



Resource Guide

September 1, 2002

The Institute for Government Innovation at the John F. Kennedy School of Government at Harvard University was established through an endowment from the Ford Foundation in the spring of 2001. The Institute builds on the success of Innovations in American Government, an annual awards competition begun in 1986 and since replicated in seven other countries. Over the years, Innovations in American Government has received more than 24,000 applications from federal, state, local, tribal, and territorial government programs and has recognized 150 of them as Innovations Award winners.

Innovations award-winning programs receive grants of \$100,000 to foster the replication of innovative initiatives by other jurisdictions. In order to encourage such replication, Innovations in American Government has undertaken much research on both Innovations award-winning programs and innovation in government itself. This Resource Guide catalogs various research undertaken by Innovations—or directly related to Innovations—that others may find useful in their own work. The Guide provides citations for Case Studies, Working and Conference Papers, Journal Articles and Book Excerpts, Books, and research generated directly from Innovations Award winners.

CASE STUDIES

The Innovations in American Government case studies tell the stories behind public policy initiatives that have gained national recognition for their distinctive approaches to problem solving. The cases are designed to recreate the difficult choices faced by public managers pursuing innovative and often risky strategies. The cases will help those with a research interest in public policy understand the process through which innovation emerges and flourishes in the American political system.

The following case studies are available from the
Case Program Sales Office at the Kennedy School of Government
79 JFK Street, Cambridge, MA 02138
(888) 640-4945

On CD-ROM The New York City Transit Authority Station Manager Program
First copy, \$395.00. Additional copies, \$75.00 each.

MANAGEMENT AND GOVERNANCE

C16-91-1031.0	Blip on the Screen or Wave of the Future?: Electronic Democracy in Santa Monica (1991) Pamela Varley for Edward Lascher
C16-92-1031.2	Teaching Note
C15-87-744.0	Denise Fleury & the Minnesota Office of State Claims (1987) Pamela Varley
C16-90-991.0	The Executive Branch & the Legislature: Opening the Lines of Communication (1990) Kristen Lundberg for M. Barzelay
C16-90-992.0	Part B-1
C16-90-993.0	Part B-2
C16-90-994.0	Part C
C16-90-994.1	Epilogue
C16-94-1256.0	Info/California: Using Computers to Deliver Service with a Smile (1994) Harvey Simon for Jerry Mechling
C16-94-1256.1	Epilogue
C16-93-1204.0	Info/California: Where Do Electronic Government Tellers Belong? (1993) Harvey Simon for Marc Roberts
C16-88-826.0	Introducing Marketplace Dynamics in Minnesota State Government (1988) M. Barzelay
C16-88-826.1	Sequel
C18-95-1275.0	Managing the Underground City: The New York City Transit Authority Reclaims Its Subway Stations (1995) David Spicer
C16-90-1015.0	The Minnesota Knowledge Systems Center (1991) Jerry Mechling
C14-98-1477.0	Oklahoma's Milestones Reimbursement System: Paying for What You Get (1998) Susan Rosegrant for Peter Frumkin
C18-95-1269.0	Organizing Competition in Indianapolis: Mayor Stephen Goldsmith & the Quest for Lower Costs (1995) Howard Husock for Linda Kaboolian
C18-95-1270.0	Parts A & B
C18-95-1271.1	Sequel
C16-92-1153.0	Profit Sharing for the Public Sector: The Shared Savings Program (1992) Harvey Simon & Linda Kaboolian
C108-97-1385.0	Protecting Pension Benefits: The Pension Benefit Guaranty Corporation Meets General Motors (1997) Esther Scott for Linda Kaboolian
C108-97-1386.0	Part B
C102-97-1371.0	Regulatory Reform at OSHA (1997) Harvey Simon for Malcolm Sparrow
C102-97-1372.0	Part B

- C102-97-1373.0 Part C
C16-87-737.0 **Striving for Excellence in the State of Minnesota** (1987) P. Varley under the direction of M. Barzelay
C16-91-1025.0 **XPORT: A Public Sector Trading Company** (1990) Kristen Lundberg for John Donahue
C16-91-1025.1 Epilogue

CRIMINAL JUSTICE

- C15-88-820.0 **Boston Power Patrol** (1987) Marc Zegans under the supervision of Robert Leone
C15-98-1428.0 A Community Responds: Boston Confronts an Upsurge of Youth Violence (1998) John Buntin for Philip Heymann
C16-91-1035.0 **Court Reporting in Kentucky** (1990) David Luberoff for Alan Altshuler
C16-91-1036.0 Part II
C16-91-1037.0 Part III
C16-91-1037.1 Sequel
C16-87-793.0 Ellen Schall and the Department of Juvenile Justice (1987) Pamela Varley
C16-90-938.0 **Fighting Fear in Baltimore County** (1990) David Kennedy
C15-88-818.0 Patrol Allocation in Portland, Oregon (1988) David Kennedy Part A, PCAM in the Bureau
C15-88-819.0 Part B, PCAM in the City (includes video exhibit)
C16-91-1029.0 **Spreading the Gospel** (1991) David Kenned for Marc Zegans Part A, The Origin and Growth of the DARE Program
C16-91-1030.0 Part B
C16-90-996.0 **St. Louis County Police Department** (1990) Peter Arnold and Robert Leone
C16-90-996.2 Teaching Note
C15-89-875.0 Taking Charge: Rose Washington & the Spofford Juvenile Detention Center (1989) Anne Warrock under the direction of Olivia Golden

