up with less polluting ways to do business—the state estimates it has helped businesses in Massachusetts cut their use of toxic chemicals by 41 percent.

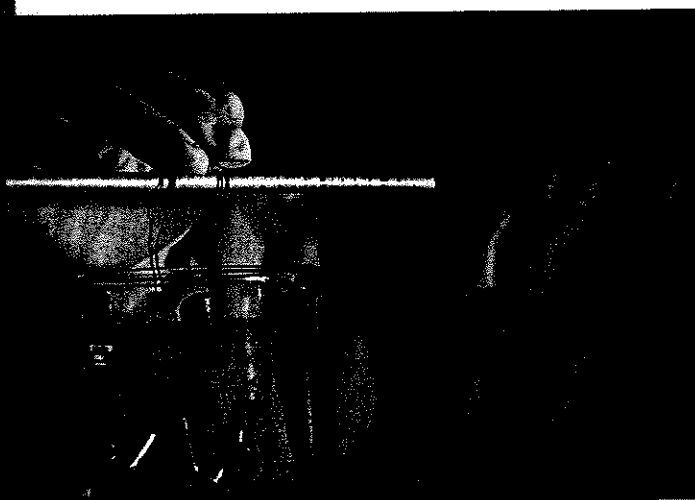
“Our basic thinking,” says Gina McCarthy, assistant secretary in the state’s executive office of environmental affairs, “was, with all the technology

into the environment by investigating new, more environmentally efficient ways to get the same job done. The \$4.8 million annual budget is funded entirely by a tax on companies that use more than 10,000 pounds or manufacture more than 25,000 pounds of listed chemicals.

In the first seven years of the program, participating businesses have reduced releases to the environment by more than 80 percent while increasing production by more than 30 percent. That record on reduction has consistently put Massachusetts in the top five of the U.S. Environmental Protection Agency’s rankings of states’ pollution-reduction efforts.

While Massachusetts’ chemical manufacturers don’t particularly like the law, the majority of businesses statewide appear to be using the new law to their and the environment’s best advantage. Executives at a number of companies actually credit the law with allowing them to push a new way of doing business in a culture that didn’t formally welcome a greener approach, a change in doing business that for a number of companies has actually paid dividends twice: While the program has led to significant environmental benefits, participating businesses report having saved more than \$14 million in raw materials and pollution control during the program’s first five years.

■ For more information, contact David Lutes, director, Executive Office of Environmental Affairs: 617-727-9800, ext. 425; e-mail: davidlutes@state.ma.us



SUSAN STEINKAMP

advances and all the Yankee ingenuity at our disposal, is it really necessary to create all this pollution as part of the production process?”

The vehicle for the Massachusetts approach is the Toxics Use Reduction Program, set up by state statute in 1989. It requires users and manufacturers of toxic chemicals to report on and develop specific plans for reducing toxic waste. The program also created state-run technical assistance centers to which manufacturers could turn for help and advice in reducing both the chemicals they use in their businesses and the amount of those they discharge

# Converting Eyesores Into Opportunities

## Urban Entrepreneurs Renovate Rundown Housing

NEIGHBORHOOD ENTREPRENEURS PROGRAM  
CITY OF NEW YORK, NEW YORK

**R**ather than carry large tracts of dilapidated and abandoned housing as part of its building inventory, New York is now turning blocks of rundown housing into development opportunities for local entrepreneurs.

The city is doing that through its Neighborhood Entrepreneurs Program, begun in 1994. Under the program, clusters of city-owned apartment buildings are targeted for renovation, with officials working with local community leaders, the New York City Housing Partnership, businesses and banks to get them fixed up, back in service and back on the tax rolls under private ownership.



CHRIS COXWELL

By identifying clusters of buildings, say city officials—rather than individual buildings scattered throughout the city—improvement projects have a much more powerful effect on a neighborhood. And because the city works with communities themselves in deciding which clusters to target, renovation projects tend to have built-in community backing, giving them a better chance of success.

To date, the city has seen 159 apartment buildings—1,695 housing units in all—rehabbed, including one block of West 140th Street in Harlem, where \$12 million in private financing has gone to local entrepreneurs to fix up what used to be consid-

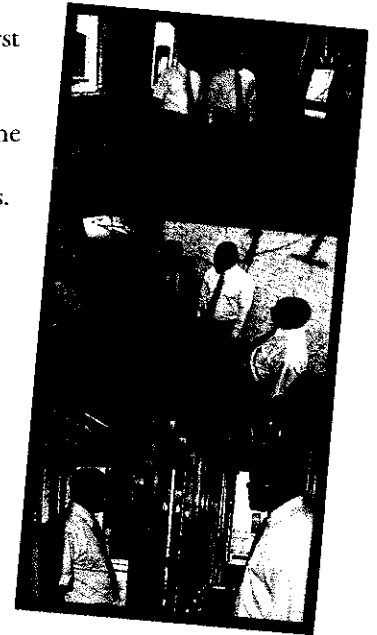
ered one of the city's worst neighborhoods. Three years after the project's inception, the block is one of the safest in the area, according to city officials. And the ripple effect has included the opening of banks and restaurants, a plan to rehab more buildings and the stabilization of an adjacent neighborhood.

In the wake of its success, the program has rolled on to nearby 135th Street, where the plan is to finance neighborhood entrepreneurs developing a vacant lot into retail space and housing. The projects created through the program are economically integrated, with a portion of the vacant apartments rented at market rate and the occupied units preserved for low-income residents through use of Low-Income Housing Tax Credits.

Best of all, from the city's standpoint, is that it is getting out of the building ownership business much more quickly these days. Before 1994, rundown apartment buildings usually lingered in city ownership for nearly six years. Under the Neighborhood Entrepreneurs Program, that's down to two. In all, 5,739 units will be turned over to 31 neighborhood firms through 2001.

Best of all, from the developer's standpoint, is that it is a large leg up in the business, even as they redevelop their own neighborhoods. "This has been a wonderful opportunity," says Ramone Escobar, a local entrepreneur in the Bronx. "And I'm now rehabbing buildings across the street from where I grew up and where my father now lives."

■ For more information, contact John Warren, assistant commissioner, Division of Alternative Management Programs: 212-863-7301



# New Rules For Old Buildings

Encouraging Renovation Through Flexible Standards

REHABILITATION SUBCODE  
STATE OF NEW JERSEY

To bring some predictability and common sense to the big and complicated job of bringing old buildings back to life and up to code, and to help spur redevelopment in New Jersey's inner cities, the New Jersey Division of Codes and Standards developed a new subcode expressly for existing buildings undergoing rehabilitation. The division, part of the New Jersey Department of Community Affairs, wrote the new, more flexible rules with the support of the state legislature.

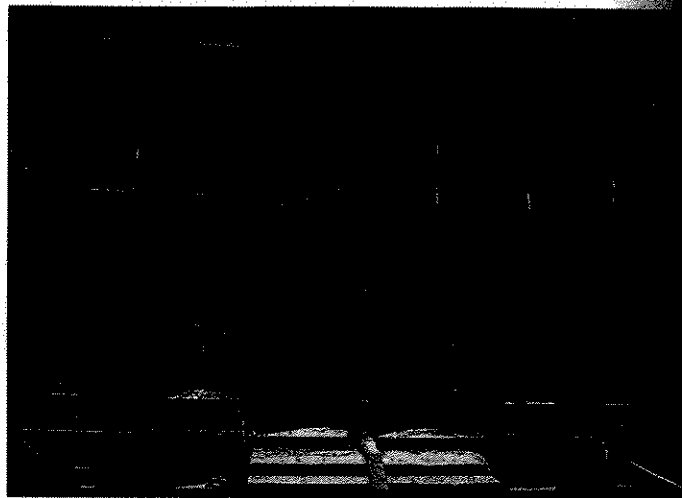
Under the old code, the work required on an old building varied from locality to locality and job to job, often depending on no more than a judgment call. Worse, the old code—written primarily to guide new construction—frequently called for work that made no sense, given the age and construction of the building. Because the new code sets out a

whole set of flexible standards based on ultimate safety—rather than rigid requirements based on rules—contractors are now able to come up with much more realistic estimates of project costs before they dig into work on an old building.

