



LOCAL GOVERNMENT
INNOVATIONS TOOLKIT

Updated June 2018

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Local Government Innovations Toolkit

1. Introduction

These are tough times for people who pay taxes, and for people in government.

Local elected officials face daunting tasks: demands for service and costs are rising faster than revenues. Taxpayers too face difficult times. Because many businesses and families have lost income, they confront difficult choices, and live with gnawing uncertainty.

There are no silver bullet solutions to cure projected local government budget deficits, but we can do better than simply fall back on hiking taxes and/or slashing budgets. There are ways to get more “bang” for the bucks we do have. That’s what this effort is about.

We are not here to blame anyone for the fiscal challenges facing our local governments. Pointing fingers is simply not productive. In fact, most people who are “in the system” are doing a great job given the environment in which they operate. There’s probably not a single idea that hasn’t crossed someone’s mind already. But by providing that extra push for a second look, or by demonstrating there’s community support for options that once were viewed as political non-starters, we can accelerate the process of innovation.

It’s helpful to remember that the business model for how we “do government” was created a hundred years ago to address very different needs. That model, bureaucracy, was a great thing in its time but we are increasingly finding that a more entrepreneurial model will serve us better in the 21st century. The ideas outlined in our “toolkit,” and the ideas that Taxpayers Association of Central Iowa (TACI) members bring to the table, illustrate ways we can push the conversation on being more entrepreneurial to meet citizen expectations within the revenue we have.

We believe that knowledgeable, committed citizens who care both about tax burdens and the services that they receive from their local governments can play a significant role in solutions. We want to help local elected and appointed officials do well by their constituents and taxpayers.

We believe that by working together, we can deliver better value for citizens and taxpayers with the finite dollars that are available.

2. Engaging with Local Government Elected Officials and Staff

Let elected officials and the top appointees know why you're there. Share what motivated you to become involved in this effort. Be careful about assumptions and stereotypes that have become staples of our political environment. This bit of advice works both ways. They will probably hold some assumptions about you, too. The more authentic everyone involved can be up front, the more trust there will be. Respect their efforts, and position yourself as someone who can help accelerate the process.

Spend some time listening. For you to have influence and be effective, you need to understand the situation your government counterparts face. Local officials need to know that you have some appreciation of their reality, and you are not simply assuming you know better how they should do their jobs. Once your government counterparts know that you have an understanding of their circumstances, they will be more open to the ways that you can support them to get things done. They will be more open to appreciating your side of the government equation. Building mutual trust will pay dividends.

Give your government counterparts credit. They are doing many things well and by acknowledging their effort and successes, you will help enable your suggestions for change to be heard. Also, be sure to celebrate your collective success when you have results, and help everyone involved get the credit they deserve.

Looking for "savings" is a good thing, but not the only good thing. Governments should always be looking for ways cut costs to deliver better value for their residents and taxpayers. That's one of the ways we can help. The knowledge, expertise, and experience you have can be brought to bear in the enterprises that are our local governments. At some point, however, finding "savings" may not be enough. Finding savings assumes that we will continue to do business the way we have been, just more efficiently. At some point, it may be more productive to look at significantly different approaches to achieving the results. Or simply not doing some activities anymore. The "toolkit" ideas that follow are examples of different ways. You will likely bring others.

A note on staff. Many staff will be highly skeptical or even cynical about your offer of assistance. They have experienced waves of cuts and feel like they have been "doing more with less" for some time. They may have seen co-workers laid off. They have also likely seen many management reforms come and go. You may be seen as just another "flavor of the month." Despite all that, the upside potential is that the current fiscal crunch provides a burning platform that can prompt more people in government to be open to new ways of doing things. The safety of the status quo has worn thin.

3. Using the Toolkit

Work cooperatively. The Toolkit -- and your participation -- will be most effective when you can identify projects that both you and your government counterparts want to pursue. Work on projects where you both see advantage and potential. Go where there's mutual energy.

The Toolkit is not a complete list. You have professional knowledge and experience that can be applied in government. The government officials with whom you are interacting will also have their own ideas. Consider them all.