ENVIRONMENTAL POLICY

- C16-91-1066.0 Groundwater Regulation in Arizona (1991) Arnold Howitt
C16-92-11550.0 Meeting for a Need: J. Abramson & CityWork in Louisville, KY (1992) David Kennedy for Alan Altshuler
C16-87-784.0 Plastic in the Public Sector (1987)
C16-91-1058.0 "Please Be Patient": The Seattle Solid Waste Utility Meets the Press (1991) Howard Husock
C16-93-1197.0 Preventing Pollution in Massachusetts: The Blackstone Project (1993) Esther Scott for Michael Barzelay
C16-93-1197.1 Sequel
C16-92-1156.0 Shifting the Terms of Debate: Mayor Norm Rice & the Greater Seattle Growth Quagmire (1992) Pamela Varley for Alan Altshuler
C16-91-1047.0 Solving Seattle's Solid Waste Crises (1991) Howard Husock
C16-91-1047.1 Sequel
C16-89-854.0 Wastewater Wars (1989) Esther Scott for Leslie Brunetta
C16-89-854-1 Sequel
C16-92-1157.0 Wichita Confronts Contamination: Seeking Alternatives to Superfund (1990) Susan Rosegrant for Alan Altshuler
C16-92-1158.0 Sequel

HEALTH POLICY

- C16-91-1077.0 Providing Obstetrical Services for Indigent Women in Montgomery County, Maryland (1992) Esther Scott under the direction of Marc Roberts
- C16-93-1218.0 Reproducing an Innovation in Tennessee: Dr. Barbara Levin and the Monroe Maternity Center, Inc. (1993) Jullian Dickert for Henry Soland
- C16-93-1218.1 Sequel

HOUSING POLICY

- C16-89-928.0 **Building the Baltic** (1989) Andrew Jack & David Kennedy at the direction of Lewis Spence
- C16-91-1043.0 **Moderately Priced Dwelling Units in Montgomery County, MD** (1991) Christine Baxter under the direction of Alan Altshuler
- C16-91-1043.1 Epilogue
- C16-94-1243.0 Mountaineer Habitat for Humanity and the West Virginia Housing Development Fund: The Prospect of Partnership (1994) Howard Husock for Christine Letts
- C16-94-1243.1 Sequel
- C16-92-1119.0 Replicating Innovation: Judy Lenthall and SRO Housing Construction in San Diego (1992) Howard Husock
- C16-92-1119.1 Sequel

SOCIAL POLICY

- C16-92-1228.0 Community Voice Mail for the “Phoneless”: Starting up in Seattle and Minnesota (1993) Howard Husock
- C16-92-1228.1 Sequel
- C16-91-1038.0 The Electronic Benefit System in Ramsey County, Minnesota (1991) Esther Scott under the direction of Jerry Mechling
- C16-91-1038.1 Epilogue
- C16-93-1192.0 Fighting Graffiti in Philadelphia (1993) Harvey Simon
- C16-93-1193.0 Part II
- C16-88-856.0 Finding Black Parents: One Church, One Child (1988) Anna Warrock under the direction of Marc Zegans
- C16-88-856.1 Epilogue
- C16-88-856.9 Video Exhibit
- C16-93-1221.0 Friends of the Family: Public/Private/Community Broker (1993) Kristen Lundberg
- C16-89-877.0 “Integration Incentives” in Suburban Cleveland (1989) Howard Husock
- C16-88-870.0 **Jean Ekins and the Family Learning Center** (1988) L. Brunetta under the direction of Arnold Howitt
- C16-88-871.0 Part B
- C16-88-871.1 Epilogue
- C16-92-1076.0 The Ladder and the Scale: Commitment and Accountability at Project Match (1992) David Kennedy
- C16-92-1135.0 Managing a Press “Feeding Frenzy”: Gregory Coler and the Florida Department of Health and Rehabilitative Services) (1991) Esther Scott
- C16-92-1135.1 Sequel
- C16-93-1185.0 A Welfare System that Works for Everyone: The Montgomery County, Indiana, Department of Public Welfare (1993) Christine Letts and Esther Scott
- C16-95-1185.2 Teaching Note

WORKING PAPERS AND CONFERENCE PAPERS

The following papers are available from the
Innovations in American Government Program at the Kennedy School of Government
79 JFK St., Cambridge, MA 02138
(617) 495-0557

Altshuler, A., & Zegans, M. "Innovation and Creativity: Comparisons Between Public Management and Private Enterprise." Butterworth & Co. Ltd, 1990.

Armajani, B., & Barzelay, M. "Managing State Government Operations: Changing Visions of Staff Agencies." JPAM, Vol. 9, No. 3, pp. 307-338 by the Association for Public Policy Analysis and Management Published by John Wiley & Sons, Inc. 1990.

Bardach, Eugene. "Turf Barriers to Interagency Collaboration in Human Services Delivery." 1994.

Bardach, Eugene, and Cara Lesser. "Accountability in Human Services Collaboratives—For What? and To Whom?" Paper presented at annual APPAM research conference, 1994.

