

# **Iowa Reinvention Update**

**August 2003**

## **REINVENTION SERVICES**

The following 5 bullets 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 following outlines PSG reinvention services initiatives undertaken or ongoing during this period:

**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 help.

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

**Reinvention Forums.** Reinvention Forums are gatherings between government employees, stakeholders and external change agents (PSG) who want to develop innovative ways of delivering government services. Reinvention Forums involve entering into dialog about what reinvention means within a particular sector of government and sharing new strategies for delivering services that customers of government value. PSG began planning a series of reinvention forums for important stakeholder groups, such as union members and leadership, business leaders, legislators, and charter agency middle managers. Our goal is to conduct at least twenty forums before Christmas. Any group or individual is welcome and encouraged to request a Reinvention Forum.

**Internet Based Community.** In August, PSG launched its new Iowa Reinvention internet based community. This site is available to view at: <http://iowa.regov.org> . Although still under construction, the website features background information on Iowa's Reinvention Partnership, as well as updated information on each reinvention project, and much more.

**Learning-On-The Go (LoG).** The purpose of Learning on the Go is to pause momentarily to reflect on how projects are proceeding. What is working, and why is it working? What is

not working well, and why isn't it? What adjustments should be made? What lessons can be learned from the process thus far?

LoG is best conducted in a safe setting in which people are able to respond honestly and openly to the above questions. From these responses common themes arise suggesting how the project can be improved and sustained. LoG is like a pause for a time-out, or like a "half-time period" in which a team goes into the locker room to assess what adaptations need to be made in the next half. Learning on the Go is a time of repair, realignment, and renewal.

Last month, PSG continued its Learning on the Go by conducting more interviews with people that were involved in the process that led to Iowa's Reinvention Legislation. PSG then worked with DOM and other Iowa state officials at a retreat to assess the initial draft of the LoG report. At the retreat, participants entered into a dialog about major themes that arose from the report such as timing, resources and resource development, leadership and partnership, the role of PSG. The major theme: The need for early and sustained inclusion and involvement of key stakeholders.

**Reinvention Campaign.** PSG finished its development of a reinvention campaign centered on keeping Iowans informed of the process of transformation underway throughout the state. Beginning in September PSG will issue a bi-monthly newsletter containing up-to-date information on Iowa's reinvention activities.

#### **FY04 SMART SPENDING PROJECT**

**Smart Spending.** 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 21<sup>st</sup> 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 worked with DOM to finalize a project monitoring system and payment protocols.
- PSG and DOM held a retreat to discuss Chuck Lofy's *Learning on the Go*, which captured lessons from the first phase of Smart Spending. Retreat participants provided input and reaction to Chuck's preliminary conclusions. In September, Chuck will be meeting with other participants in the process to get feedback before the final report is issued.

Specific activities on each project included:

### **Better Results for Kids in the 21<sup>st</sup> Century**

The month of August witnessed substantial and important progress on the Child Welfare project. During this period a first draft of the "cornerstone product" of this project, the Design of the Child Welfare and Juvenile Justice system was completed. It was the project's most productive month to date.

Draft Design Completed: The month began with the finalization of the Design Parameters (see attached). This document gives "directions" to the designers. It describes their objective, the essential issues that they must address, the assumptions they must work within, and the constraints that they must not violate.

On August 18-19, the much-awaited and seminal two-day Design Retreat was held in Williamsburg. Participants included national child welfare experts, front line staff from both Iowa's Juvenile Justice Services and DHS, a young woman "graduate" of the child welfare system, an expert on post-secondary educational systems, and public sector service design professionals from PSG – sixteen participants in all.

The retreat was open to the public, with approximately 55 different people attending over the two-day period. This characteristic of the retreat added a level of complexity not typically a part of PSG design retreats. For example, we carefully prepared a set of protocols for public observers (enclosed). We wanted to give them a meaningful experience while not compromising the work at hand. We also developed alternative refreshment and eating arrangements for the two groups, because we did not think observers should be able to spend extended periods of time with the designers. We also made available copies of all materials including background notebooks for the observers. DHS public information officer, Roger Munns, attended the entire retreat and selected DHS leaders rotated their attendance so that knowledgeable people were always available to handle any media inquiries.

We laid-out the retreat so that participants would immediately be forced to immerse themselves in the task at-hand. The retreat began with a dramatic reading of the "Listening to Iowa" report. This reading was done by three actors from Coralville who brought to life the voices of the kids and families in front of an ever-changing backdrop of kids faces. They concluded with a Stephen Sonnheim poem about children.