FYI, here are more possibilities, some of which are probably already being used:

- Sell underutilized assets
- Conserve energy
- Move auctions online and hold reverse auctions to purchase commodities
- Ensure that fees designed to fully recover costs actually do so
- Improve collections
- Renegotiate contracts
- Engage behavioral economics to change behavior that saves money

Help create an environment where it's okay to responsibly fail. One of the tallest barriers to significant change in government is risk aversion. Appearing on the front page of the newspaper for having made a mistake is far more threatening than the slow, largely invisible, but very substantial waste inherent in bureaucracy. As Teddy Roosevelt said, *"The only man who never makes a mistake is the man who never does anything."*

You will not be able to change this reality overnight, but you can help. By pushing back on systems that can be improved, you create demand for change that makes the status quo less comfortable. Even more important, you can provide some cover for improvement efforts that may experience ups and downs in implementation. By standing up for elected and appointed officials who responsibly take some risks to improve government, you lower this barrier going forward.

3. Using the Toolkit (continued)

You will likely encounter resistance. It will take many forms. Like, “we aren’t allowed to do that,” “we tried that several years ago and it didn’t work,” and “the people from whom we need cooperation to do that won’t support it.” Don’t take it personally; it’s a typical human reaction to change. At times, it can be difficult to know whether the responses to your efforts are what they purport to be, including actual barriers that simply need to be overcome, or whether they are actually resistance taking that form.

Resistance is actually helpful because it teaches us what we need to know to make change happen. We can “embrace the resistance” so we can learn and ultimately succeed. With your government leader counterparts, begin by listening to the resisters. Learn from them instead of first trying to argue them out of their position. Most resistance is rooted in fear so we can listen for ways to reduce fear. We can also give people choices. Look for ways that choices can result in win-win progress. In this case fortunately, the status quo is not a great option for many in government today.

Many of us are not as comfortable handling the emotional side of change, but not addressing it will not make it go away. It will just keep intruding. Validating people’s feelings will help enable them to move beyond the feelings and work on solutions. Ultimately, change is happening. Those in the path of change can channel it or get run over. One of the tests of leadership is doing what needs to be done despite the resistance.

4. Toolkit Strategies

<h3>Purchasing Strategies</h3>	
<p>Description:</p> <p>Purchasing is always one of the first strategies suggested for finding government efficiencies, but it's such a broad topic that it can be hard to pin down specific steps. Among the possibilities:</p> <p>Suggest a review and analysis of all purchases made through a competitive bidding process (above a certain dollar threshold) over the past year. Look for the average number of qualified bidders (by department or by decision maker), and flag any purchases where only one bidder qualified. Such an analysis can determine if specs are being written that may restrict competition. Then identify and request appropriate follow-up.</p> <p>Request a systematic review of existing contracts to determine if there are opportunities to re-bid contracts in view of today's economic climate.</p> <p>Ask for an inventory of purchases made off State of Iowa master contracts during the past year, and compare it against the attached handout (page 8). Determine if there are opportunities to use the State master contracts more often. If so, how will the process work to assure it happens? Who will be accountable for oversight?</p> <p>Ask for a list of what are anticipated to be the ten largest contracts to be bid over the next year, and a plan for increasing the competitiveness of the bidding environment for those projects. Also, in the case of equipment purchases, request an assessment about whether the equipment must be purchased or whether the service itself can be delivered through a contract with another jurisdiction that already owns the equipment and has extra capacity.</p>	<p>Pro:</p> <ul style="list-style-type: none"> • Potential savings through economies of scale, greater competition or both. • Potentially avoiding the cost and liability of developing one's own bid specifications. • Even the best processes benefit from periodic review. <p>Con:</p> <ul style="list-style-type: none"> • Perceived as extra work for already busy staff. • May be viewed as micro-managing. • Perceived as low-hanging fruit that has already been picked. • May upset local vendor relationships.

Purchasing Strategies (continued)

Initial Steps:

1. Discuss with City Administrator or School business officer to determine if above steps have been undertaken recently, and review results with them.
2. Review list to identify at least one next action.

Examples:

Laptop and desk computers, software, servers, paint products, auto parts, cell phones, copiers, and P-cards are examples of items that can be purchased off State master contracts.

“Virtual” computing capacity is available from many sources including Google and the State of Iowa, reducing the need to purchase computer servers.

