

Iowa Reinvention Update

April 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:

The Deal. Reinvention Savings, as key aspect of the Executive Budget, was adopted by the legislature in its "Reinvention Bill." The foundation of Reinvention Savings was an agreement with the legislature, holding a line on taxes by better spending the money available. This is the basis of the Smarter Spending Project. During this reporting period PSG supported the Governor and Lieutenant Governor in working with the Legislature as it developed and passed the Reinvention Bill.

Performance Results The Public Strategies Group is working with DOM to finalize a measurement and reporting system for the Governor's leadership agenda and to establish annual progress indicators that reflect the extent to which goals have been achieved. PSG and DOM are proceeding with a plan to implement the strategy with the first Iowa progress Review to be held in July of 2003. In this reporting period, PSG worked with DOM to complete GLA measures and to develop a reporting protocol.

Flexible Performance Agreements During this reporting period, PSG worked with DOM and department directors on improving Flexible Performance Agreements.

Management Coaching PSG continues to provide coaching to a number of directors, deputy directors and other managers. These are confidential relationships.

Reinvention Workshop Teams. Work continued on the video celebrating the accomplishments of the Reinvention Workshop Teams. The video will serve as a presentation to the Governor and Lt. Governor and also be useful in recruiting more teams to reinvent their jobs.

IPL Workshop. PSG continued to assist in planning the Institute for Public Leadership workshop for next fall.

Breakfast of Transformation Champions. PSG met with transformation champions at their monthly meeting.

Courage Workshop. PSG began planning for a Courage Workshop that will be presented in late May at the cabinet retreat.

PROJECT ADDENDA

- Work continued under the Smarter Spending Addendum. As the Reinvention Bill was being adopted as part of the budget, PSG began refining workplans for the results side of the Smarter Spending Addendum. During the final days prior to committee hearings and

legislative action on Smart Savings proposals, PSG worked with legislators to keep them informed on planning for improved results.

- No other addenda have been entered into.

UPCOMING EVENTS

- PSG is planning to conduct debriefing interviews and a retreat focused on the budgetary savings phase as part of the reinvention partnership "Learning on the Go" component.
- PSG will present a Courage Workshop as part of the cabinet retreat in late May.
- Over the next several months PSG will be producing White Papers on human resource, procurement, budget and regulatory reform.
- PSG is working with AFSCME to reinvigorate the Partners for Progress labor management initiative. The reinvigorated initiative will provide an opportunity for front-line teams to get unusual support in improving performance results.

Iowa Reinvention Update

May 2003

REINVENTION SERVICES

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

The Deal. In April & May PSG continued to provide DOM and the Governor with reinvention services that reinforce the Leadership Agenda. In April, PSG submitted a report to the Governor suggesting he make quarterly Reviews on progress made in his Leadership Agenda. PSG and DOM are proceeding with a plan to implement the strategy with the first Iowa progress Review to be held when performance metrics are more complete. Last month, PSG continued to support IDOM in refining measures for the Governor's and Lt. Governor to report to Iowans on progress against GLA goals.

Reinvention Performance. Met with Gov, COS, and IDOM director to review progress thus far and discuss issues about the upcoming months.

Management Coaching. PSG continues to provide coaching to a number of directors, deputy directors and other managers. These are confidential relationships.

"Spring Planting" Retreat. In May, PSG assisted in the planning of the Governor's "Spring Planting" Retreat.

Courage Workshop. PSG delivered a Courage Workshop in late May at the Governor's "Spring Planting" Retreat. This presentation offered Iowa leaders renewed energy to blaze a trail of transformation in government service.

Reinvention Workshop Video. Produced and delivered a video "Winners" highlighting members of the Governor's cabinet.

Iowa Values Posters. Produced and delivered five posters depicting Iowa Values for the Governors cabinet.

Flexible Performance Agreements. Last month PSG reviewed and commented on the final drafts of flexible performance agreements between the Governor and Directors.

Cabinet Retreat. PSG assisted IDOM in early planning for the summer cabinet retreat.