Depending on whether the work in question is “repair,” “renovation,” “alteration,” “reconstruction,” a “change of use” or an “addition,” the code has specific standards for construction and

rehabilitation. Once the project has been defined in terms of which category it fits, developers, contractors, building owners and building inspectors know what is required for code compliance.

Most simply put, “the subcode applies common-sense standards, rather than rigid bureaucratic regu-

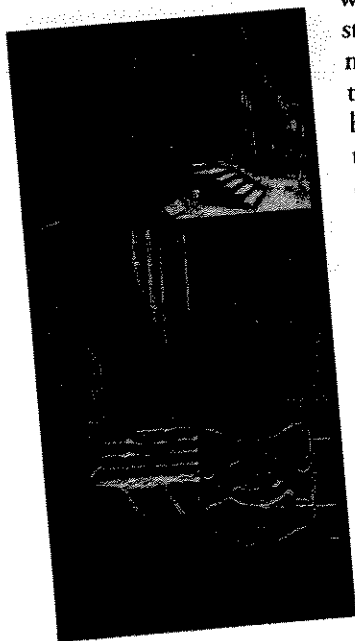


KEITH BEDFORD

lation, to renovating buildings,” says Charles C. Euchner, a former city planner who is now associate director of the Center for Urban and Regional Policy at Northeastern University in Boston.

Officially adopted in January 1998, the new subcode is already having a huge impact attributable to the new, more predictable requirements, New Jersey code officials say. For example, rehabilitation work in New Jersey's 10 largest cities is up sharply. In Newark, total rehabilitation spending rose from \$68 million in 1997 to nearly \$110 million in 1998. In Jersey City, it rose from around \$50 million to nearly \$90 million in the same period. In Trenton, the increase has been from \$21 million to nearly \$30 million. Meanwhile, developers and municipal officials say that the subcode has helped shave at least 10 percent off the cost of redeveloping old buildings.

■ For more information, contact William M. Connolly, director, Division of Codes and Standards, New Jersey Department of Community Affairs: 609-292-7899.



# Tapping the Past To Protect the Future

Oglala Sioux Model Approach to Domestic Abuse

CANGLESKA INC.  
OGLALA SIOUX TRIBE

For decades, Oglala Sioux women on the Pine Ridge Reservation were subjected to domestic abuse with little tribal recognition of the problem, much less any system of aggressive intervention or available avenues of escape. A high rate of alcoholism and low incomes on the reservation only served to exacerbate the problem. The closest shelter for women who did want to escape violent home situations was two hours away in Rapid City, South Dakota. And the handful of early attempts at trying to deal with domestic violence never tapped into the deep and profoundly positive historical, spiritual and cultural view of Oglala Sioux women that would have served to elevate their status in a contemporary tribal setting.

The tribe's response to battering started to change in 1986, however, when a group of Oglala Sioux gathered at a local college to discuss the problem of domestic abuse on the Pine Ridge reservation, home of the Oglala Sioux tribe.

The result was the adoption of a tribal spouse abuse code and the creation of Project Medicine Wheel, a domestic violence and abuse prevention and intervention program funded initially by a three-year grant from the Robert Wood Johnson Foundation and now funded by the tribe, using both tribal funds

and federal money. In 1996, Project Medicine Wheel became Cangleska (the Oglala Sioux word for "medicine wheel") Inc.

The program has three goals: to rekindle the Lakota cultural and spiritual concept of women as "sacred life-givers" central to the health of the tribe;



GEMMA LOCKHART

to deal aggressively and proactively with batterers; and to offer abused women legal assistance, along with help escaping abusive relationships permanently.

With Cangleska Inc. has come a new openness about tribal domestic violence: The problem is widely recognized and discussed. There is now a tribal domestic violence probation department, which closely monitors 1,700 convicted batterers in an effort to head off repeat offenses. Cangleska also operates a counseling program for offenders, a domestic violence shelter, which has helped more than 700 women and children escape violent situations since it opened in 1997, as well as a legal service to assist with protection, custody, divorce, child support and housing.

"Not only has Cangleska given hope to the Lakota people," says Sara M. Buel, clinical professor and co-director of the Domestic Violence Legal Clinic at the University of Texas School of Law, "it can serve as a model to communities of all income levels."

■ For more information, contact Karen Artichoker, management team director for the Sioux Tribal Shelter Administration, Outreach and Offender Probation Monitoring; 605-455-2244; e-mail: karen@gwtc.net



# Managing Mental Health Care

Philadelphia Restructures Behavioral Health Services

**BEHAVIORAL HEALTH SYSTEM  
CITY OF PHILADELPHIA, PENNSYLVANIA**

**P**hiladelphians with behavioral health problems can now access a broad range of services with a single stop. Created in 1997, the Philadelphia Behavioral Health System—a governmental entity that serves as the sole source of behavioral health care for the city's 400,000 Medicaid beneficiaries—is now coordinating all local, state and federal mental health and drug abuse service programs through a "one-stop" system, delivered through some 400 mental health, substance abuse and community health service providers citywide.



MIKE TURLEY

The inspiration for BHS was, in part, the realization that the private managed-care companies providing Medicaid services to the city were not doing a good job of dealing comprehensively with the mental health and substance abuse needs of the city's low-income residents. And so city officials decided to carve that side of health care off from private coverage and bring it in-house.

In creating BHS, the city's health department pulled together three worlds—mental health, substance abuse and Medicaid-managed behavioral health care—to create a single-entry system offering immediate services and, when necessary, coordinated referrals. "The message from the city's mental

health and substance abuse communities is consistent," says Michael Sparer, associate professor of health policy at the Columbia University School of Public Health. "There is now a real partnership between consumers, providers and government. Services have improved and service delivery is more coordinated."

With an annual budget of around \$500 million, the system has actually generated sufficient savings—attributed to both high Medicaid capitation rates and improved overall client management—to expand drug treatment programs in lieu of incarceration, increase residential capacity for dependent and delinquent children, expand residential and outpatient services, and increase rental subsidies for those seeking housing. The savings have also allowed city officials to redesign the BHS crisis-response system, moving it out of seven psychiatric hospitals and into five regional Crisis Response Centers staffed with experts in mental health and addiction-related services.

Beneficiaries are now spending fewer days in inpatient settings and more time in outpatient and residential care placements. Meanwhile, surveys of thousands of those served through BHS at hundreds of clinics and service centers report "overwhelming customer satisfaction."

■ For more information, contact Estelle B. Richman, health commissioner, Philadelphia Department of Public Health: 215-685-5688; e-mail: [Estelle.Richman@phila.gov](mailto:Estelle.Richman@phila.gov)



# Selling Muni Bonds On the Internet

Pittsburgh Puts Public Finance on the Web

**ELECTRONIC BOND BIDDING INITIATIVE  
CITY OF PITTSBURGH, PENNSYLVANIA**

**T**o bring a more diverse group of municipal finance players into the city's bond business—and to save taxpayers some real money—the City of Pittsburgh has opened a whole new world of e-commerce: putting municipal bond issues up on the Internet.

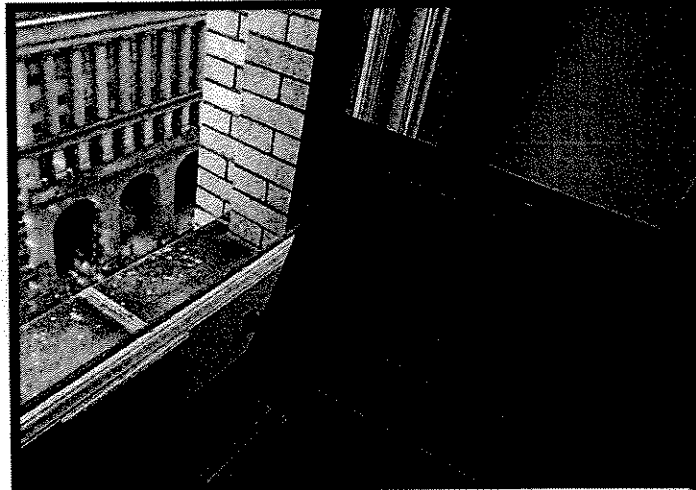
By going electronic, the city has opened up its bond business in two ways: First, by putting its bond business out on the Internet, it naturally allows a broader group of players to get into the city's bond-issue game. Second, the city is now breaking its bond issues up into more bite-size pieces, allowing a much wider variety of small, regional financial firms to compete for more manageable bits of the business, companies that used to have no chance competing against the big investment banking firms such as Merrill Lynch, Gold-

man Sachs and Salomon Smith Barney. In the process, the new system is saving the city some real money as a broader spectrum of finance firms bids for the job of selling the city's bonds.