Sewer cleaning equipment is a good example of a specialized, expensive piece of equipment that doesn't need to be owned by government.

Resources:

See Appendix for “Using State of Iowa contracts” for a listing of recent purchases by Metro area governments.

State of Iowa Master Contract Procurement:

Kelly Green
State of Iowa Department of Administrative Services
515-725-2272
kelly.green@iowa.gov

<http://das.iowa.gov/gse/procurement/>

State of Iowa Information Technology Services

Infrastructure Services (e.g. Server Capacity):

Matt Behrens
515-281-0768
matt.behrens@iowa.gov

IT Security Services

Jeff Franklin
515-281-4820
jeff.franklin@iowa.gov

<http://das.ite.iowa.gov/index.html>

Competitive Sourcing/Outsourcing

Description: Competitive sourcing is really just a variation of smart purchasing. It is aimed at the purchase of services rather than the purchase of goods or equipment. For service contracts that are already in place, all of the purchasing strategies covered in the prior section would come into play.

Competitive sourcing usually refers to the use of a reasonably rigorous process for determining the best way to deliver a given service. Many, if not most, services can be delivered a variety of ways, but frequently are delivered directly by government because they always have been. Unless a public sector service delivery model is occasionally tested against alternatives, even in the best of circumstances there is no way to tell if the public model is most efficient. And, in today's environment of high public sector salary, health insurance and pension costs, it is an obvious strategy to explore.

Outsourcing refers to the decision to have another entity be responsible for hiring and supervising the employees who deliver the service. The other entity could be another government, a non-profit entity or a private sector company. The government entity does not delegate its accountability to citizens for getting the service delivered according to the standards that are expected; it simply changes the method of oversight from direct control over employees to the specification of outcomes through contracting.

Typical functions that can be outsourced include food service, busing, custodial services, grass mowing, waste collection, revenue collection, tree pruning, Medicaid billing, security services, fleet management, vehicle maintenance, professional services, information technology and even libraries.

Pro:

- Going through a competitive sourcing process, whether it leads to outsourcing or not, provides greater assurance that the right outcomes are being delivered in the most cost-effective manner.
- Relief from day-to-day operational responsibilities in non-core areas can allow an organization to focus on its more fundamental mission(s).
- Use of state-of-the-art knowledge and technology is more likely to occur in an entity that specializes in a given function.
- Contracting with another entity can provide relief from restrictive and expensive provisions in labor agreements.

Con:

- A competitive sourcing process can be expensive and time-consuming.
- The behavior of employees who are at risk of losing their jobs can be a significant distraction and place elected officials at risk of losing their jobs too.
- Weak performance contracts can jeopardize the quality of service that is provided. It takes time and effort to get clear about expected outcomes.

Competitive Sourcing/Outsourcing (continued)

Initial Steps:

1. Ask for a review of functions that are already contracted out by department, and functions previously considered, with dates and reasons for not proceeding. Request an analysis to identify patterns and barriers, plus any environmental changes that would suggest certain projects be reconsidered.
2. Compare list of existing functions and services with attached checklists (see “Resources” section) to identify potential candidates.
3. Assess potential function/service candidates according to the following criteria:
 - Is it a core function or an ancillary function?
 - Is it amenable to quantification and clear performance specification?
 - Does it require specialized equipment?
 - Is it being outsourced by other governments in the area?
4. Once potential candidates are identified, prepare them for discussion with entire Board or Council to secure overall buy-in.

Example:

The City of Sandy Springs, Georgia (Atlanta suburb) has outsourced almost all of its municipal functions. It is worth looking at the website to get a feel for how far it is possible to go if one were starting without the current landscape.

www.youtube.com/watch?v=f8qFvo2qJOU

Example:

The City of Windsor Heights, Iowa is perfectly situated to take advantage of its small size and centralized geographic location. It contracts with neighboring cities for just about everything.

City Manager: Elizabeth Hanson

ehanson@windsorheights.org

Example:

Ankeny Community Schools has outsourced its transportation services. Ames School District has outsourced its food service operations.

Example:

In 2009, the City of Des Moines outsourced custodial services, grass mowing, athletic turf maintenance, animal control, and worker’s compensation administration. Des Moines and Urbandale are the only metro cities do not outsource garbage collection services.