Performance Budgeting. Developed presentation to IDOM on the Washington "Priorities of Government" budget process and how it might be adapted and improved in Iowa for FY05.

DGS Consultation. Held the first of five consultations with DGS leadership to develop financial recovery strategy and strategy for funding future change efforts.

Weekly Reinvention Meetings. Held weekly reinvention review meetings with IDOM and IGOV.

GovDocs Presentation. Arranged and facilitated a presentation by representatives of GovDocs and ITD, DHS, and other managers who might be interested in this web technology.

FY04 SMARTER SPENDING PROJECT

The Smarter Spending Addendum revved up for the implementation portion of the project. As the "Reinvention Bill" was passed, signed and included as part of the budget, PSG began preparing for the implementation phase of the Smarter Spending Addendum. The three projects began to refine their draft workplans. Child welfare began their design and listening phase, conducted focus groups and gathered feedback from stakeholder panels. Charter agencies continued to recruit departments. The local government project team made contact with city and county officials to discuss the services PSG will provide through the next year. Below is an outline of activities of each of the three projects in May:

- Meeting with Jim Chrisinger, Legislative Service Bureau regarding reporting issues over the next year.

Charter

- Strategy meetings to expand and package Charter Agency benefits
- Meeting with Mike Ralston regarding Charter Agency benefits on May 9th
- Meeting with Mike Ralston and Cindy Morton regarding Charter Agency benefits on May 29th.
- Discussion with Liz Christiansen, DNR, regarding Charter Agency benefits, May 30th
- Set up PSG-DOM Phase Two Charter Team
- Scheduled design workshop for early June

Child Welfare

- Began appointing five different teams, totaling nearly 100 people
- First stakeholder panel met
- Project Team meeting weekly
- Two prepare-for-success meetings occurred in May to launch the reorganization project
- Project Team has met weekly
- Experiences from other states have been collected (further collecting is underway)
- CW resources engaged a panel of 5 national experts under retainer to PSG

Local Government

- Information provided to legislative staff regarding Innovations Fund
- Preparation of paper explaining ways local governments can achieve reinvention efficiencies for Senate and House Members
- Preparation of Op-Ed for the Quad City Times on opportunities for local government reinvention
- Discussions with Bill Peterson, ISAC, throughout the month regarding legislation and work plan
- Discussions with John Easter, ISAC, throughout the month regarding legislation and work plan
- Discussions with Susan Judkins, League of Municipalities, regarding legislation and work plan
- Discussions with Mahaska County community leaders regarding work plan and possible assistance, planning for meeting
- Meeting with Story County and Clarke County officials regarding work plan
- Discussion with County Recorders regarding technology project
- Discussions with additional local governments officials throughout the month
- Attended League of Cities May 28th work session on managing the reductions
- Preparation of draft work plan

UPCOMING EVENTS

- PSG will attend the 2003 Iowa Conference on June 23rd. Attendees will hear a presentation featuring an "Iowa Blueprint" for the future including a display available for viewing in the demonstration room.
- PSG is conducting a Learning-On-The-Go assessment of reinvention activities from the past five months. When completed the assessment will contain interviews from PSG, DOM, legislators, directors and many other individuals, concerning valuable information that has been learned about the process of transformation in Iowa government.
- More town meetings (9), stakeholder panels (6), focus groups (17), and interviews (45) are planned in locations throughout Iowa in June and July. These gatherings are intended to flesh out design plans for the reorganization of the child welfare system.
- The Child Welfare team plans to hold approximately 10 DHS staff briefings involving over 250 DHS staff. Developed an INTRANet site for all DHS employees to keep abreast of developments.
- Plans are made to build a "better results for kids" subsection of the DHS public website that is available to all.

- Over the next several months PSG will be producing White Papers on human resource, procurement, budget and regulatory reform.
- PSG is working with AFSCME to reinvigorate the Partners for Progress labor management initiative. The reinvigorated initiative will provide an opportunity for front-line teams to get unusual support in improving performance results.

