

Iowa Reinvention Update

September 2003

REINVENTION SERVICES

The following five topics continue to be the focus of reinvention services:

- ◆ The state needs a system of performance metrics that will serve as the foundation of performance-based management of state government.
- ◆ The case needs to be made for all Iowans that better results can be achieved with the resources available only if there is fundamental change in the way things are done.
- ◆ Performance isn't what matters most to state managers and employees. Process matters most. This is not the fault of the people; it is the fault of the system. The system needs to change.
- ◆ There is a lot of internal red tape that managers and employees have to contend with. This dampens productivity and increases costs.
- ◆ There are plenty of good ideas and energy for change coming from front line employees; but sometimes their voices are not heard. The state needs a strategy for engaging and empowering front line workers.

The Deal. PSG continually provides DOM and the Governor with reinvention services that reinforce the Leadership Agenda. PSG and DOM are proceeding with a Progress Review plan to be implemented later in 2003. In July, PSG provided critiques and suggestions for Leadership Agenda performance measurements.

PSG reinvention services initiatives undertaken or ongoing during this period include:

Management Coaching. PSG continues to provide coaching to a number of directors, deputy directors and other managers. These are confidential relationships and cover a wide range of topics upon which Directors are seeking consultation services.

GSE Consultation. PSG continued weekly coaching sessions with the GSE Director on finances and creating a system of financial accountability for GSE managers. This series of half day coaching sessions is coming to a conclusion with a briefing of the DAS director on what has been learned and what steps GSE is taking to address the situation.

Weekly Reinvention Meetings. PSG held weekly reinvention review meetings with IDOM and IGOV to assess progress, solve problems, and make future plans.

Internet Based Community. The Iowa ReGov site is up and running. PSG created this internet resource to offer information about Iowa transformation principles in an interactive digital community. This community is primarily intended to serve employees in state and local government

Learning-On-The Go. The gathering of lessons learned in Phase I of Smart Spending was completed in September and a brief memo on conclusions was issued. The purpose of the Log project was to identify and discuss what worked and what didn't work during Phase I of the Smart Spending project.

Reinvention Forums. PSG has added Reinvention Forums to its Reinvention Partnership Activities. The purpose of the forums is to create opportunities for dialog and learning focused on reinventing Iowa government. The forums are being offered to Iowa employees and others who want to be more involved in the reinvention effort, who are facing challenges in their reinvention activities, or who simply want to know more about the effort.

Coordination Meeting. A staff-level monthly coordination meeting to discuss and coordinate specific project issues was initiated in September.

DHS Information Services. PSG met in September with DHS Information Services to discuss assistance PSG might provide in the review of information services across the entire agency, not just Child Welfare services. This initiative is still under discussion with a decision by DHS to occur by the end of October.

Coming to Reinvention Services in October: PSG will issue a Reinvention Update e-newsletter that will be available on the Iowa ReGov website beginning in October and issued every two weeks. The e-newsletter will feature stories about reinvention activities in Iowa and will be emailed to approximately 2000 people in Iowa. The e-newsletter will also feature links to other news related to Iowa Reinvention.

FY04 SMART SPENDING PROJECT

The foundation of Reinvention Savings was an agreement with the legislature to hold a line on taxes by better spending the money available. Phase One included identification of savings opportunities, which were adopted in the Reinvention Bill. Phase Two includes three projects that are focused on results that will make Iowans better off: Better Results for Kids in the 21st Century: Improving the Child Welfare System, Changing the State-Local Equation, and Creating Charter Agencies in State Government. During this reporting period PSG provided the following support services:

- PSG and DOM are completing work on a project monitoring system.

Specific activities on each project included:

Child Welfare Project

Child Welfare Redesign. **The design component** of The Child Welfare and Juvenile Justice Redesign ("Better Results for Kids in the 21st Century") is nearing completion. The first draft of the redesign was completed in early September. A second draft of the redesigned system was posted on Sept. 22, 2003, at <http://www.dhs.state.ia.us/BetterResultsforKids/default.asp>. A third and final draft of the design will be posted at 5:00 p.m., October 17th. This date is an extension of the original work plan by three weeks.

In the days immediately following the posting of the second draft, there was a series of very successful meetings with stakeholders. These included the Provider Interface Panel (9/23), the Legislative Monitoring Committee (9/24) and five Interface Panels (9/25). The Steering Committee also received a pre-briefing on the draft on September 18.

Throughout these meetings, people expressed support for the design but also a desire to have more time to comment on the review. This was equally true of the Legislative Monitoring Committee who wanted to be sure they scheduled a meeting before the Steering Committee made its final recommendation to Director Concannon.