Borins, Sanford. "Public Sector Innovations Through Information Technology: Recent Experience in the US & Canada." 1994.

Borins, Sandford. "Innovations in Social Services." August 1996.

Borins, Sandford. "Toward a Theory of Public Sector Turnarounds." July 1993.

Borins, Sandford. "Turnaround Management in the Public Sector." October 1994.

Borins, Sandford. "Using Public Management Innovation Competition Data To Study 'Reinventing Government' and 'Groping Along'." November 1995.

Borins, Sandford, and Silvana Kocovski. "Public Management Innovation in the Provinces." November 1996.

DeLone, Richard H. "Replication: A Strategy To Improve the Delivery of Education and Job Training Programs." Public/Private Ventures, Philadelphia, Summer 1990.

Donahue, John D. "The American Experiment in State-Based Technology Policy." October 1992.

Ferguson, Ronald F. "Spreading the Paradigm of a Master Teacher: The Great Expectations Initiative in Oklahoma." November 1993.

Golden, Olivia. "Balancing Entrepreneurship, Line Worker Discretion, and Political Accountability: The Delicate Task of Innovators in Human Services." Paper presented at annual APPAM research conference, 1988.

Golden, Olivia. "Creating and Sustaining Innovation in Human Services: Lessons from the 1986 Ford Foundation Innovations Finalists." 1988.

Golden, Olivia. "Innovation in Public Sector Human Services Programs: The Implications of Innovation by 'Groping Along'." JPAM Vol. 9 No.2, 219-248 1990.

Harrison, Bennett. "Innovative Firm Behavior and Local Milieu: Exploring the Intersection of Agglomeration, Industrial Organization, and Technological Change." November 1994.

Howitt, Arnold M., and Clifflyn Bromling. "Empirical Research on Innovation in State & Local Government: Prospects and Problems." February 1988.

Jenkins, S. "Implementing One Church One Child," Harvard Public Policy Review, Spring 1989.

Lakoff, George. "What Is a Conceptual System?" 1992.

Leonard, Herman B. "Good Ideas: What Makes for 'Quality' in Innovation?" Revised February 1988.

Lusi, Susan Follette. "The Role of State Department of Education in Promoting and Supporting Complex School Reform." Unpublished Doctoral Dissertation, John F. Kennedy School of Government, Cambridge, Mass., May 1994.

Miller, Steven E. "Emergence of Public Sector as the Focus of Value Creating Partnership." 1989.

Moore, Mark H. "Gordon Chase and Public Sector Innovation." Paper presented at annual APPAM research conference, 1987.

Moore, Mark H., William Spelman, and Rebecca Young. "Innovations in Policing: A Test of Three Different Methodologies for Identifying Important Innovations in a Substantive Field." August 1992.

Neises, Ellyn. "Marketing Graduated Corrections: Practical Perspectives." February 1990.

O'Hare, Michael. "Aesthetics and Innovation." February 1988.

Ostrum, Eva. "The Family Learning Center: A Marketing Analysis." May 1990.

Spelman, William, Mark Moore, and Rebecca Young. "The Diffusion of Innovations and the Creation of Innovative Police Organizations." 1992.

Walters, Jonathan. "Understanding Innovation: What Inspires It? What Makes It Successful?" December 2001.

Zegans, Marc. "Innovation and the Municipal Attorney: Managing the Tension Between Service and Control." September 1990.

Zegans, Marc. "Strategy, Innovation and Inertia: Unbundling Some Old Assumptions." Paper delivered at annual APPAM meeting, October 1990.

Zegans, M., "Innovation in the Well-Functioning Public Agency." Public Productivity & Management Review, vol. XVI. no 2 Winter 1992.

Zegans, Marc D. "To Improve Public Management, Fix the System." November 1995.

Zegans, M., & Luberoff, D. "Innovation in Infrastructure: It's Here, We Just Don't Know It." 1992.

Zegans, Marc, and Andrew Stone. "Innovations in State and Local Government." 1988.

JOURNAL ARTICLES AND BOOK EXCERPTS

The following materials are available from the

Innovations in American Government Program at the Kennedy School of Government
79 JFK St., Cambridge, MA 02138
(617) 495-0057

Altshuler, Alan, and Marc Zegans. "Innovation and Creativity: Comparisons Between Public Management and Private Enterprise," *Cities*, vol.7, no.1, pp. 16-24 (February 1990).

Barzelay, Michael, and Robert A. Leone. "Creating an Innovative Managerial Culture: The Minnesota 'STEP' Strategy," *The Journal of State Government*, July-August 1987, pp. 166-170..

Jenkins, Steve. "Implementing 'One Church, One Child'," *Harvard Public Policy Review*, Spring 1989, pp. 50-53.

Moore, Mark H., Malcolm Sparrow, and William Spelman. "Innovations in Policing: From Production Lines to Jobs Shops." In: Alan A. Altshuler and Robert D. Behn, eds., *Innovation in American Government: Challenges, Opportunities, and Dilemmas* 274-298. Washington, D.C.: Brookings Institution Press, 1997.

O'Hare, Michael, Robert Leone, and Marc Zegans. "The Privatization of Imprisonment: A Managerial Perspective." In: Douglas C. McDonald, ed., *Private Prisons and the Public Interest* 107-129. ***** (Need City, Publisher, and Year of Publication.)