Iowa Reinvention Update

June 2003

REINVENTION SERVICES

The following 5 bullets continue to be the focus of reinvention services:

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

The Deal. In June, PSG continued to provide 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 in later in 2003. Last month, PSG continued to support IDOM in refining measures for the Governor and Lt. Governor to report to Iowans on progress against GLA goals.

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.

June 23rd Iowa Conference. PSG presented the Iowa Blueprint at the Iowa Conference on June 23rd and produced a display of transformation strategies available for view in the demonstration room. As a result many of the state's key managers have a better understanding why the Governor has undertaken to transform state government and what is involved in doing so.

Reinvention Workshop Video. PSG produced and delivered a video, "Winners," highlighting members of the Governor's cabinet. This video was shown at the Cabinet Retreat.

Cabinet Retreat. PSG helped plan annual Director's retreat with the Governor and Lt Governor. In addition, PSG delivered two sessions at the retreat; one on debriefing the Smart Spending Project and the other on explaining the state of Washington's "Priorities of Government" budget.

Iowa "Market Budgeting" Video. PSG Produced a short, animated video for the Cabinet Retreat introducing the concept of performance budgeting.

DGS Consultation. PSG continued weekly coaching sessions with the DGS Director on finances and creating a system of financial accountability for DGS 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 DGS is taking to address the situation.

Meeting with Accountable Government Advisory Team. PSG met with the GAT at their regular monthly meeting to review with them PSG's Reinvention Partnership with the state and discussed using that group as a sounding board for some Partnership ideas and initiatives.

Meeting with Mollie Anderson, John Gillespie and Pat Deluhrey. PSG responded to these directors' interest in data center consolidation and entrepreneurial management. PSG has been consulted throughout the month on various issues leading up to the inauguration of DAS and the application of entrepreneurial management as a strategy for funding and managing all DAS services.

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

FY04 SMARTER 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 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 continued planning and development activities on the three Smart Spending Projects as follows:
- Workplans were developed for each project and a summary of each project's workplan, expected results and related issues was provided to the DOM Director, the Governor and Lt. Governor for their review and approval.

Specific activities on each project:

Better Results for Kids in the 21st Century

- Appointment of team members, which started in May, was completed in June. All teams were appointed. There are five teams with total membership of nearly one hundred people. The stakeholder panel has a membership of close to 70.
- The stakeholder panel held its second meeting in June and will meet monthly through December 2003.
- The Project Team
 - Continued its weekly meetings
 - Hosted eight Town Meetings in June
 - Collected experiences from nine other states and prepared a report on that experience
 - Arranged interviews and recruited focus group participants
- Kevin Concannon and the project team reached agreement on a panel of five national experts who will be under retainer to PSG and contracts are currently being negotiated.
- Listening sessions, which will have included more than 1,000 participants by the time they are completed, also continued in June:
 - 35 of 45 interviews were completed
 - All nine Town meetings throughout the state were completed, with 650 people participating
 - 17 focus groups were held
 - Within DHS, eight staff interviews and three staff focus groups were held, with 32 staff members providing in-depth input.
 - A Project Communication Plan was also completed in June.
- Ten DHS Staff Briefings were held, two of them via ICN, enabling DHS staff in more than 30 locations throughout the state to participate. In total, more than 250 DHS staff participated in these events, which were aimed at getting comprehensive and accurate information out to DHS staff.
- Weekly newsletters on project progress were sent to ALL DHS and Juvenile justice staff.
- An INTRANet site for all DHS employees was developed to enable staff to keep abreast of developments.

- A “better results for kids” subsection of the DHS public website was developed.
- The first draft of “listenings feedback” was completed and presented to the Stakeholder Panel. The URL for this presentation is: <http://www.dhs.state.ia.us/BetterResultsforKids/stakeholder%20report%20on%20listening.ppt>
- Several activities were conducted to engage the juvenile justice community in the project. Four focus groups were held for this purpose, one that included judges, two that included juvenile court officers, and a final group that included attorneys.