As novel as the approach may sound, it isn't the technical side of the program that is breaking new ground. The big change has come in the attitude of city finance officials. What has mainly prevented governments from trying

Internet sales in the past was the fear that the large players in the market might react negatively and retaliate by boycotting future bond sales.

In Pittsburgh, finance officials decided that the potential savings were worth the possible risk. And so in 1997, the city teamed with a local Internet



JASON COHN

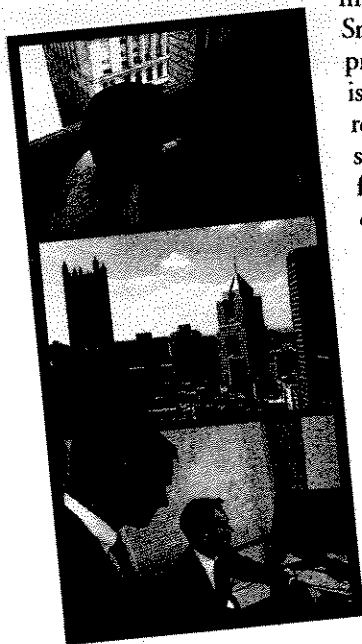
company, MuniAuction, and conducted the first Internet bond sale. Since the whole process was electronic, the city was able to provide all potential bidders a formula for ensuring consistent calculations of the bonds' cost and to quickly display explanatory error messages to brokerage houses in the event of a non-conforming bid.

"The city's method of sale is not only a highly creative innovation in the slow-changing world of municipal bonds," says Thomas L. Amenta, a New York City-based financial consultant, "but it is also in the vanguard for other potentially farther-reaching changes in government financing and investment practices down the road."

In fact, those changes are arriving. Pittsburgh's next bond-sales venture will be to sell bonds directly to institutional investors, as well as broker dealers.

City officials calculate that since the bond sales went electronic, Pittsburgh's taxpayers have saved around \$1 million in debt service on seven bond issues with a total value of \$707 million.

■ For more information, contact Ellen M. McLean, Pittsburgh's director of finance: 412-255-2582; e-mail: [ellen.mclean@city.pittsburgh.pa.us](mailto:ellen.mclean@city.pittsburgh.pa.us)





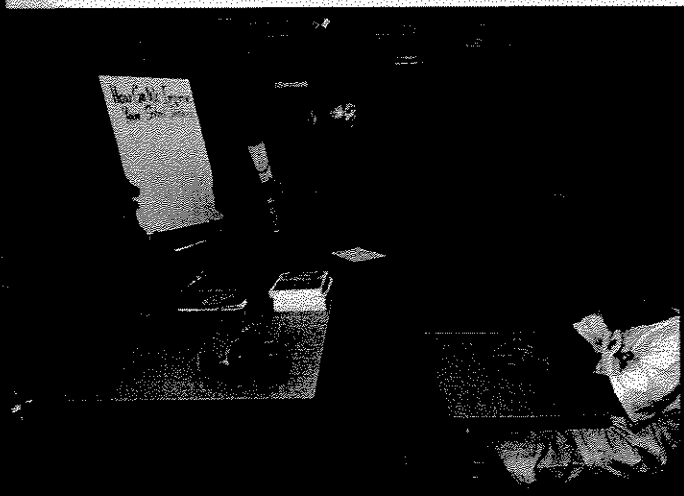
# Improving School Performance

State Management Reviews Encourage Progress

## SCHOOL PERFORMANCE REVIEW STATE OF TEXAS

**T**ired of being called back into session to deal with local school districts in financial distress, the Texas State Legislature in 1990 authorized the state comptroller's office to begin reviewing the management and fiscal performance of local school districts statewide.

Since 1991, the Texas comptroller's office has been spending roughly \$1 million a year doing just that. While it would be a stretch to suggest that the comptroller's office is always welcome, the approach is nonconfrontational—seeking to work cooperatively with local school officials on top-to-bottom



MARK MATSON

performance reviews of the "business side" of running schools, from buying books and food to personnel management to asset and risk management, safety and security.

To date, the comptroller's office has completed more than 30 in-depth, on-site management reviews, looking at everything from student-teacher ratios to systems for purchasing food and insurance. In the process, though, reviewers try to learn much more about a school than simply whether its lunch program is efficiently operated. Students, teachers, parents and administrators are surveyed about all facets of the educational experience in order to learn more about how a district operates generally and

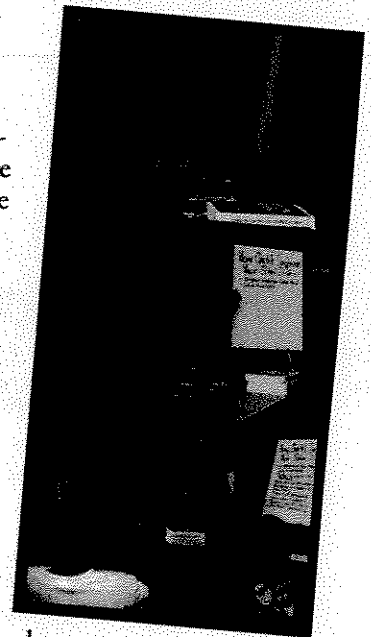
how it is viewed by the local community.

The goal, says Texas Comptroller Carole Keeton Rylander, is to ensure that education dollars are spent primarily on education. "We're competing not just with California and New York but the whole world. As protectors of the public's purse, we want to drive more of the education tax dollar into the classroom where it belongs."

The 25 school districts that have had more than one year to implement Texas School Performance Review recommendations report improved student performance and significant budget savings. Students' scores on the Texas Assessment of Academic Skills rose in every district that underwent an audit except one. At the same time, those districts report a total of \$85 million in savings.

In the sprawling Houston Independent School District alone, the TSPR's recommendations helped pare down the district's bureaucracy by 160 positions and led to the adoption of new teacher and administrator evaluations, plus savings of \$8 million in food service costs. TSPR officials argue that these changes and a host of others allowed the school district to more efficiently refocus on the real bottom line: educating kids. In the wake of the 1996 review, the district's student achievement test scores went up more than 20 percent.

■ For more information, contact Betty Ressel, manager, Texas School Performance Review: 512-463-3973; e-mail: [betty.ressel@cpa.state.tx.us](mailto:betty.ressel@cpa.state.tx.us)





# Wisconsin Works

Pioneering Welfare Reform Efforts Get Results

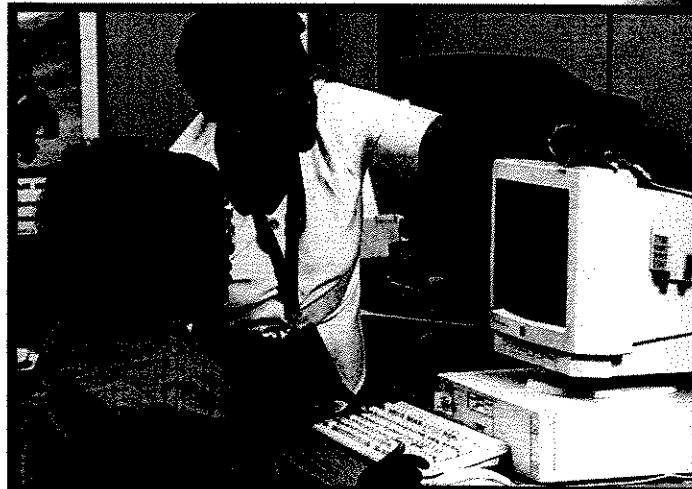
**WISCONSIN WORKS**  
**STATE OF WISCONSIN**

**A**s one of the pioneer states in the area of welfare reform, Wisconsin has seen a wholesale shift in its system, from one that critics argued did little more than determine eligibility and hand out checks to a new system that aggressively and proactively keeps or moves people off welfare by emphasizing work. Known as Wisconsin Works, or "W-2" to its initiates, it has helped the state become a nationally recognized model for how welfare reform can work. The state has invested heavily in a new approach to counseling welfare clients and in providing a broad array of support services that has led to a major shift in attitudes on the part of both welfare recipients and those who serve them. The goal now: teaming up to work toward independence.