Zegans, Marc, and David Luberoff. "Innovation in Infrastructure: It's Here, We Just Don't Know It," *Governing*, October 1992, pp. 61-63.

The following articles and book excerpts are available from their respective publishers.

Borins, Sanford. "Public Management Innovation Awards in the U.S. & Canada." In: Hermann Hill and Helmut Klages, eds., *Trends in Public Service Renewal*. Frankfurt: Peter Lang International, 1995.

Borins, Sandford. "Public Sector Innovation: The Implications of New Forms of Organization and Work." In: Donald Savoie and Guy Peters, eds., *Governance in a Changing Society*. Montreal: McGill-Queens University Press, 1995.

Borins, Sandford. "Public Sector Innovation Through Information Technology: Recent Experience in the US and Canada." In: Hermann Hill, Helmut Klages, and Elke Löffler, eds., *Quality Performance Measurement in the Public Sector*. Frankfurt: Peter Lang International, 1996.

Zegans, M. "Innovation in the Well-Functioning Public Agency: Nine Managers' Views," *Public Productivity & Management Review*, vol. 16, no. 2, pp. 141-156 (Winter 1992).

The following two articles are available from the

Russell Sage Foundation, Publishing Department (Attn: Susie Forsans)
112 E. 64th St., New York, NY 10021
(212) 750-6038

Barzelay, Michael, and Babak J. Armajani. "Managing State Government Operations: Changing Visions of Staff Agencies," *Journal of Policy Analysis and Management*, vol. 9, no. 3, pp. 307-338 (Summer 1990).

Golden, Olivia. "Innovation in Public Sector Human Service Programs: The Implications of Innovation by 'Groping Along'," *Journal of Policy Analysis and Management*, vol. 9, no. 2, pp. 219-248 (Spring 1990).

BOOKS

The following book is available from Addison-Wesley Publishing
(800) 238-9682

Osborne, David and Peter Plastrik. *Banishing Bureaucracy*. Addison-Wesley: Reading, MA. 1997.

"If you want to help your city save more than \$100 million without cutting services levels, as Indianapolis did; if you need to do more with half the staff, as New Zealand's state-owned enterprises did; if you want to double the effectiveness of your organization, as the U.S. Tactical Air Command did—read this book...

"Reinvention is not just another word for reform, nor is it synonymous with downsizing, or privatization, or simply cutting waste and fraud. It is about something much deeper, something tantamount to changing the very "DNA" of public organizations so that they habitually innovate, continually improving their performance without having to be pushed from outside. It is about building an entrepreneurially minded public sector with a built-in drive to improve—what some would call a self-renewing system.

"Obviously, this is complex work that requires careful strategy, and that is just what *Banishing Bureaucracy* provides. David Osborne and Peter Plastrik lay out what they call the "Five Cs" for successfully reinventing public organizations:

- The Core Strategy, to help them create clarity of purpose;
- The Consequences Strategy, to introduce consequences for their performance;
- The Customer Strategy, to make them accountable to their customers;
- The Control Strategy, to empower organizations and their employees to innovate;
- The Cultural Strategy, to change the habits, hearts, and minds of public employees.

"Drawing on a rich base of American and international case studies, *Banishing Bureaucracy* delivers the battle-tested, strategic thinking that has proved itself around the globe, in every area of government—from national to local, from defense to day care." (from jacket)

The following book is available from Anchor Books
www.anchorbooks.com

Schorr, Lisbeth B. *Common Purpose: Strengthening Families and Neighborhoods to Rebuild America*. Anchor: New York. 1997.

"Since the publication of her 1988 book *Within Our Reach*, renowned social analyst Lisbeth Schorr has questioned why the pilot social programs that succeed in helping disadvantaged children and families toward better lives are so rarely sustained or expanded. In *Common Purpose*, she answers that question with a probing analysis showing how our education, welfare, and family support systems have failed to adapt to today's imperatives. She goes on to tell the inspiring stories of pioneers who have been able to sustain and expand small successes with bold departures in taming bureaucracies, in replicating what works, in creating environments that are hospitable to effective programs, and in giving teachers, counselors, and others on the front lines the flexibility they need to do their jobs. The compelling evidence synthesized in *Common Purpose* provides the basis for an agenda around which the public, private, and philanthropic sectors can mobilize to rebuild the inner city, reverse the growth of an American underclass, and restore trust in our major institutions." (from back cover)

Includes a forward by William Julius Wilson.