Changing the State-Local Equation

- June 2 - Franklin County – Discussion with County Supervisors regarding opportunities for assistance
- June 4-5 - Local Government project design session
- June 4 - Meeting with Bill Peterson to discuss ISAC and PSG’s coordination
- Several times during month - Subsequent follow up discussions with Bill Peterson regarding coordination
- June 6 and 24 - Discussions with potential providers of specific local government projects
- Prepared ISAC newsletter article
- Prepared League newsletter article
- June 12 - Discussion with Cedar County Board of Supervisors re: assistance
- Preparation of Summary of Work Plan for Governor, Chief of Staff
- June 13 - Attended ISAC District Meeting in Ottumwa
- June 20 - Attended ISAC District Meeting in Des Moines
- June 20 - Participated in discussion with Dick Johnson with County Treasurers regarding change initiative of County Treasurers
- June 12 - Strategy Session with Susan Judkins, League of Cities, regarding coordination with PSG
- June 13 - Meeting with Tom Bredewig, League of Cities, regarding coordination and work plan
- June 13 - Follow up meeting with Steve Falck, Steve Ford and Jim Nervig to finalize work plan
- June 16 - Discussion with Pat Callahan, University of Iowa
- June 19 - Follow up discussion with Michele Giddings, Franklin County Auditor
- June 25 - Meeting in Oskaloosa with Mahaska County, City, and Hospital officials regarding initiating sharing arrangements

Creating Charter Agencies in State Government

- June 4-5 - Charter Agency design and workplan development sessions

- Jun 4 - Meeting with Jeff Vonk, Liz Christiansen and Linda Hanson regarding DNR's potential as Charter agency
- June 11 - Group meeting with ten potential charter agencies.
- June 18 - Group meeting with potential charter agencies' primary contacts to develop list of specific flexibilities desired.
- June 20 - Completed question and answer document for potential charter agencies.
- June 18 and ongoing – work on list of specific flexibilities available to charter agencies.
- June 19 - Meeting with Roger Baydsen, Corrections, to discuss Charter Agency potential
- June 23-24 - Meetings with
 - Director Gary Maynard, Corrections, follow up discussions with John Baldwin
 - Kevin Concannon, Sally Cunningham, DHS,
 - Jeff Vonk, Liz Christiansen, DNR
 - Ted Stilwill, Education
 - Kevin Techau, Public Safety
 - Mike Ralston, Cindy Morton, Revenue
- Last two weeks in June - Miscellaneous follow-up with departments and on various charter agency issues
- June 25 - Charter Agency meeting with Charter Agencies to determine contributions and address remaining issues
- June 25 - Preparation of draft charter agreement

UPCOMING EVENTS

- PSG is conducting a Learning-On-The-Go assessment of Phase 1 of the Smart Spending project. When completed, the assessment will contain valuable information that has been learned about the process of transformation in Iowa government that will be shared with participants in the process.
- Over the next several months PSG will be producing White Papers on human resource, procurement, budget and regulatory reform.

Phase 2 Smart Spending Project:

- More stakeholder panels (5), and interviews (15) are planned in locations throughout Iowa in July. These gatherings are intended to aid in the creation of design plans for the reorganization of the child welfare system.
- Plans are made to build a "better results for kids" subsection of the DHS public website that is available to all.
- Charter Agencies will be designated as of July 1st.
- The implementation phase of the local government project will begin in earnest.

Iowa Reinvention Update

July 2003

REINVENTION SERVICES

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

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.

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.

DGS Consultation. PSG continued weekly coaching sessions with the DGS Director on finances and creating a system of financial accountability for DGS 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 DGS 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. PSG began the design of an internet resource that offers information about Iowa transformation principles in an interactive digital community. This community is primarily intended to serve employees in state and local government. The goal is to open the site in September.

Learning-On-The Go. The gathering of lessons-learned in Phase I of the Smart Spending project continued in July. PSG conducted more interviews and began compiling its findings. The purpose of these findings is to form the basis for a series of dialogs around what worked and what didn't during Phase I of the Smart Spending project. Dialog sessions will begin in late August and go on through mid September. A brief memo on conclusions from the dialog will be available to the public.