As part of its effort to force a shift in attitudes and approach, Wisconsin has spent millions of dollars on transforming its welfare offices into "job centers" and retraining front-line welfare workers in the new approach to assistance: building employability rather than determining eligibility. At the same time, the state has also put millions of dollars into support services—from child care and transportation to drug counseling and mental health services—in order to help people

facing barriers to work build the skills and develop the support networks they need.

According to state statistics, the new approach is having a widespread impact. Welfare caseloads are down by more than 90 percent since Wisconsin began welfare reform in 1987. Recent tracking mea-



DAN CURRIER

asures have found that over the long term, at least two-thirds of those who have left welfare found jobs, at least temporarily, since the implementation of W-2. The state also reports that 24,000 adult welfare recipients have found work within the past two years, with pay averaging about \$6.75 an hour. At that rate, and accounting for the value of state and federal earned income tax credits, a single mother with two children is actually making \$6,000 more a year now in Wisconsin than when she was collecting a check under the old Aid to Families with Dependent Children program.

"This program has helped me make the right choices," says Shirley Merritt, a former welfare recipient and mother of six. "It has helped me escape welfare and move into a job I enjoy."

■ For more information, contact J. Jean Rogers, administrator, Wisconsin Works: 608-266-3035; e-mail: rogerje@dwd.state.wi.us



# Fingering Food Poisoning Faster

Public Health Detectives Develop Data-Sharing System

**PULSENET**  
**U.S. DEPARTMENT OF HEALTH**  
**AND HUMAN SERVICES**

**B**y “fingerprinting” bacteria when food poisoning strikes, and sharing information about specific bacteria strains in separate cases with local public health officials over the Internet, the federal Centers for Disease Control and Prevention is now helping local public health officials to quickly track and control potentially disastrous outbreaks of food poisoning.

In coming up with a standardized way to reliably identify specific strains of bacteria in food poisoning cases, CDC officials can now determine whether

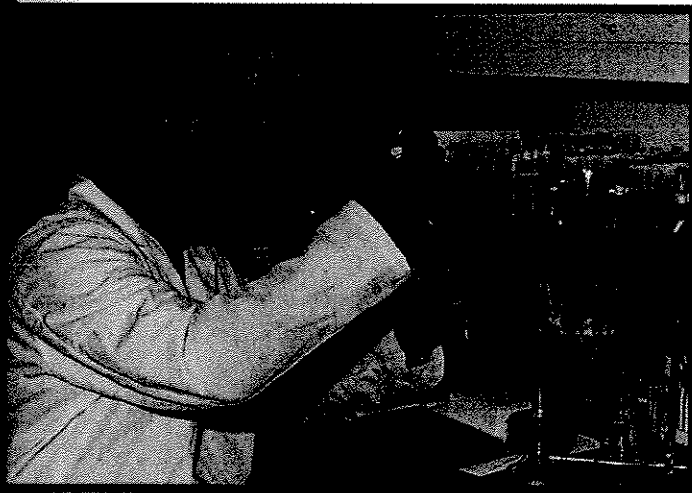
through a central CDC computer. Public health officials estimate that had PulseNet been up and running during the fast-food-hamburger-associated outbreak in the northwestern United States in 1993, 500 cases of food poisoning could have been averted.

Two years ago, PulseNet was able to quickly track an outbreak of listeria to contaminated hot dogs manufactured in Michigan, triggering a rapid, voluntary recall and plant shutdown. And just last June, the CDC promptly traced cases of salmonella poisoning to a specific brand of orange juice, allowing for a rapid recall.

Not only does PulseNet allow for much faster tracing of outbreak patterns, it allows health care providers to share information about effective treatment for specific bacterial strains.

“The core innovation is the melding of technology with enhanced communication,” says Myron Belfer, professor of psychiatry in Harvard Medical School’s Department of Social Medicine and an expert on disease prevention. That technology has proved so effective, says Belfer, that the food industry itself is beginning to use it as a screening device in the preparation of food vulnerable to bacteria.

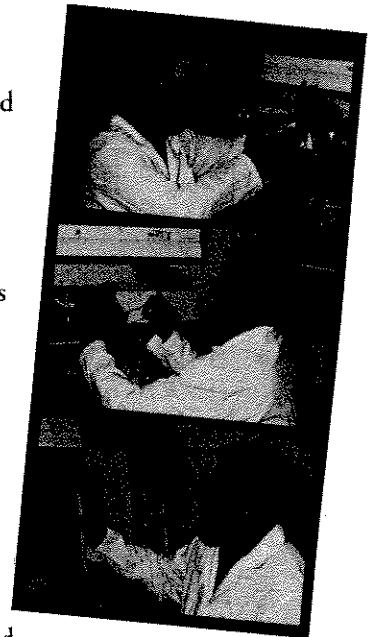
■ For more information, contact Bala Swaminathan, chief, Foodborne and Diarrheal Diseases Laboratory Section, Centers for Disease Control and Prevention: 404-639-3669; e-mail: [bas5@cdc.gov](mailto:bas5@cdc.gov)



COURTESY OF CENTERS FOR DISEASE CONTROL AND PREVENTION

cases are isolated, or whether they might all be related. With an Internet-linked network and labs all following highly standardized bacteria fingerprinting protocols, the job of establishing patterns of food poisoning and working back to the source of contamination has become exponentially easier and faster. And when food poisoning strikes, time is critical in uncovering the source in order to protect the public from further harm.

PulseNet now connects public health laboratories in 26 states, two metropolitan regions and two federal agencies—the Food and Drug Administration and the Department of Agriculture—allowing all the labs to digitally share bacterial fingerprints



# Moving the Homeless Home

## Conditioning Funding on Collaboration

CONTINUUM OF CARE  
U.S. DEPARTMENT OF HOUSING  
AND URBAN DEVELOPMENT

In order to encourage communities to take a more long-term and comprehensive approach to the problem of homelessness, the U.S. Department of Housing and Urban Development has since 1993 been requiring comprehensive community plans as a condition of homeless services funding.

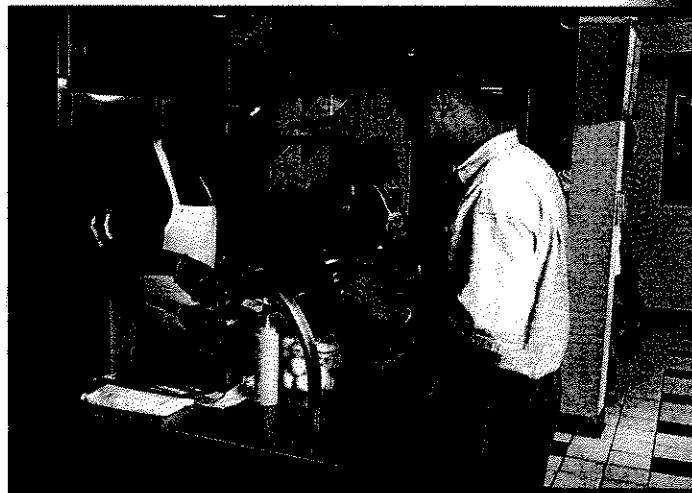
Known as the Continuum of Care, the program attempts to shift the focus of homeless programs away from crisis management—single facilities providing a bed and meal for a night—to helping clients get off the streets permanently through a system of outreach, shelter, affordable housing and ongoing support services. The key to the Continuum of Care is its requirement that communities applying for HUD homeless services funds first

develop broad-based plans with the involvement of local service providers, citizens, advocates, public officials, and homeless and formerly homeless people. Those plans must demonstrate a coordinated, community-wide approach to the long-range goal of helping homeless individuals and families become independent.

The Continuum of Care began as a pilot program in 1993. In 1995, HUD extended the

requirement to all communities applying for homeless services funding. By 1998 consortia were established in nearly 650 cities, 2,000 counties and two territories.