Resources:

[A Practitioner’s Guide to Outsourcing: An Opportunity to Improve Cost and Service Quality?](http://www.pioneerinstitute.org/pdf/110712_PractitionerGuideOutsourcing.pdf) by Stephen Lisauskas, Pioneer Institute White Paper No. 77, July 2011.

http://www.pioneerinstitute.org/pdf/110712_PractitionerGuideOutsourcing.pdf

[Managed Competition: A Tool for Achieving Excellence in Government](https://www.msu.edu/course/prr/371/Privatization%20and%20Downsizing/competition.html), by Ron Jensen, (former Phoenix public works director), 1995.

<https://www.msu.edu/course/prr/371/Privatization%20and%20Downsizing/competition.html>

[Outsourcing Methods and Case Studies](http://www.springsgov.com/units/boardscomm/Report_Outsourcing_04_2009.pdf), by City of Colorado Springs Sustainable Funding Committee, April 10, 2009.

http://www.springsgov.com/units/boardscomm/Report_Outsourcing_04_2009.pdf

Refinancing and Debt Service Analysis

Description:

Debt service requirements can vary significantly from one year to the next. A note might be paid off in any given year, or new debt taken on. Many jurisdictions have recently been refinancing their debt to obtain lower interest rates. By paying close attention to the debt service schedule, opportunities for tax rate reductions may appear.

Reductions in debt service requirements will reduce the debt service levy. Often, this tax “capacity” is transferred over to the general fund levy rather than being used for a tax reduction. If the total tax levy can be held constant, the internal ups and downs are not as visible. By keeping an eye on debt service requirements, opportunities for tax reductions are less likely to be missed.

During the past several years, debt refinancing has been a significant source of revenue with which to finance “built-in” increases such as pension obligations. Under these circumstances it is harder to capture the savings and translate them into tax rate reductions. They have helped avert tax increases.

Pro:

- Tax rate reductions resulting from debt service changes can sometimes be accomplished without any impact on services.
- Refinancing can save millions of dollars that can be applied to finance other obligations without a tax increase.

Con:

- It can be argued that it is better to keep tax rates stable than to allow them to increase and decrease based on market fluctuations.

Refinancing and Debt Service Analysis (continued)

Initial Steps:

1. Request and review a five to ten-year history of changes in debt service and general fund levies.
2. Request that a work session be held on understanding debt service obligations, present and future. During the session, discuss the strategy to be used in managing debt service.

Example:

Since 1982 the City of Des Moines has saved a net \$18.5 million through bond/note refinancing.

Example:

The City of West Des Moines has saved a net \$5.4 million since 2008 due to bond/note refinancing.

Resources:

Des Moines: Matt Anderson, Deputy City Manager
Pam Cooksey, Assistant City Manager

West Des Moines: Jamie Letzring, Assistant City Manager
Tim Stiles, Finance Director

Debt Service Schedules, individual cities.

Services Sharing

Description: Service sharing occurs when governments provide services for each other or collaborate to provide services together. Service sharing means that every jurisdiction does not have to create and maintain every function or service it provides. For example, instead of a city buying its own street sweeper, it could share a street sweeper with an adjacent city. Local governments can also share internal services. For example, a school district could provide HR services to other school districts or a city. Services that are often shared include administrative operations such as payroll, IT support, and training. Police and fire are increasingly shared, as are specialized professional services like engineering and functions requiring substantial capital investment like major IT system hardware.

Pro:

- You can save money, avoid cost increases, and potentially also get better service.
- There's been substantial experience with service sharing already, with lessons learned.

Con:

- You have less direct control of shared services.
- There will be up-front costs if you want to reestablish the service for your jurisdiction alone.

Initial Steps:

1. Request a listing of services that are already being shared. Review what has been learned and how the experience can be leveraged to take advantage of more opportunities.
2. Identify good sharing candidates. Pose such questions as, "Where are we facing a need for major equipment investment? What current service costs are high and rising? Is there another area government with a particularly effective and efficient work unit with whom we could share? Has there been any expressed interest in sharing a service?"
3. Suggest exploratory discussions with other jurisdictions to identify mutually beneficial service sharing opportunities. Be prepared with information about what services your government would most like to obtain through sharing, and whether your government is delivering services with excess capacity that could be offered to others to help defray costs.
4. For prospective shared services, think through the service level/quality you want (including cost) and how you would know you were getting it. An effective service sharing agreement requires clarity to meet expectations and manage accountability.
5. Charge a work group representing each good candidate for service sharing with preparing the business case for service sharing. The business case should answer questions, work through issues, and provide the foundation for a leadership decision on implementing a service sharing agreement.