As a result of these discussions Senator Tinsman, Representative Heaton, and Director Concannon agreed to extend the deadline for comment on Draft #2 of the design and push back the decision on the final design until November 7th.

This decision does not push back the implementation deadlines. Although the decision on the design will occur three weeks later, the additional time will be

spent examining implementation alternatives – something requested by the Steering Committee and stakeholder groups. The revised timeline is given below:

Revised Timeline:

10/17/03 Final Design Posted on DHS website and distributed to stakeholder groups
10/22/03 Legislative Monitoring Committee meets to review final design
10/23/03 Providers Interface Panel and Implementation Interface Panels meet concurrently to review Final Design
10/27/03 Steering Committee reviews Final Design
11/7/03 DHS Director announces decision on Final Design

Over the period September 28 – October 29, the Project Team continues to meet at least two days each week doing additional design work and meeting with various stakeholder groups.

Local Government Project

- The State and Local Government Conference focused on changing the state-local relationship, a key deliverable and outcome of Phase Two, was scheduled for October 20 and 21 at the Johnston Conference Center. PSG completed a first draft of a white paper on state-local relationships across the United States in preparation for the conference.
- Best Practices. Collection of information continues on best practices in Iowa local government. Examples are being highlighted in our bi-weekly newsletter. The areas that will be pursued include the following:

Police
Fire
Roads/public works
Technology
Purchasing
Public Health
Mental Health
Code Enforcement
Recreation
General Sharing Opportunities

The Best Practices project team is focusing on Iowa examples. Information is being gathered mainly through interviews with Iowa local officials and being complemented through existing sources, such as information at the Institute of Public Affairs at the University of Iowa.

- Flexibilities Legislation. Information is being compiled for additional legislation to provide flexibility for counties and cities.
- Innovations Fund. Rules were developed and filed for the Innovations Fund.
- County Recorder's Electronic Records Project. Initial planning meetings were facilitated to develop an action plan to move forward with implementing a state-wide approach to enabling electronic service delivery for Real Estate Records.
- Individual Projects. Facilitated meeting with City of Oskaloosa, Mahaska County, school districts and private sector to create greater coordination and collaboration on technology projects. PSG meet with several local governments to discuss possible assistance, including:
 - Franklin County Board
 - Poweshiek County Board
 - Iowa and Cedar County Boards
 - Iowa State Treasurer's Association
- Service Designs. All the service design projects will be designed to focus on creating new service delivery approaches to address identified challenges in each area. The development of alternate approaches will be an inclusive process that will involve input from a variety of stakeholders through the course of the coming months. Fire, Law Enforcement, Roads and Technology are the areas where service designs will take place. A fifth area will be determined in the future. There were several sessions in September of the Technology Service Design team, which has involved coordinating the various technology projects of the various county offices. The project is being coordinated closely with ISAC.

An initial planning session was planned for October 2nd for the Fire Protection Service Design effort.

Initial conversations and planning has occurred in September on the Roads and Law Enforcement Project.

Charter Agency Project

- All Charter Agency Agreements were completed and signed in September and Charter agencies and the project team got together for a kick-off meeting. Charter Agencies include:
 - Department of Revenue
 - Department of Natural Resources
 - Department of Human Services
 - Department of Corrections
 - Veterans' Home
 - Alcoholic Beverage Division of Department of Commerce
 - Lottery
- The First meeting of the Charter Agency Steering Committee was held on September 23. The committee will meet on the fourth Tuesday of each month.
- Charter Agency representatives for each charter agency were named.
- Charter Agency directors attended the first Charter Agency Directors' Forum on September 19. The forum is schedule monthly on the third Friday. The purpose of the meeting is for directors to rainstorm, network, get advice from one another. Support is provided by PSG and DOM.
- Chuck and Mary Lofy of PSG toured sites with Veterans' Home staff to discuss opportunities for Reinvention and initiatives the staff is undertaking.
- October 23 has been tentatively set as the date for an initial Reinvention Workshop for Charter Agency directors, their teams of 7-10 people, their Reinvention Advisors at PSG and legislators.
- Charter agencies are in the process of selecting Reinvention Advisors from PSG. These advisors will be available to assist the agencies in accomplishing their performance targets.
- Charter agencies are choosing the support they think will be most beneficial to them. PSG will then provide assistance to the agencies in those areas as part of the project.
- PSG is working with the Department of Revenue to plan a design lab and a Kaizen process that the department has requested to assist it in effective service delivery.