While there was initially some resistance within the homeless services community to the new way of



WELTON B. DOBY III

doing business, the approach has clearly caught on. In Detroit, the city and its homeless services providers formed the Homeless Action Network. In New Orleans, a nonprofit called UNITY was created to coordinate homeless services citywide. In Southern California, nearly 40 cities and counties, including the City of Los Angeles and Los Angeles County, have developed a single consortium, pulling together a huge network of shelters, services and housing to focus on moving people from the streets to independence.

HUD officials estimate that under the Continuum of Care, homeless services have moved more than 400,000 homeless persons into permanent housing, while providing immediate shelter for approximately 500,000 people this year. "I lived in cars and on the street," says Juanita Price, a mother and now a junior at Howard University in Washington, D.C. "This program offered the range of services I needed to get an apartment, a job and even get back into school."

■ For more information, contact Fred Karnas, deputy assistant secretary for special needs, HUD Office of Community Planning and Development: 202-708-1506; e-mail: fred\_karnas@hud.gov



# The Innovative Power

**W**hen the Washington State Workers' Compensation System won an Innovation in American Government award in 1992, some might say that the system director's response tended toward the modest. "I felt like a fraud," Joe Dear says. In the first place, says Dear, "I just happened to be standing around when some people had some good ideas and I was in a position to protect and support them." In the second place, says Dear, commenting on the state of affairs in the system before its 180-degree turnaround, "I had a mess on my hands. We were failing. When you're already failing, there's not a huge downside to trying to change."

The circumstances that fuel innovation—such as failure, crisis and dysfunction—are well understood. And it is axiomatic that circumstances create opportunity. But somebody has to be willing to take the risks necessary to effect real change. So while the Innovations in American Government awards celebrate innovation that is replicable—and the programs recognized over the past 12 years have been widely replicated nationally and even internationally—innovation very often comes with a definite personal style and a hard-to-miss attitude.

"I'm a reformed autocrat and bureaucrat," laughs Crockett Dumas, a district ranger for the U.S. Forest Service. His program aimed at a new style of collaborative public land management in New Mexico was one of the 10 winners last year.

"When I first came to the job, I was convinced that because I had the education I knew it all when it came to what was good for the people and for the land." But it started to dawn on Dumas in the face of repeated and heated battles over land use that the old "bureaucratic, autocratic mind-set" wasn't doing anybody any good, least of all him. "I realized that I either had to get out or do something to

make it work." What Dumas decided to do was to stop dictating and start listening.

Whether it is refocusing and re-energizing programs so that they begin accomplishing what they are supposed to, creating programs to meet new or unmet needs, or simply changing the way business has been done for years, innovators clearly all share certain characteristics. Perseverance and an impatience with the status quo are two of the most common.

At the same time, though, each innovator tends to bring something special to the effort to build creative and high-performance government.

Some, such as Joe Dear, appear to be born change agents. Three

years after accepting the Innovations award for Washington State, he was part of another award-winning program in 1995 while doing a stint as an assistant secretary in the U.S. Department of Labor, where he helped broker a program aimed at improving worker safety through a more proactive and collaborative approach with businesses and employees piloted by the Occupational Safety and Health Administration.

**T**he Innovations in American Government program strives to celebrate and promote outstanding examples of creative problem-solving in

the public sector. All units of government within the United States of America are eligible for recognition and awards.

Each year, the Ford Foundation makes 10 awards of \$100,000 and 15 additional awards of \$20,000 for a total of

\$1.3 million in grants. Since 1986, the program has recognized over 230

innovative programs, which have received more than \$14.6 million in grants.

# of Creative Discontent

Others, such as Dumas, are bureaucrats who reinvent themselves to meet new demands in a new world. Some are charismatic, some are visionary, some are natural collaborators. Some are gifted when it comes to building bridges to the world outside of government, while others are outsiders who work their way inside to effect fundamental change in how government does business.

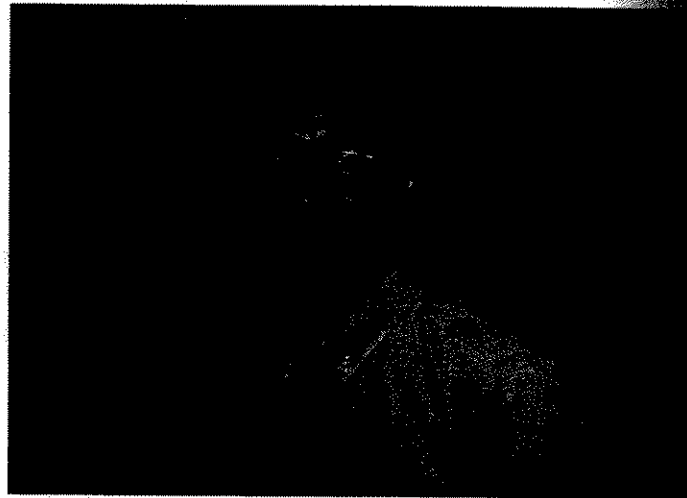
## Creative Community Justice

John Perry is an impatient and headstrong visionary. As director of planning for Vermont's Department of Corrections, Perry has a nontraditional view of rehabilitation policy. "Even the American Kennel Club," he says, "understands that punishment doesn't work."

Yet for a decade, the American trend in dealing with crime has been a headlong drive toward ever-tougher prison sentences. Knowing there were a whopping 2 million Americans in jail and 4 million on probation, Perry had a different vision of what corrections policy should look like.

So the Corrections Department decided to investigate alternatives by asking the citizens of Vermont what they wanted when it came to crime and punishment. The answer, says Perry, was surprisingly unequivocal: What citizens wanted was a new way to deal with nonviolent offenders, something between punishment—i.e., prison—and no punishment at all—i.e., probation. More startling, says Perry, citizens said they wanted to be in on deciding what that alternative was going to be.

It was the public's willingness to participate that led to the Vermont Reparative Probation program, an award winner last year, which diverts nonviolent offenders to community boards for sentencing. The sentences involve restorative action by the offender in relation and proportion to the crime committed. "What we had done was take justice away from the community," Perry explains. Not only has the program been immensely popular and effective in taking pressure off of prisons, he says, but it also has helped renew a sense of community and justice in Vermont.



JOE DEAR PHOTOGRAPHED BY CARL COOK

## The Rewards of Risk-Taking

A vision of how to do things differently is at the heart of every innovative program the Ford Foundation recognizes. But realizing any vision invariably takes work, skill and creativity. Sometimes a little larceny doesn't hurt, either.

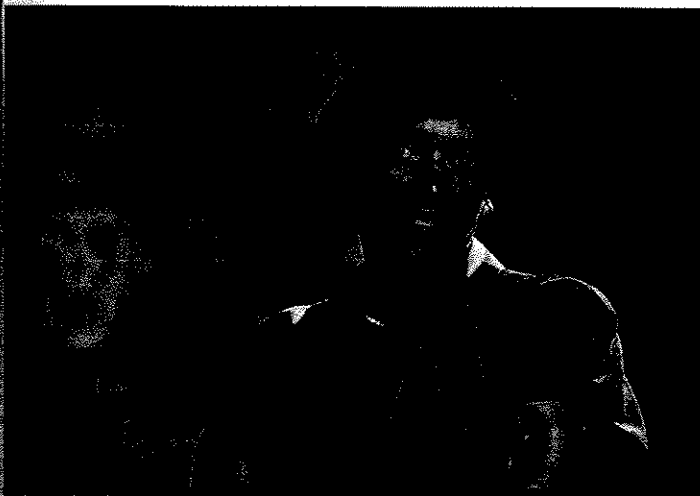
Which is why when it came to persuading people to support his model education program—aimed at putting at-risk teenage boys in the same classroom with welfare mothers, some as old as 50—John Baldwin, principal of the Hamilton Terrace Learning Center, took the direct approach. First, he commandeered an empty school building by talking custodians out of the keys and then not giving them back. Second, he won over his superintendent by promising to deliver an education program that would become the "crowning star" of the district. Third, on his own, he lined up the financial support needed to create the program. Fourth, he developed a curriculum customized to his unique student mix. Finally, he did exactly what he had promised. The result was the 1995 award-winning Hamilton Terrace Learning Center, which has helped shepherd hundreds of troubled teens and welfare mothers into higher education and on to independence.

How did it come to him that stealing an entire

school building might be the beginning of a great idea? "When I was 16, I was lucky enough to be appointed as a page in the U.S. Senate," says Baldwin. "It was there that I first saw how things really work. Whether in the U.S. Senate, the state legislature or a local school district, if you're going to make real change in this world, you're going to have to use outside channels but in a way that you won't get your head chopped off."