Service Sharing (continued)

Example:

Joint road salt purchasing and storage construction in Grimes by nine metro communities.

Example:

Westcom, a joint 911 call center operated by Clive, Urbandale, and West Des Moines. All three jurisdictions share one computerized records management system for police and fire. Sworn officers can view case write-ups, arrests and crime analysis across all three cities on their vehicles' computers.

Resources:

"Past/Present Collaboration Accomplishments," a listing put together by City Managers from communities in Polk County, Iowa, November 2010.

<http://www.taxpayersassociationofcentraliowa.org/wp-content/uploads/Past-Collaborative-Accomplishments-by-Jurisdiction.pdf>

Ohio Auditor of State's Office, "Skinny Ohio," 2012

A website with state and national resources for government services sharing.

www.skinnyohio.org

New Jersey State League of Municipalities, "Consolidation Roadmap: How to Perform a Shared Service/Consolidation Review."

<http://www.njslom.org/453/How-to-Perform-a-SharedConsolidation-Rev>

New Jersey Department of Community Affairs, Division of Local Government Services, "A Guide to Joint Service Feasibility Studies & Shared Service Agreements," November 2010.

http://www.state.nj.us/dca/divisions/dlgs/programs/shared_docs/guide_to_joint_service_feasibility_studies.pdf

Office of the New York State Comptroller, Division of Local Government and School Accountability, "Local Government Management Guide: Shared Services in Local Government," 2009.

<http://www.osc.state.ny.us/localgov/pubs/lgmg/sharedservices.pdf>

"Merger of City-Village Services: Best Practices," by the University of Wisconsin Extension Service, Local Government Center, Feb. 2003.

<http://www.localgovinstitute.org/library/consolidation-mergers/id/22>

Facilities Sharing

Description: Governments come together to jointly own (or lease) and use various facilities. This sharing can take the form of joint new construction or repurposing an existing facility. It also happens when one jurisdiction has excess capacity to offer to others. For example, a school district and city each having a vehicle storage and maintenance facility, could instead co-own and jointly use one. Schools and cities are increasingly sharing space for activities like Boys & Girls Clubs, community recreation, aquatics, and Community College instruction.

Facility and service sharing can go hand in hand. Facility sharing raises mutual awareness about the potential of service sharing and co-location makes doing it easier (e.g. joint purchasing, the use of specialized equipment, the presence of technical expertise, and even the ability to share employees).

Pro:

- You can share the cost of building and/or maintaining a facility as opposed to bearing all the cost.
- Co-location can lead to more savings opportunities, in joint purchasing, service sharing, etc.
- There's substantial experience with facilities sharing already.

Con:

- Sharing facilities also means sharing risk and not having full control; it means having to get along with each other.
- To reach win-win deals, no party will get 100% of what it wants.
- Getting out of the arrangement, if needed, will incur significant costs.

Initial Steps:

1. Identify any facilities already being shared. Review what's been learned and how to leverage this experience to take advantage of more opportunities.
2. Standardize the procedure to consider facilities sharing each time a new facility is proposed or when maintenance issues raise questions about the continued viability or cost-effectiveness of current facilities. Cultivate relationships with other area jurisdictions so potential projects can be identified early. Be prepared for many coming up with reasons not to share.
3. When a potential project is identified, convene a joint working group to explore the potential. What do we each need from a shared facility? How can we make this a win-win deal? What are the potential benefits and costs? Are there potential partners for this opportunity? Prepare to overcome barriers; many reasons not to share a facility will be offered. Instead of "we've always done it this way," focus on "what if?" and "why not?"
4. When mutual interest and a champion exists from each prospective partner, charge a working group, including employees, with planning and implementation.