The following books are available from the Brookings Institution Press
(202) 797-6000

Altshuler, Alan A. and Robert D. Behn, eds. *Innovation in American Government*. Brookings Institution: Washington. 1997. Includes the following essays:

Alan Altshuler and Robert Behn, "The Dilemmas of Innovation in American Government"

Alan Altshuler, "Bureaucratic Innovation, Democratic Accountability, and Political Incentives"

Alan Altshuler and Marc Zegans, "Innovation and Public Management: Notes from the State House and City Hall"

Laurence Lynn Jr., "Innovation and the Public Interest: Insights from the Private Sector"

Marc Zegans, "The Dilemma of the Modern Public Manager: Satisfying the Virtues of Scientific and Innovative Management"

Michael Barzelay and Babak J. Armajani, "Innovation in the Concept of Government Operations: a new paradigm for staff agencies"

Olivia Golden, "Innovation in Public Sector Human Services Programs: The Implications of Innovation by 'Groping Along'"

W. Lance Bennett, "Why Government Innovation is Not News: The View from the Newsroom";

Robert Entman, "Mass Media and Policy Innovation: Opportunities and Constraints for Public Management"

Deborah Stone, "State Innovation in Health Policy"

Richard Elmore, "The Paradox of Innovation in Education: Cycles of Reform and the Resilience of Teaching"

Mark Moore, Malcolm Sparrow, and William Spelman, "Innovation in Policing: From Production Lines to Jobs Shops"

Thomas Gilmore and James Krantz, "Resolving the Dilemmas of Ad Hoc Processes: Parallel Processes as Scaffolding"

Paul Berman and Beryl Nelson, "Replication: Adapt or Fail"

Lee Frieman, "Public Sector Innovations and Their Diffusion: Economic Tools and Managerial Tasks"

Ellen Schall, "Notes from a Reflective Practitioner of Innovation."

Donahue, John D., ed. *Making Washington Work: Tales of Innovation in Federal Government*. Brookings Institution: Washington. 1999.

With fourteen chapters, each dealing with an Innovations Award-winning program of the federal government.

Chapters by: John Buntin, John Donahue, Kristin Lundberg, Dalit Toledano, Laura Ziff and John Trattner.

With a forward by Alan Altshuler and Patricia McGinnis.

Graham, Mary. *Democracy by Disclosure: The Rise of Technopopulism*. Brookings Institution: Washington. 2002

"The spread of disclosure systems to reduce risks has created a new technopopulism. The combination of new access to standardized information and new technology, especially the growth of the Internet, has set in motion an irreversible process that involves dangers as well as opportunities. Ordinary citizens are not expected to do what government has traditionally done: encourage manufacturers, food processors, hospitals, water authorities, and other large organizations to improve public health and safety. Armed with the facts, they create pressure for change through what they buy, how they invest, where they work, how they vote, and what groups they join."

Sparrow, Malcolm. *The Regulatory Craft*. Brookings Institution: Washington. 2000.

"*The Regulatory Craft* tackles one of the most pressing public policy issues of our time—the reform of regulatory and enforcement practice. Malcolm K. Sparrow shows how the vogue prescriptions for reform (centered on concepts of customer service and process improvement) fail to take account of the distinctive character of regulatory responsibilities—which involve the delivery of obligations rather than just services.

"In order to construct more balanced prescriptions for reform, Sparrow invites us to reconsider the central purpose of social regulation—the abatement or control of risks to society. He recounts the experiences of pioneering agencies that have confronted the risk-control challenge directly, developing operational capacities for specifying risk

concentrations, problem areas, or patterns of noncompliance, and then designing interventions tailored to each problem.

"At the heart of a new regulatory craftsmanship lies the ability to "pick important problems and fix them." This beguilingly simple idea turns out to present enormously complex implementation challenges and carries with it profound consequences for the way regulators organize their work, manage their discretion, and report their performance.

"Although the book is primarily aimed at regulatory and law-enforcement practitioners, it will also be invaluable for legislators, overseers, and others who care about the nature and quality of regulatory practice, and who want to know what kind of performance to demand from regulators and how it might be delivered. It stresses the enormous benefit to society that might accrue from development of the risk-control art as a core professional skill for regulators."

(from back cover)

With forwards by Frank Keating and Patricia McGinnins.

The following book is available from Georgetown University Press
(800) 537-5487

Borins, Sanford. *Innovating with Integrity: How local heroes are transforming American government.* Georgetown University: Washington. 1998.

"*Innovating with Integrity* presents a comprehensive portrait of the local heroes—frontline public servants and middle managers—who are reinventing state and local government, and it offers practical recommendations for innovating successfully.

"Based on a study of more than 200 successful government innovations, this book is the first large-scale, systematic analysis of innovation in American government. Sanford Borins identifies the components of integrity that he finds in successful innovators, including the intellectual discipline to plan rigorously and to establish measurable goals; the ability to collaborate with others and accommodate criticism; and a willingness to mobilize both the private sector and the community.

"This trenchant analysis of what initiatives actually work and why contributes to both the practice and theory of public management. Its practical advice will be especially valuable for frontline workers, public managers, union leaders, agency heads, politicians, and all concerned with reforming government." (from back cover)

With a forward by Alan Altshuler.

The following book is available from Harvard University Press
(617) 495-2606

Nye Jr., Joseph S., Philip D. Zelikow, David C. King, eds. *Why People Don't Trust Government.* Harvard University Press: Cambridge, MA. 1997.

"Confidence in American government has been declining for three decades. Three-quarters of Americans said they trusted government to do the right thing in 1964. Today, only a quarter do. Why the decline? Is this mistrust a healthy reflection of America's longstanding skepticism of a strong state? Is the mistrust a problem for the future of governance?"

"Bringing together essays by leading Harvard scholars, this book explores the roots of mistrust. It first examines government's current scope, its actual performance, and citizens' perceptions of its performance. It then assesses many possible explanations that have been offered for the decline of trust, including the end of the Cold War, elevated expectations following World War II, a weakened economy, the effects of globalization, resentment over political scandals, and incompetence of bureaucrats. The book clarifies thinking about the sources of public disaffection.