### Collaborative Energy

That ability to figure out new ways to make progress within a system without directly challenging it characterizes quite a few innovators. To do so and not get burned or burned out, though, it helps to have a collaborator. Since 1981, one enduring collaboration has been that of Patricia McGrath and



SANDRA LOWE PHOTOGRAPHED BY STEVE BARRETT

Felix Galavis, who created one of the most effective, long-lived and widely adopted educational bridge programs in the country. A winner last year, the Puente Project ("puente" is Spanish for bridge) brings mentors from the community, English teachers and counselors at the high school and community college level together to push Mexican-American and Latino kids from high school to community college and beyond.

"For two or three years, I'd been recruiting hundreds of students into community college, and my

success rate at keeping them in school just wasn't very good," says Galavis, who was a counselor at California State College at Hayward in the late 1970s. "I was thinking of quitting." Then he ran into Pat McGrath, a college English teacher who, like Galavis, had long been troubled by the poor academic achievement of Mexican-Americans and Latinos.

Their first collaborative effort encouraged senior citizens to take college courses. "We pulled that off, and we were really excited, yet we saw the indifference of the institutions we were dealing with," says McGrath. The program, in fact, was killed. "But that was our impetus to get involved in Puente. We knew those kids deserved better. And this time, we were determined not to be at the mercy of small-minded bureaucrats."

From a single pilot site—Chabot Community College in Hayward 18 years ago—McGrath and Galavis have built the program up to 38 community colleges and 18 high schools, all the while bucking inside and outside resistance. "Working in tandem with someone who has the same goals and objectives and the passion to move forward in spite of the odds gives you the energy and drive to stick with it," says Galavis.

### Advanced Bridge Building

One of the best ways to increase the odds of success, many innovators understand, is to build bridges to allies outside their institutions to pull together the support and the resources necessary for change.

Sandra Lowe, director of the Fairfax County, Virginia, Office of Partnerships and a 1990 award winner for a program that extended medical coverage to uninsured children, makes it look deceptively easy. In the case of the Medical Care for Children Project, she first approached doctors countywide to ask if they'd offer services at reduced rates, promising that the county would spare them the paperwork side of the program. Then she went to the local business community to ask for their support in covering those reduced costs for care. "When the business community found out what the doctors were willing to do, and when the doctors found out what the county was willing to do, they all agreed," says Lowe.

Lowe has recently applied the same bridge-building strategy to another effort: providing low-income children with access to computers. Starting five years ago, Lowe began to win commitments from public housing agencies to create space for computer centers. She talked a local construction company into refurbishing the spaces. The county agreed to join forces with a local university to staff the centers. Meanwhile, America Online founder Stephen Case agreed to furnish and equip the centers. With eight centers up and running (the goal is 30), Lowe is now in the process of finding home computers for kids by requesting donations of used equipment. That equipment is collected and refurbished by the Fairfax County Fire Department and then handed off to homes. AOL handles hooking them up to the Internet. The result is a bridge builder's dream: "These kids are catapulting forward," says Lowe.

### Turning the World Outside In

As Sandra Lowe's experience illustrates, reaching out for help can be a powerful component of innovation. But there is another style of innovator, an outside advocate who succeeds in creating change inside government.

Norma Hotaling managed that in the face of very long odds. By the time she had lifted herself out of a life on the streets as a prostitute and drug user, Hotaling's view of the criminal justice world was quite a bit different from that held by law enforcement. Where law enforcement saw prostitutes as criminals, Hotaling saw them as victims of predatory men, indifferent social service systems and a criminal justice system that had it all backwards. "They were punishing the victims," says Hotaling.

Now the director of an Oakland-based organization devoted to helping women find their way out of prostitution, Hotaling teamed up with a like-minded police lieutenant in San Francisco in 1995 and together they became the driving force behind the 1998 award-winning First Offender Prostitution Program, which turned law enforcement's focus away from women and onto the men who were hiring prostitutes, even as it shifted the focus away from punishment of women and toward treatment and



NORMA HOTALING PHOTOGRAPHED BY ANDY KUNO

support for getting and staying off the streets.

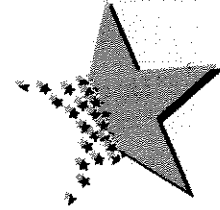
Hotaling believes that her background has been critical to the program's success. "My experience and my perspective and my understanding of recovery—and not just from drugs but from trauma—I think helps the whole program work."

### An Abundance of the Right Stuff

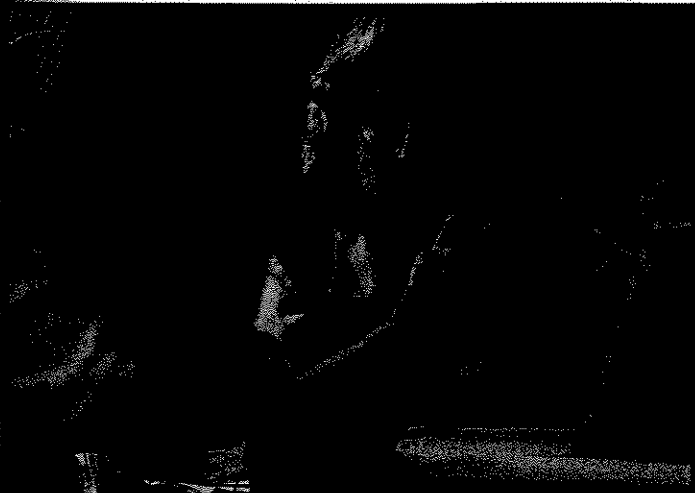
It has sometimes been said that in order to replicate the programs recognized by the Ford Foundation, it would be necessary to replicate those who thought of them and fought for them. And the innovators honored by Ford each year are clearly remarkable people. But as individuals such as Joe Dear, Sandra Lowe, John Baldwin and Crockett Dumas will attest, anyone who is deeply impatient with the status quo has the potential to walk the same path they have.

As the awards program has proved consistently, there is no shortage of individuals with the vision, the skill and the energy to take that impatience and use whatever works—whether it's creating a vision, using personal suasion, building bridges or even stealing buildings—to create responsive and creative government that delivers. □





# The Finalists



MICHAEL McCOLLUM, FRED GREAVES, PHIL SEARS,  
RICARDO FERRO

## EDUCATION FOR JUVENILE OFFENDERS, STATE OF CALIFORNIA

By organizing its juvenile corrections facilities into a single school district with the same curricula and graduation standards as school districts in the rest of the state, California has dramatically shifted the aim and the attitude of its juvenile corrections system statewide. Since the program started in 1997, more than 1,300 young offenders have earned high school diplomas, compared with a total of only 550 in the three previous years. For more information: Dorrine Davis, superintendent of education, Department of Youth Authority: 916-262-1500; Web site: [www.cya.ca.gov](http://www.cya.ca.gov)

## SWIMPEN FIELD COMPUTING SYSTEM, CITY OF SAN DIEGO, CALIFORNIA

San Diego's entire sewer and water system is now mapped on computer, including schematics for meters, mains, valves and pump stations. Work crews carry all that and their day's orders in hand-held computers, vectoring in on work sites using global positioning satellites. Crews have become faster and more efficient, and customer satisfaction is rising as well. For more information: Mary H. Vlassis, vice president and general manager of the Utilities/Facilities and GIS Services Division: 619-503-7250; e-mail: [mvllassis@sddpc.org](mailto:mvllassis@sddpc.org)

## ENVIRONMENTAL PERFORMANCE MEASUREMENT SYSTEM, STATE OF FLORIDA

From the health of manatee habitats to the quality of groundwater, Florida is now monitoring the overall environmental well-being of the state using specific indicators. The data is available to the public and may soon be used to underpin a new, more flexible and cooperative state-federal relationship based not on program rules but environmental results. For more information, contact Stephen C. Adams, senior management analyst, Florida Department of Environmental Protection: 850-921-9717; e-mail: [stephen.adams@dep.state.fl.us](mailto:stephen.adams@dep.state.fl.us)