Facilities Sharing (continued)

Example:

A Waukee elementary school and the City of West Des Moines share what is now a combined school playground and city park. They jointly acquired land, the city purchased the playground equipment, and the school's playground is part of the park. This sharing also freed up land for other uses.

Example:

Road maintenance and storage facility in Charles City, Iowa -- the Cedar Valley Transportation Center -- shared by the Charles City, Floyd County, and the Iowa DOT. The construction phase alone saved Iowa taxpayers \$750,000. This shared facility also led to joint fuel purchasing, which enabled the partners to purchase fuel by the tanker truck, which saves \$50,000 per year on fuel.

Example:

Joint road salt storage facility in Grimes, shared by nine metro communities.

Example:

The Cities of Annandale, Maple Lake, and Howard Lake MN collaborated to construct a joint wastewater treatment facility. It would have cost approximately \$45 million to build a separate plant for each city. Instead, the combined system was constructed for \$26 million. With grant monies received from a number of sources, the total net outlay was \$19.5 million.

Resources:

Contacts for the Cedar Valley Transportation Center:

- Floyd County: Calvin Hopper, 641-257-6215
- City of Charles City: Dirk Uetz, 641-257-6314

“Lean” Process Improvement

Description: “Lean” is a collection of principles, methods, and tools that improve the speed and efficiency of any process by eliminating waste. Although Lean process improvement originated in Toyota’s manufacturing operations - known as the Toyota Production System – the tools have been successfully applied in organizations across all sectors.

Process improvement identifies the time during a work process when value is added, usually around 5%. Then the methodology rigorously eliminates as much of the other 95% as possible. The “lean” suite of process improvement tools is the latest and most successful version of the “quality” movement. These tools – including intensive *kaizen* events – dramatically reduce turnaround times and error rates. They usually enable fewer people to accomplish more.

It’s also worth noting that that the entire quality movement flows from the pioneering work of an Iowan, Edward Deming from Sioux City.

Pro:

- Lean has a terrific track record, both in terms of a high success rate and great results. This includes decreased cycle times and backlogs, streamlining, improving accuracy and consistency, reduced complexity, and more transparent government.
- Employees find that lean improves their work lives and morale.

Con:

- It is usually necessary to hire “lean” professionals on a project basis until the requisite internal capacity is developed.
- The potential from “lean” is greatly enhanced when there is full buy-in from the employees involved. It’s best not to undertake lean for the express purpose of reducing staff. If budget cutting has already reduced staff, or staff have more work than they can currently do, lean is a great solution.

“Lean” Process Improvement (continued)

Initial Steps (for administrators – elected officials in oversight role only):

1. Identify the organization’s major processes, defining process as a series of activities or steps producing a product, service, or other output to achieve a desired result. For example: the necessary steps to issue a permit, license a business, resurface a street, pay a bill, or hire an employee.
2. List processes you believe to be candidates for the application of lean tools. Good candidates are currently characterized by long process times, high volume of customer complaints, high complexity, long delays, frequent rework, lack of consistency, numerous errors, or high costs.
3. Evaluate and prioritize your list with a lean professional. Select an initial project(s), and undertake other preparation steps needed for success. These steps include: defining the process from beginning and end, its users, what “products” it produces, and the benefits expected to accrue. Assemble a team representing the full extent of the process, including customers and stakeholders if possible. The process owner should give the team authority commensurate with the process scope. As noted above, the project lead is someone with solid talent and skills backed by extensive lean experience.

Example:

DMACC “lean” results:

Payroll Department overtime decreased by 33% in FY 2009, 30% in FY 2010. Reduced manual entry of timesheets by 84%.

Student Support Services reduced incomplete student files by more than 50%, removed 90% of paper mailings, and implemented a plan to increase student contacts each semester.

Physical Plant receives more complete planning requests for remodeling resulting in fewer changes to original requests, thus saving time and money.

Admissions Department nearly doubled processed applications in 2010 (42,000) without adding staff since their lean project in 2007 (24,000).

Example:

Fort Dodge results from their first two years implementing lean:

Saved \$60,000 through a new method for replacing concrete road panels, which also enables them to fix more streets.

Saved \$90,000 by reducing staffing on recycling trucks.

Reduced water bill delinquencies by \$97,000.