"Mistrust, the contributors find, is largely unrelated to national economic conditions, to challenges of a global economy, to the Cold War, or to bumbling bureaucrats and venal politicians. Rather, they show that the most likely culprits are all around us—an interacting blend of cultural and political conflicts stirred by an increasingly corrosive news media." (from the back cover).

Includes the following essays:

Ernest May, "The Evolving Scope of Government"

Derek Bok, "Measuring the Performance of Government"

Gary Orren, "Fall from Grace: The Public's Loss of Faith in Government"
Robert Lawrence, "Is It Really the Economy, Stupid?"
Jane Mansbridge, "Social and Cultural Causes of Dissatisfaction with U.S. Government"
David King, "The Polarization of American Parties and Mistrust of Government"
Richard Neustadt, "The Politics of Mistrust"
Ronald Inglehart, "Postmaterialist Values and the Erosion of Institutional Authority"
Susan Pharr, "Public Trust and Democracy in Japan"
Joseph Nye Jr. and Philip Zelikow, "Conclusion: Reflections, Conjectures, and Puzzles."

The following books are available from Jossey-Bass, Publishers
350 Sansome St., San Francisco, CA 94104
(415) 433-1740

Levin, Martin A. and Mary Bryna Sanger. *Making Government Work: How Entrepreneurial Executives Turn Bright Ideas Into Real Results.* Jossey-Bass: San Francisco. 1994.

"Government *can* make things work. Bright ideas and policy choices may grab all the attention, but they are not enough to produce policy success. Management matters because that is often where policy and programs succeed or fail. In this inspiring look at leadership and management in government, Martin Levin and Mary Sanger demonstrate that innovative policy programs are only as good as the managerial skills of the executives who carry them out. They detail the key characteristics of successful innovations and the managerial skills of effective government entrepreneurs.

"*Making Government Work* uses success stories drawn from a broad range of innovative public programs and agencies to reveal how executives bring about public sector innovation, and the ways in which every public manager can improve public performance." (from jacket)

Osborne, David and Peter Plastrik. *The Reinventor's Fieldbook.* Jossey-Bass: San Francisco. 2000.

"Presenting more than 70 tools, *The Reinventor's Fieldbook* includes hundreds of practical "lessons learned," "do's and don'ts," "steps to take," and "pitfalls to avoid" in public management and governance. Based on dozens of case studies from five countries, it covers the waterfront of high-performance public organizations, including: customer choice and customer service standards; performance measurement, performance management, and performance budgeting; employee empowerment and labor-management partnerships; managed competition and asset privatization; partnerships with communities; cultural change strategies; and administrative system reform." (from back cover)

Popvich, Mark G. ed. *Creating High-Performance Government Organizations.* Jossey-Bass: San Francisco. 1998.

"Are you dissatisfied with how your organization works—frustrated by the complications of getting things done or the inability to show real results? Or are you part of a good organization but want to make it a great one? If you answer yes to either of these questions, this book was written for you.

" *Creating High-Performance Government Organizations* presents practical advice and tools that managers and innovators at every level of government can use in molding their organizations into results-oriented, mission-driven operations. Developed by a top-notch writing team under the auspices of the Alliance for Redesigning Government, these recommendations are rooted in the author's years of experience in the public and private sectors, and in thorough research into the theory and practice of organizational transformation. Most importantly, the authors draw on the real-world experience of front-line innovators and on ideas that were field-tested through the team's work with an array of public agencies.

"The more than three dozen cases presented here will help you understand what high-performance organizations are and develop a clearer understanding of the preconditions to major change, the steps essential to getting started, and ways to overcome common roadblocks. This book details the eight characteristics common to high-performance agencies, illustrating each with concrete examples. And chapters on budgeting, human resources, and procurement systems show you how these critical central management functions can be strengthened to support change, performance, and accountability." (from jacket)

Writing team includes: Jack Brizius, Gail Christopher, Barbara Dyer, Susan Foster, Martha Miller, Mark Popvich, and Susan Resnick-West.

With a forward by David Osborne

The following book is available from Plume Publishing
Contact Penguin Publishing

Osborne, David and Ted Gaebler. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector.* Plume: Reading, Massachusetts. 1992.

"*Reinventing Government* details the most revolutionary idea of our time—an idea whose time has come. Its authors give proof positive that government does not have to be a gigantic and inefficient bureaucracy. Instead, it can govern in the true sense of the word, by tapping the tremendous power of the entrepreneurial process and the force of the free market. In case after case, the authors show how this approach already has proven its worth all over the country—in schools, in slums, in sanitation, in a host of other areas where enterprising and innovative public officials have delivered a far bigger public service bang for every budgeted buck. To cut taxes and improve services at the same time may seem too good to be true. Yet now we have in our hands a way to make it come true—if we and politicians of all parties and persuasions read it and use it. (from back cover).

The following book is available from the University of California Press, Order Department,
(800) 822-6657

Barzelay, Michael and Babak J. Armajani. *Breaking Through Bureaucracy.* University of California: Berkeley. 1992.