## DOMESTIC VIOLENCE INTERNET PROGRAM, CITY OF LARGO, FLORIDA

Criminal justice officials and domestic violence counselors in Largo, Florida, now have Web site access to digitized audio and video of all domestic violence calls. Being able to hear and see how an incident played out allows judges, prosecutors and counselors to respond to cases with better information and more confidence. Prosecution rates have more than doubled. For more information: Victor Gittens, domestic violence intervention specialist: 727-587-6717, ext. 3416; e-mail: [vgittens@largo.com](mailto:vgittens@largo.com)



**SMART GROWTH AND  
NEIGHBORHOOD CONSERVATION,  
STATE OF MARYLAND**

Maryland is battling sprawl by withholding state funding for building or infrastructure projects outside of designated growth centers. Recently, for example, the state pulled funding for five proposed new highway projects. The state is also buying development rights to open space, aiming to set aside 200,000 acres by the year 2011. For more information: John W. Frece, special assistant to the Governor of Maryland for Smart Growth: 410-260-8112; e-mail: [jfrece@dnr.state.md.us](mailto:jfrece@dnr.state.md.us)

**OK-FIRST PROJECT,  
STATE OF OKLAHOMA**

With access to extensive real-time information on weather, public safety officials throughout Oklahoma have been able to stay one step ahead of the elements—from high winds to flash floods—in preparing for and responding to emergencies. The “First-response Information Resource System using Telecommunications,” or OK-FIRST, has already been credited with saving many lives. For more information: Dale Morris, assistant director, OK-FIRST, Oklahoma Climatological Survey: 405-325-2541; e-mail: [dmorris@ou.edu](mailto:dmorris@ou.edu)

**SALMON AND WATERSHEDS,  
STATE OF OREGON**

To help diminished salmon stocks recover, Oregon has embarked on an ambitious watershed protection and restoration effort that emphasizes cooperation. Fourteen state agencies are coordinating work with nearly 90 watershed councils, made up of a wide cross-section of stakeholders, on more than 1,200 restoration and water quality improvement projects. For more information: Paula Burgess, natural resources adviser to the Governor of Oregon: 503-378-3548; e-mail: [Paula.Burgess@state.or.us](mailto:Paula.Burgess@state.or.us)



ROBERT BURKE, JOSEPH MILLS, BRUCE THORSON, MIKE TURLEY

**PROGRAM DEVELOPMENT  
AND EVALUATION SYSTEM FOR  
JUVENILE OFFENDERS,  
CITY OF PHILADELPHIA,  
PENNSYLVANIA**

By tracking outcomes, juvenile justice officials in Philadelphia can link patterns of rehabilitation and recidivism to sentences and participation in specific rehabilitation programs. Already the city has done a comprehensive analysis of the programs with the highest “absent without leave” rates, allowing them to develop more-aggressive retention strategies. For more information: Philip W. Harris, principal, Crime and Justice Research Institute: 215-627-3766; e-mail: [Phil.harris@cjri.com](mailto:Phil.harris@cjri.com)





**SERVICES TO DEAF AND HARD OF HEARING PEOPLE,  
STATE OF SOUTH CAROLINA**

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South Carolina has created a system of mobile mental health counselors fluent in American Sign Language and other communication techniques to offer a full range of mental health services to the deaf and hard of hearing. More than 30 counselors now ride the state circuit providing the specialized service. For more information: A. Barry Critchfield, director, Services to Deaf and Hard of Hearing People: 803-798-6767; e-mail: [abcritchfield@mindspring.com](mailto:abcritchfield@mindspring.com)

**TAX DIVIDEND PROGRAM,  
CITY OF FARMERS BRANCH, TEXAS**

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Rather than cut property-tax rates in good budget times—only to face the difficult prospect of having to increase them in tough times—Farmers Branch now offers property owners pro-rated rebates when surpluses are high. In 1997, the city rebated \$560,000; it returned \$720,000 last year. This year, the city council decided that the small surplus should be devoted to capital projects. For more information: Richard Escalante, city manager, Farmers Branch: 972-919-2515; e-mail: [escalant@ci.farmers-branch.tx.us](mailto:escalant@ci.farmers-branch.tx.us)

**NEIGHBORHOOD SWEEP PROGRAM,  
CITY OF SAN ANTONIO, TEXAS**

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Dozens of city employees now routinely descend on San Antonio neighborhoods to work with citizens on full-scale cleanup, code compliance, crime control and public health screening. Since 1997, more than two dozen sweeps have not only cleaned up neighborhoods but also jump-started community-municipal cooperation in at-risk neighborhoods. For more information: Frances A. Gonzalez, director, Neighborhood Action Department: 210-207-7881; e-mail: [FrancisG@ci.sat.tx.us](mailto:FrancisG@ci.sat.tx.us)

LAURA HUSAR, BART BOATWRIGHT, KIM RITZENTHALER,  
COURTESY OF PUBLIC INFORMATION OFFICE/CITY OF  
SAN ANTONIO

**COMMUNITY-BASED  
EDUCATION MODEL,  
PUEBLO TRIBES OF NEW MEXICO**

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Santa Fe Indian School students are returning to their communities—and rediscovering their land and culture—with projects applying the latest array of technologies and technical tools to evaluate the environmental health there. Nearly two dozen graduates have returned to the five pueblos served by the school to pursue careers in environmental science.

For more information: Glenda Moffitt, planning and evaluation director, Santa Fe Indian School: 505-989-6321; e-mail: [glenda@sfis.k12.nm.us](mailto:glenda@sfis.k12.nm.us)

**INTERNET RULEMAKING  
FOR ORGANIC FOOD STANDARDS,  
U.S. DEPARTMENT OF AGRICULTURE**

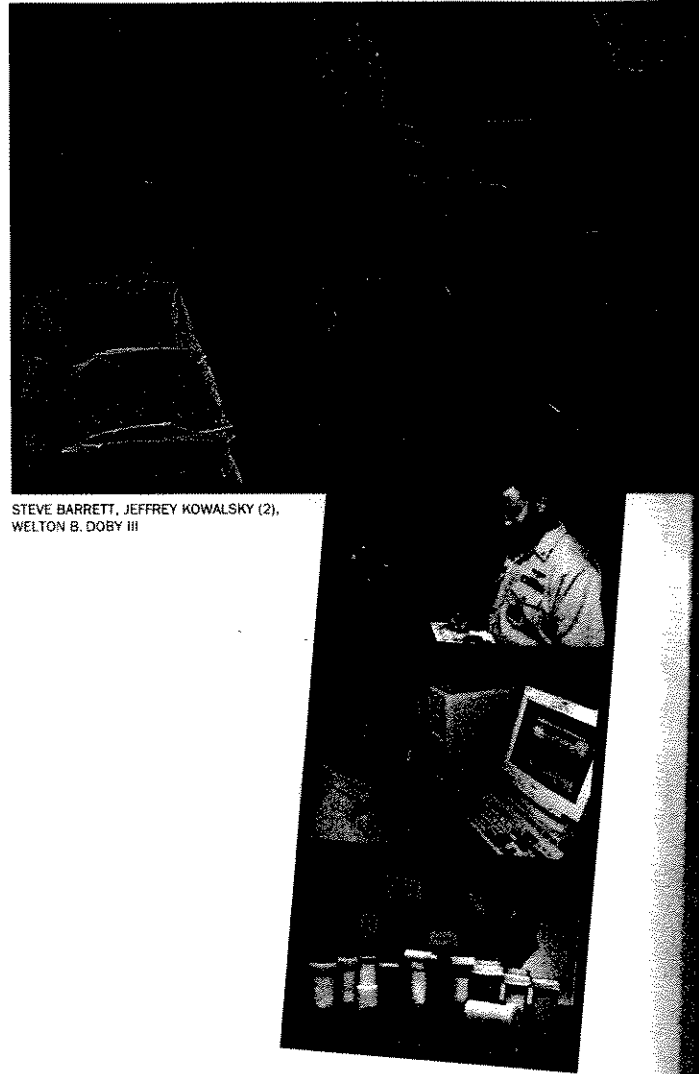
When it came time to write rules on organic food labeling, the Agriculture Department decided for the first time ever to allow the public to comment via the Internet. A deluge of 275,000 messages followed, many expressing skepticism about the rules as drafted. USDA officials are taking the proposed rules back to the drawing board, and future federal rule-writing portends to be a vastly more democratic process. For more information: Kathleen A. Merrigan, administrator, Agricultural Marketing Service: 202-720-5115; e-mail: kathleen.merrigan@USDA.gov