“We have a budgetary savings of \$425,000 annualized - \$281,000 of the savings comes from the elimination of [vacant] full-time positions, reduction in overtime wages and part-time hours and \$144,000 of the savings is due to not spending as much on material, equipment or contracts.”

(Taken from a report by City Manager David Fierke in the Fort Dodge Messenger, September 11, 2011, link below.)

“Lean” Process Improvement (continued)

Example:

Graham Richard has probably been the most active elected official in the country using lean. As Mayor of Ft Wayne, IN (2000 to 2008), the city saved \$31 million and:

- Doubled miles of road repaving
- Reduced pothole fill time (311 call to completion) from four days to four hours
- Reduced work days lost because of accident from 1,924 to 78
- Reduced street lighting inventory from \$682,000 to \$204,000
- Increased miles of road maintained while reduced staffing in Public Works
- Reduced late trash pick-ups by 50%

Meanwhile, city population grew by 33%, miles of roads increased by 41%, and the city footprint grew by 39% while non-public safety city employment remained flat.

Resources:

See also the Iowa Lean Consortium, a group of organizations and individuals from all three sectors. <http://www.iowalean.org/>

DMAAC’s Lean Department: Bonnie Slykhuis, Lean Coordinator, 515-965-7011, bslykhuis@cmacc.edu www.workplacelean.org

Iowa Department of Management’s Office of Lean Enterprise, Marcia Tope, 515-725-61543. <https://dom.iowa.gov/lean-enterprise>

Note: language from this website was used in this section of the Playbook. Find results from the State of Iowa’s lean efforts at: <http://lean.iowa.gov/results/index.html>

Miller, Ken. *Extreme Government Makeover: Increasing Our Capacity to Do More Good* (Washington, D.C.: Governing Books, 2011).

Miller, Ken. *We Don’t Make Widgets: Overcoming the Myths that Keep Government from Radically Improving* (Washington, D.C.: Governing Books, 2006).

Richard, Graham. *Performance is the Best Politics: How to Create High Performance Government Using Lean Six Sigma* (HPG Press, 2008).

Partnering, Collaboration and Co-production

Description: Government doesn't have to do everything. Even when elected officials determine that a public need should be addressed, local government is not alone in its ability to help meet that need.

It's useful to see elected officials' role as setting direction, doing the "steering," and then orchestrating as many others as possible to help produce public value, in other words, doing the "rowing." You can think of a continuum. At one end are activities that the local government undertakes with no help from others. At the other end are activities that others primarily undertake, with a minimal government role. Examples of arrangements along this continuum:

- Government contracting with the private sector for road construction, or with non-profits to provide social services.
- A faith community/government/private sector partnership providing a food bank.
- Government hosting an information clearinghouse so residents seeking employment can connect with a broad range of government, private sector, and non-profit vocational/placement resources.

In some cases, governments may decide they can no longer afford to continue a given activity. Rather than eliminate the activity, they seek to hand others in the community who share an interest, with or without a level of continuing government support. For example, they might facilitate the current users of a recreation program to form a small non-profit to take over the program.

The main idea is that local governments can take advantage of other resources in the community to deliver public value. Local governments are already partnering in various ways; efforts here can build on that experience.

"Co-production" is a relatively new term used to describe when local government puts its existing resources on the table and asks prospective community partners to bring their resources and "co-produce" identified results.

Pro:

- In bringing "other resources" to the table, a government can spend less and still see citizen expectations met.
- Working across multiple sectors increases community capacity.
- Collaboration has secondary benefits, like expanding networks and relationships that can be leveraged for other purposes.

Con:

- It takes time and effort to build the relationships and trust that are needed for successful partnering.
- Government will be sharing resources, responsibility, and accountability, leaving itself open to potential criticism for the actions of its partners and joint results.