We immediately went into a "flash round" of brainstorming on how to significantly improve the results delivered to kids and families. By 10:30 AM we had nine flip charts full of ideas from the participants. In the afternoon participants developed a second set of ideas on altering the system; in this iteration they built cause-and-effect diagrams that started with the results that Iowa seeks to purchase.

Retreat participants worked until 8 PM the first day. We reconvened the next morning with a suggested framework of significant ideas that had been developed during the first day. Across the second day, participants deepened the design around the most powerful ideas they had proposed. By the end of the retreat we had the framework for a draft design.

Over the final ten days of August, PSG developed a preliminary

design. We then met in a two-day retreat (August 27 – 28) with the Project Team in Des Moines. In this retreat every design element proposed by PSG was reviewed, prioritized and deepened – as time allowed. PSG then took the outcomes of this intensive effort and drafted “The First Draft of A Redesigned System.” This draft includes 25 pages of narrative and 21 overheads (see two attached files).

In the narrative we took the unusual step of not only presenting the agreed upon design ideas, but we included comments on “the range of ideas considered.” This is analogous to letting readers see into the design process and have knowledge about those segments “left on the cutting room floor.” We believe this transparency is important for this particular process.

The First Draft Design is being rolled out during the first nine days of September. The following excerpt from the Design document provides an overview of this rollout effort:

In the coming weeks, the Project Team will continue to develop the design while the following groups will review the design and provide input:

- DHS and Juvenile Justice staff,
- The Stakeholder Panel,
- The Provider Interface Panel,
- Seven different planning implementation sub-teams,
- The Legislative Monitoring Committee,
- A cross-section of Iowans via town meetings, and
- The Iowa Project Steering Committee.

These efforts will yield a revised and deepened design. This design product is intended to shift from one initially presented by the Public Strategies Group to one shaped and owned by those in Iowa concerned about the future of the state’s child welfare and juvenile justice system. Anyone wishing to submit feedback or suggest alternative design ideas is encouraged to do so.

Moving Toward Agreement on Outcomes: Also during August, work continued on the development and agreement on outcomes, indicators and performance measures. Although final resolution has not yet occurred, it is very close. Currently the Project Team with advice from the Stakeholder Panel and the Design Retreat participants (with PSG facilitating these sessions) is working with this list:

- For children:
  - Safety
  - Permanency
  - Well-Being
  - Academic preparation & skill development
- For communities
  - Rehabilitation of offenders
  - Safety for the community

It is important to note the design is independent of the actual outcomes, indicators, and performance measures finally agreed upon.

First Meeting of Legislative Oversight Committee: On August 18<sup>th</sup> the Legislative Oversight Committee had its first of four scheduled meetings to review this project. In addition, with the approval of Director Concannon, PSG has personally briefed each of these legislators by driving to their home towns and walking them through the proposed design before it is being made available to the public.

Expert Panel: In early August final consulting contracts were reached between PSG and the four national experts comprising the project's expert panel. Some of these individuals authored background papers that were included in the briefing book prepared for the Design Retreat. All of them are being sent the Draft Design accompanied by a set of questions that they are to answer in a written critique, to be submitted to PSG by September 12.

A Focus on Communications: During August the PSG child welfare team made a concerted effort to intensify its communications efforts

with the media and state government leaders. Working closely with Director Concannon and Roger Munns, we attempted to give everyone as much advance notice as possible on upcoming project events. For example, on August 15, we released a schedule of all design activities covering the period August 15 – October 15. This affords people an opportunity to look ahead in terms of when and where they can offer input on the design. We also kept the Governor and Lt. Governor's office apprised of the evolving schedule and made sure that they – like the Legislative Monitoring Committee had advanced copies of materials.

**Looking Ahead:** The month of September will be an intense period of briefing the State on the design (Sept 2 – 9), receiving feedback, and working with the Project Team and Steering Committee to arrive at a final Design. On October 6 the Steering Committee is slated to make its final recommendation to Director Concannon who has promised that he will decide on the final design no later than October 15.

### **Local Government Project:**

August was also a productive month for this project. We initiated research into Iowa's best practices in city and county services, the results of which will eventually be posted as shining examples for others to copy. We also started development of a package of flexibilities for cities and counties that will become a legislative proposal next session. We designed the State-Local Conference and Summit concept to develop new state and local government framework and received support from ISAC, League, Governor, Lt. Governor and Legislative Leaders. We initiated planning for the Innovation Fund, with target date of mid-September to name Committee members.