"This book attacks the conventional wisdom that bureaucrats are bunglers and the system can't be changed. Michael Barzelay and Babak Armajani trace the sources of much poor performance in government to the persistent influence of what they call the bureaucratic paradigm—a theory built on such notions as central control, economy and efficiency, and rigid adherence to rules. Rarely questioned, the bureaucratic paradigm leads competent and faithful public servants—as well as politicians—unwittingly to impair government's ability to serve citizens by weakening, misplacing, and misdirecting accountability.

"How can this system be changed? Drawing on research sponsored by the Ford Foundation/Harvard University program on Innovations in State and Local Government, this book tells the story of how public officials in one state, Minnesota, cast off the conceptual blinders of the bureaucratic paradigm and experimented with ideas such as customer service, empowering frontline employees to resolve problems, and selectively introducing market forces within government. The authors highlight the arguments government executives made for the changes they proposed, traces the way these changes were implemented, and summarizes the impressive results. This approach provides would-be bureaucracy busters throughout the United States with a powerful method for dramatically improving the way government manages the public's business.

"Generalizing from the Minnesota experience and from similar efforts nationwide, the book proposes a new paradigm that will reframe the perennial debate on public management. With its combination of carefully analyzed ideas, real-life examples, and closely reasoned practical advice, *Breaking Through Bureaucracy* is indispensable to both public managers and students of public policy and administration." (from back cover)

With a forward by Alan Altshuler.

The following book is available from Island Press, 1718 Connecticut Avenue, Washington, DC, 20009

Levitt, James N. (ed.). *Conservation in the Internet Age: Threats and Opportunities.* Island Press: Washington. 2002.

"The Internet and advanced logistics networks are enabling vast changes on the physical and social landscape, helping to generate both positive and negative impacts on our efforts to conserve land and biodiversity. Unfortunately, new networks appear to be powerful enablers of decentralization, facilitating sprawling development into previously remote areas. At the same time, emerging technologies have led to tremendous innovations in conservation science and resource management, as well as education and advocacy efforts.

Conservation in the Internet Age offers fresh and valuable perspectives regarding the linkages among trends in land use, technology, and conservation, and highlights a set of novel and complex challenges facing the land and biodiversity conservation community in the decades ahead."

With a forward by Thomas J. Vilsack, Governor of Iowa.

INNOVATIONS WINNERS

Below is a list of academic research generated by Innovations award-winning programs. To obtain copies, please contact the programs directly. Contact information is available on the Innovations website: www.innovations.harvard.edu

Additional information regarding Innovations award-winning programs, including press citations and reports, can be obtained from the programs directly. Contact information is available on the Innovations website: www.innovations.harvard.edu

Year: 1986 Policy Area: Social Services
Program Name: One Church/One Child Minority Adoption Campaign

Developed college-level curriculum in conjunction with the National Baptist Convention.

Year: 1987 Policy Area: Human Services
Program Name: Parents as Teachers

-Pfannenstiel, J., and Seltzer, D. Evaluation Report: New Parents as Teachers Project. Overland Park, Kan.: Research & Training Associates, 1985;

-Pfannenstiel, J., and Seltzer, D. New Parents as Teachers: Evaluation of an Early Parent Education Program. Early Childhood Research Quarterly, 4, 1-18, 1989;

-Pfannenstiel, J. New Parents as Teachers Project: A Follow-Up Investigation. Overland Park, Kan.: Research & Training Associates, 1989;

-Pfannenstiel, J., Lambson, T., and Yarnell, V. Second Wave Study of the Parents as Teachers Program. Overland Park, Kan.: Research & Training Associates, 1991;

-Pfannenstiel, J., Lambson, T., and Yarnell, V. The Parents as Teachers Program: Longitudinal follow-up to the second wave study. Overland Park, Kan.: Research & Training Associates, 1996;

-Drazen, S. and Haust, M. Raising reading readiness in low-income children by parent education. Paper presented at the annual meeting of the American Psychological Association, August 1993;

-Drazen, S., and Haust, M. The effects of the Parents and Children Together (PACT) Program on school achievement. Binghamton, N.Y.: Community Resource Center, 1995;

-Coleman, M., Rowland, B. & Hutchins, B. Parents as Teachers: Policy implications for early school intervention. Paper presented at the 1997 annual meeting of the National Council on Family Relations, Crystal City, Va., November, 1997;

-Parents as Teachers: Kindergarten screening final report. Rutherford County, Va.: Rutherford County Schools, May 1998;

-Wagner, M. and McElroy, M. Home, the first classroom: a pilot evaluation of the northern California Parents as Teachers project. Menlo Park, Calif.: SRI International, 1992;

-Wagner, M. Evaluation of the National City Parent as Teachers Program. Menlo Park, Calif.: SRI International, 1993;

-McGilly, K., Winter, M., & Strube, M. (2000). Linking neuroscience and education to improve parenting of young children. St. Louis, Mo.: Parents as Teachers National Center, Inc.;

-McGilly, K. (2000) Chicago Born to Learn™ Neuroscience Project: Final report to Robert R. McCormick Tribune Foundation. St. Louis, Mo.: Parents as Teachers National Center, Inc.

Year: 1988 Policy Area: Human Services

Program Name: Project Match

We have published our own research reports. For a list of these, please visit www.pmatch.org and see the list of publications.