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 and to improve results for citizens in the process. Phase I included identification of three smart spending 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:

- The Governor charged the co-project manager from the State and from PSG for each of the smart spending initiatives with accountability for specific outcomes and deliverables. These accountabilities are outlined in a charter for each project signed by the Governor and each project manager.
- Outcomes and deliverables for each project were approved by the Director of DOM.
- DOM and PSG began developing a certification process for Phase 2 deliverables and outcomes.
- PSG and IDOM made update presentations to two legislative oversight committees (Oversight and Fiscal).
- Each team completed FAQs to be sent to stakeholders as part of a Reinvention Partnership FAQ document.
- Each team updated their workplans to be sent to stakeholders as a consolidated Smart Spending Phase 2 workplan.

Specific activities on each project included:

Better Results for Kids in the 21st Century

- The stakeholder panel held its third meeting in July, to review and discuss outcomes and indicators of success. The panel will meet monthly through December 2003.
- The Project Team
 - Reviewed and prepared draft Outcomes for a new system.
 - Reviewed and prepared draft Design Parameters for a new system.
 - Critiqued and finalized the Listening Report.
 - Planned the Design Session (a facilitated brainstorming retreat to occur on August 18 and 19).
 - Formed several special interface groups around specific issues: e.g. provider relations, contracting, regulations, and information systems.
- Convened a special meeting of providers to gain their advice and input on system design parameters. Providers spent some time in groups segregated by size of business (small, medium and large) and elected four representatives from each group to serve on a provider interface panel.
- Kevin Concannon's Steering Committee met twice to review and approve the listening report, outcomes, design parameters, design session planning, and next steps.
- Issued the Listening Report, a summary of what was heard from more than 1,000 participants in 45 interviews, nine Town meetings throughout the state, and 18 focus groups.

- Weekly newsletters on project progress were sent to ALL DHS and Juvenile justice staff.
- The Internet and DHS INTRANet sites continued to update all Iowans and especially all DHS employees about developments on the project.
- The Legislative Oversight committee was formed.

Charter Agency Project

- Charter agencies named by Governor.
- All charter agencies prepared draft charter agreements.
- Flexibilities list approved by DOM, DAS.
- Charters reviewed and summarized by PSG, agreements finalized by DOM.
- PSG began meetings with charter agency directors to discuss PSG support for improving a specific outcome measure in the charter.

Local Government Project

- Refined and finalized Local Government work plan.
- As part of finalizing work plan, met with several city managers and county officials to receive feedback.
- Held strategy sessions with ISAC and League of Cities focused on fostering new relationship, service designs, and best practices.
- Worked with Pat Callahan, Institute of Public Affairs, University of Iowa, on ideas for State-Local Best Practices and Service Designs.
- Conducted conference calls with Cedar County, Mahaska County, Dallas County, and Franklin County officials focused on possible assistance.

UPCOMING EVENTS

- PSG is conducting a Learning-On-The-Go assessment of accomplishments and lessons learned in past months regarding the Smart Spending project. When completed, the assessment will incorporate a valuable dialog between PSG and public officials about what we have learned in the early stages of transformation in Iowa government. In late August and September the Learning-On-The-Go dialog will be presented to audiences around the state.
- Over the next several months PSG will be producing White Papers on human resource, procurement, budget, and regulatory reform.

- Plans are underway to construct an Internet based community available to Iowans. This resource will contain updated information on reinvention activities as well as educational material on Iowa reinvention basics.
- 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.

Phase 2 Smart Spending Project:

- More stakeholder panels (5), interviews and steering committee meetings are planned in locations throughout Iowa next month.
- The Child Welfare design lab will convene August 18th and 19th.
- All Charter Agency charter agreements, including results the agencies will produce, general flexibilities granted to all charter agencies and the particular flexibilities offered to individual Charter Agencies will be finalized in August.

Attachments:

1. Iowa Reinvention Projects (work plans for the three Smart Spending projects)
2. Frequently Asked Questions about Iowa Government Reinvention
3. Charter Agency Benefits and Flexibilities

Iowa Reinvention Update

September 2003

REINVENTION SERVICES

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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.