All of this work was conducted in a broadly collaborative manner in numerous discussions with city and county leaders, including the following meetings:



- Aug 4<sup>th</sup> -Meeting with Dallas County Supervisors re: possible reinvention ideas
- August 6<sup>th</sup> - Discussion with Peggy Smalley, Audubon County Treasurer and Wayne Walter, Winneshiek County Treasurer, regarding Treasurers taking a leadership role in assisting cities and county.
- August 7<sup>th</sup> – discussions re: Technology Service Design
- August 7<sup>th</sup> – discussions re: Flexibilities Package
- August 8<sup>th</sup> – meeting with Bob Layton, Urbandale City Manager re: reinventing state-local relationship and possible assistance with sharing initiative
- Strategy session with League of Cities re: changing the state and local relationship and legislative education on League issues
- August 12<sup>th</sup> – meetings with Legislative Republican Leaders re: changing the state and local relationship and conference, summit concepts
- August 12<sup>th</sup> – County Recorders Task Force – real estate technology modernization planning meeting
- August 13<sup>th</sup> – meeting with Paul Coates, Iowa State University Public Policy \_\_\_\_\_, to review concepts of work plan and discuss state and local relationship
- August 20<sup>th</sup> – meeting with Urban Mayors regarding reinventing the state and local relationship
- August 21<sup>st</sup> – meeting with George Oster, re: Fire Best Practices and Service Design
- August 21<sup>st</sup> – meetings with Democratic Legislative Leaders regarding strategy to reinvent the state and local relationship.
- August 21<sup>st</sup> – meeting with ISAC regarding changing state and local relationship
- Preparation of Franklin County memo and discussion with presentation to Board of Supervisors on August 25<sup>th</sup>
- August 22<sup>nd</sup> – facilitated County Recorder's Task Force on modernizing the real estate recording system.
- Discussions with ISAC technology affiliate, ISAIT, to discuss service design
- August 28<sup>th</sup> -Meeting with Mahaska County and City officials, including meetings re: technology sharing, addressing code enforcement, and overall sharing initiatives

## **Charter Agency Project**

- In August, Paul Carlson, representing the State of Iowa, and PSG met with the directors of each of the six charter agencies to answer questions and gather feedback on their individual visions for success in the coming year.
- PSG held Strategy Meetings with DOM, agency directors, Paul Carlson and other charter agency personnel as the need arose. There were approx. 14 such meetings total. These meetings were convened to answer questions and resolve concerns about "charter status" as they occurred.
- PSG entered into dialog with DOM about the Charter Agency Project's performance reporting. Several existing reporting plans will be integrated into a final schedule of quarterly performance reporting, which will incorporate the suggestions of charter agency directors.
- Paul Carlson and PSG met with DOM on August 26<sup>th</sup> and 28<sup>th</sup> to discuss AFSCME's questions about charter agency flexibilities.

## **UPCOMING EVENTS**

- PSG is continuing a Learning-On-The-Go (LoG) assessment of accomplishments and lessons learned in past months regarding the Smart Spending project. When completed on September 30<sup>th</sup>, the assessment will incorporate a valuable dialog between PSG and public officials regarding what has been learned in the early stages of transformation in Iowa government. On Sept 14<sup>th</sup>, PSG will meet with DOM to formally review the LoG report. On Sept 24<sup>th</sup>, the LoG findings will be presented to all those interviewed by PSG.
- PSG will continue to conduct Learning on the Go studies in all of the individual projects, including Charter Agencies,

State and Local Government Relations, and Child Welfare and Juvenile Justice Reform, and Reinvention Services.

- Over the next several months PSG will be producing White Papers on human resource, procurement, budget and regulatory reform.
- The Iowa reinvention internet community is undergoing construction and will soon contain new information about Iowa's transformation as well as new tools to help bring together groups of informed Iowans interested in becoming more involved in the reinvention process.
- A series of Reinvention Forums, featuring the principles of reinvention, will be held in the coming months. These Forums will be tailored to best serve and inform specific groups within Iowa State Government currently involved in transformational efforts.
- A new bi-monthly reinvention newsletter will begin to circulate. This newsletter will contain updates on reinvention activities occurring throughout the state and will feature transformational principles that have helped guide Iowa's reinvention.

#### Phase 2 Smart Spending Project:

- More stakeholder panels (4) and steering committee meetings are planned in locations throughout Iowa next month.
- The Child Welfare Design Team will hold several meetings and public gatherings to review and revise the draft design.
- Newly revised Charter Agency charter agreements will be signed.
- A charter agency steering committee will be created with representatives from PSG, DOM, DAS, IGOV, AFSCME, and each charter agency.