Year: 1992 Policy Area: Human Services

Program Name: Humanitas

-Educational Leadership, "Hooking Kids with Humanities", Neil L. Anstead, September, 1993.

Year: 1992 Policy Area: Social Services

Program Name: Child Assistance Program (CAP)

-"Child Assistance Program: Five Year Impacts, Costs and Benefits" -ABT Associates 10/96

Year: 1994 Policy Area: Management and Governance

Program Name: Oregon Benchmarks

There have been many assessments of the Progress Board. Here are the ones that are easily retrievable:

Indicators: A Tool for Joint Implementation - The Cases of Jacksonville and Oregon, Heike Koitka, University of Dortmund, Arbeitspapier 17, July 2001

States, Citizens and Local Performance Management, Pat Dusenbury, Blaine Liner, Elisa Vinson, The Urban Institute, September 2000

The Oregon Benchmarks: Changing Systems by Stealth, A Success Story in the Making, Center for Community Enterprise, Vancouver, British Columbia, October 2000.

Toward Better Use of Benchmarking in State Government: Learning from the Oregon Effort, Shuichi Kaneko, Master Thesis, University of Oregon, School of Architecture and Allied Arts, Department of Public Policy and Administration, June 2000.

The Oregon Benchmarks Program: The Challenge of Restoring Political Support, Pamela Varley, Harvard University, Kennedy School of Government, December 1999.

Oregon: A Performance System Based on Benchmarks, Government Accounting Standards Board, Jay Fountain, Principal Researcher, 1999.

Aiming for Accountability: Oregon, Priscilla Little, Harvard Family Research Project, Harvard University, 1998

State Strategic Planning: Suggestions from the Oregon Experience, Gerald Kissler, et.al., Public Administration Review, 58(4), 1998.

Oregon Shines: Updating Oregon's Strategic Plan, William P. Kittredge and Gerald Kissler, The Social Science Journal, 35(4), 1998.

The Oregon Option, A Federal-State-Local Partnership for Better Results, Christina Macy, The Annie E. Casey Foundation, 1997.

Towards Results-Oriented Intergovernmental Systems: A Historical Look at the Development of the Oregon Option Benchmarks, A Report from a Panel of the National Academy of Public Administration, NAPA, July 1996.

Oregon Benchmarks Assessment Project, Harry Hatry and John Kirlin, Unpublished, June 1994.

Year: 1994 Policy Area: Management and Governance
Program Name: Citywide Central Insurance Program

-International Journal of Public Administration Vol 19 Number 7..1996
published a definitive article on the public/private approach

Year: 1994 Policy Area: Human Services
Program Name: Partnership for Long-Term Care

-"Britain studies state's model for health care," Times Union, 1/7/97.

Year: 1995 Policy Area: Community Services
Program Name: Elder CHOICE

The following list is representative, but not inclusive, of research/publications prompted by and/or inclusive of input by MassHousing relative to our Elder CHOICE program:

-The Guide to Assisted Living and State Policy (May 1995) and State Assisted Living Policy 2000, both written and produced by the National Academy for State Health Policy;

-Affordable Assisted Living: Options for converting or expanding housing to Assisted Living, by the American Association of Homes and Services for the Aged. 1998.

-Interim Report on Affordable Assisted Living, American Association of Massachusetts Homes and Services for the Aged, 1996;

-Affordable Rental Housing for Massachusetts Elders, prepared by CHAPA, May 1996.

Year: 1996 Policy Area: Social Services
Program Name: Greater Avenues for Independence

-Professor Eugene Bardach, Graduate School of Public Policy, University of California, Berkeley. Improving the productivity of Jobs Programs - 1993.

-The Florida Senate Select Committee - Welfare-to-Work Transitions - October 1995

Year: 1997 Policy Area: Capital and Environmental Services
Program Name: Land Recycling Program

-Brownfields: Information on the Programs of EPA and Selected States, US General Accounting Office, (GAO-01-52, Dec. 15, 2000).

-Assessment of State Initiatives to Promote Redevelopment of Brownfields, prepared for: US Department of Housing and Urban Development, Office of Policy and Research by ICF Consulting and The E.P. Systems Group, Inc. (HC #5966, Task Order 13) December 1999.

-Pennsylvania's Land Recycling Program: Solving the Brownfields Problem with Remediation Standards and Limited Liability, James W. Creenan and John Q. Lewis, 34 Duq. L. Rev. 661 (Spring 1996).

Year: 1998 Policy Area: Protective Services
Program Name: Reparative Probation

--"Sentencing and Corrections: Issues for the 21st Century" (a series of Research in Brief papers) by the National Institute of Justice and the Corrections Program Office of the US Department of Justice, contains many references to and citations from the Reparative Probation program.

-Todd R. Clear and David R. Karp, *The Community Justice Ideal*, Westview, 1999

- Leena Kurki, "Restorative and Community Justice in the United States," in *Crime and Justice, a Review of the Research*, edited by Michael Tonry, Uchicago, 2000

Year: 1999 Policy Area: Social Services

Program Name: Continuum of Care

-Research by the Barnard-Columbia Center for Urban Policy at Columbia University entitled: "The Continuum of Care: A Report on the New Federal Policy to Address Homelessness".