**MOVE INFORMATION, NOT PROPERTY,  
U.S. DEPARTMENT OF DEFENSE**

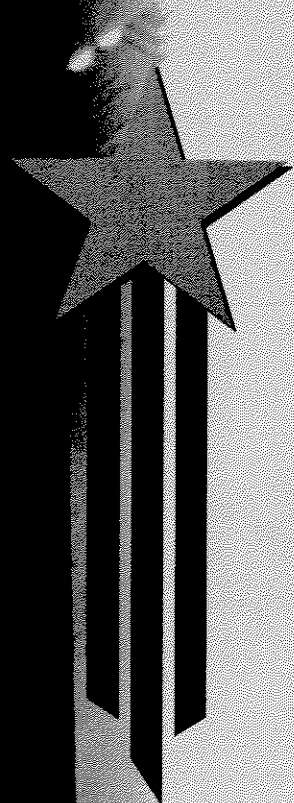
Rather than scrap or sell surplus property, the Defense Department is now recycling it by listing it on a Web site for reuse within DoD. In 1998, \$3.7 billion in surplus material was recycled. For every dollar spent on the Web site, taxpayers are saving \$12. For more information: Sherry Low, chief of reutilization, Defense Reutilization and Marketing Service: 616-961-7248; e-mail: slow@drms.dla.mil

**MEDICAID PRESCRIPTION DRUG DISPUTE  
RESOLUTION PROJECT,  
U.S. DEPARTMENT OF HEALTH  
AND HUMAN SERVICES**

State Medicaid officials now meet with pharmaceutical company representatives in mediated negotiations to settle claim disagreements resulting from a federal requirement that companies rebate some of the cost of Medicaid prescriptions back to states. The program has cleared \$410 million in disputed claims, while reducing rebate amounts contested by drug companies from 80 cents of every dollar to 13 cents. For more information: Health Care Financing Administration Press Office: 202-690-6145



STEVE BARRETT, JEFFREY KOWALSKY (2),  
WELTON B. DOBY III



## Recognizing Innovators

*We know that  
the people who count most  
in the Innovations in American  
Government program are  
the men and women out there  
on the front lines—the innovators  
who are creating new,  
more effective ways to provide  
service to the public.*

David Gergen  
*Chairman*  
*Innovations National Selection Committee*

## 2000 Application Deadline

**Monday  
January 10, 2000**



Applications are available through the  
Innovations in American Government program  
Kennedy School of Government  
Harvard University  
79 JFK Street  
Cambridge, MA 02138  
phone: 617-495-0558 □ fax: 617-496-4602  
e-mail: [innovations@harvard.edu](mailto:innovations@harvard.edu)  
or via the Internet:  
[www.innovations.harvard.edu](http://www.innovations.harvard.edu)

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Mexican American Legal Defense  
and Educational Fund

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HARVARD UNIVERSITY  
A. ALFRED TAUBMAN  
CENTER FOR STATE AND LOCAL  
GOVERNMENT**

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Director

**William Parent**  
Executive Director

**Heather Wood**  
Operations Manager

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Program Assistant

**Gretchen Fox**  
Program Assistant

**COUNCIL FOR EXCELLENCE  
IN GOVERNMENT**

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President and CEO

**Sally Sachar**  
Vice President

**David Sheldon**  
Director of Innovations Partnerships

**Laura Ziff**  
Project Leader

**The Innovations in American Government Awards Program**

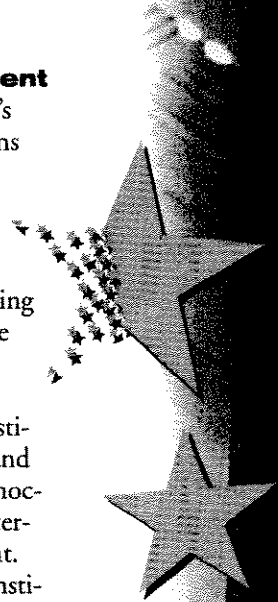
reflects the Ford Foundation's longstanding commitment to enhancing the operations and processes of American government. The program complements other Foundation-supported efforts to strengthen democratic governance worldwide. In the United States, these include projects to develop more effective ways of delivering public services, strengthening citizen participation and encouraging informed debate on critical social, political and economic issues.

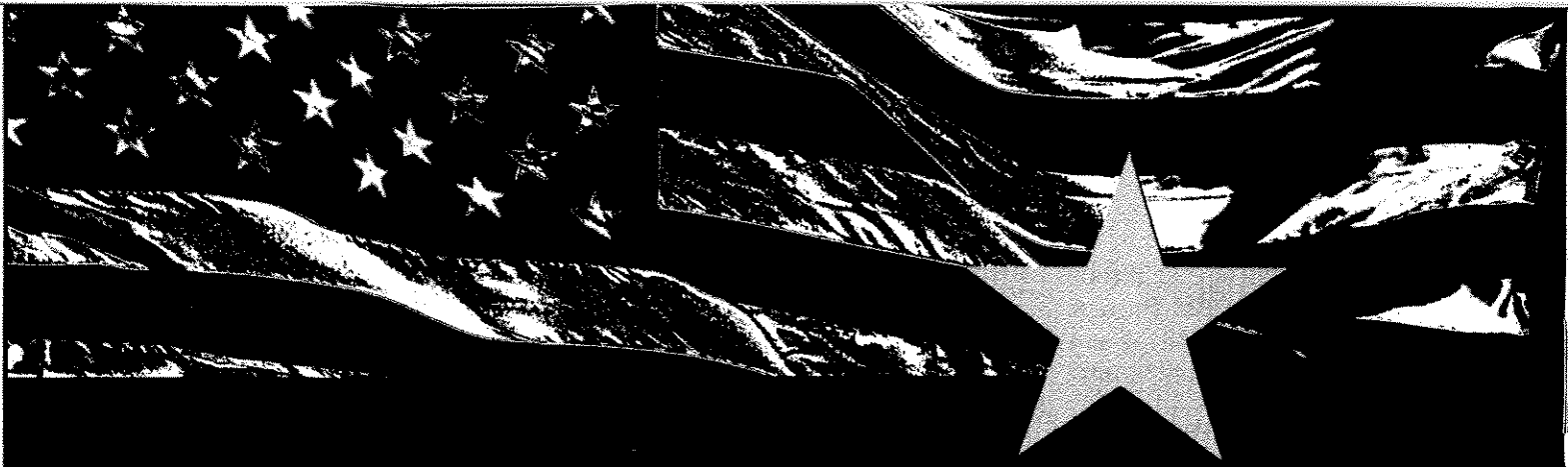
**The Ford Foundation** is a private nonprofit institution that serves as a resource for innovative people and institutions worldwide. Its goals are to strengthen democratic values, reduce poverty and injustice, promote international cooperation and advance human achievement. The Foundation works mainly by granting funds to institutions and organizations for research, demonstration and developmental efforts that show promise of producing significant advances in three broad program areas—Asset Building and Community Development; Peace and Social Justice; and Education, Media, Arts and Culture.

**The John F. Kennedy School of Government** at Harvard University is one of the nation's foremost schools of public affairs. Its mission is excellence in government: to train leaders for government and public service, to create a deeper understanding of major substantive issues and to convene leaders to work on major policy issues. The Kennedy School offers graduate degree programs and executive-training courses. The Innovations in American Government awards program is administered by the school's A. Alfred Taubman Center for State and Local Government. The Center sponsors research, seminars and conferences on state and local governance, intergovernmental relations and public policy, with special attention to the needs of state and local officials.

**The Council for Excellence in Government**

is a national, nonprofit and nonpartisan organization whose 700 members have served as senior public-sector officials. The Council's mission is to improve the performance of government by strengthening results-oriented management and creative leadership in the public sector and to build understanding and confidence in government by focusing public discussion on its role and responsibilities. Besides serving as coordinator and adviser to the federal Innovations finalists, the Council is a resource to all finalists in their efforts to replicate innovation throughout the country and to spread their messages to large numbers of Americans.





INNOVATIONS IN AMERICAN GOVERNMENT