Partnering, Collaboration and Co-production (continued)

Initial Steps:

1. Review current partnering and collaboration arrangements for what works well and what barriers have impeded efforts to discern next steps.
2. Create and assess a list of prospective partnering and collaboration opportunities. The best candidates will be those that have:
 - a. A common understanding of the results desired;
 - b. Leadership from each side with the will to be creative, a vision not bound by the status quo, and a readiness to persevere; and
 - c. Sufficient flexibility to act collaboratively.
3. Convene the parties, with strong facilitation, to reach clarity on the common purpose and the benefits that can be achieved. Fully explore the upside potential before beginning to address barriers. Among all the government and non-government players who care about a given result, ask “Who can best do what, with what resources?” Any single participant’s role can focus on how they can best contribute to the result with their limited resources. Be ready to invite others to the table as discussion suggests that potential.
4. Where there is sufficient potential and leadership commitment, charter a working group to go forward. The charter should establish measureable results and milestones, show what resources are available, outline roles and responsibilities, provide barrier busting support, and set a timeline.

Example:

Jump Start Duluth, a public-private collaboration, helps qualified low-income people purchase reliable, fuel-efficient cars. This improves access to a better job, education, medical services, and childcare, which in turn can reduce reliance on other public assistance. The Jump Start Duluth Partners include Lutheran Social Services of Minnesota, Northern Communities Credit Union and Community Action Duluth with support from Fourth Street Auto Repair and the Twin Ports NAPA Auto Care Centers.

<https://www.communityactionduluth.org/transportation/jumpstart-duluth/>

Example:

At \$90 a ride, the evening version of “dial-a-ride” service for those with disabilities in Ft. Collins CO was too expensive to continue. Rather than drop the service, the City contracted a local cab company to continue service for \$18 a ride.

Example:

The City of Long Beach CA and a local Rotary Club collaborated to build a park.

<http://www.westerncity.com/Western-City/April-2010/Long-Beach-and-Rotary-Club-Collaborate-to-Build-a-Park/>

Example:

Partnering with neighborhood associations and residents to report issues like non-functioning streetlights, potholes, and graffiti. Participating residents can send photos to document conditions and pinpoint locations with hand-held GPS devices. Progress can be tracked online. Des Moines has piloted a similar project.

Partnering, Collaboration and Co-production (continued)

Co-Production Example:

Where there were issues in specific neighborhoods, the Tacoma WA police department put some of that precinct's resources on the table and asked the neighborhood to do the same. They collectively agreed on a plan, including what each could best do to address the issues, and implemented their plan.

Example:

Directly engaging residents in community improvement, e.g. adopt-a-highway clean-up, taking responsibility for maintaining certain flowerbeds in parks and medians, or participating in neighborhood watch.

Resources:

"The Power of a Collaborative Mindset," Russ Linden, Management Insights, Governing online, April 7, 2010.

<http://www.governing.com/columns/mgmt-insights/The-Power-of-a.html>

"You Say You Want a Revolution," Paul Posner, Management Insights, Governing online, February 7, 2007.

<http://www.governing.com/columns/mgmt-insights/You-Say-You-Want.html>

Kiedrowski, Jay. *Navigating the New Normal: Minnesota Local Government Innovation and Redesign Guide*, Public and Non-Profit Leadership Center, Humphrey Institute of Public Affairs, University of Minnesota, 2011.

Early Childhood Iowa, an Iowa communities-state government collaboration for early childhood

http://www.state.ia.us/earlychildhood/ECI_initiative/index.html

"Ohio Commission on Government Reform and Collaboration: Annotated Bibliography of Studies and Data on Local Government Reform and Collaboration," The Ohio State University - John Glenn Public Affairs, August 2009.

Baker, Rick. *The Seamless City: A Conservative Mayor's Approach to Urban Revitalization That Can Work Anywhere* (Washington, DC: Regnery Publishing, 2011).

Goldsmith, Stephen, and William D. Eggers. *Governing by Network: The New Shape of Government* (Washington, DC: Brookings Institution Press, 2004).

5. Additional Resources

In addition to those resources appearing above . . .

Websites

Alliance for Innovation

“The Alliance for Innovation is an international network of progressive governments and partners committed to transforming local government by accelerating the development and dissemination of innovations. We seek out innovative practices, challenge existing business models, exchange knowledge, and provide products and services that help our members perform at their best. Together with our partners, [International City/County Management Association \(ICMA\)](#) and [Arizona State University \(ASU\)](#), we promote excellence in local government and build a community of practice in local government innovation.”

<http://transformgov.org/en/home>

EfficientGov: “innovation and intelligence at the local level”

“**EfficientGov** is a weekly email newsletter, website and quarterly print magazine focused on the fiscal challenges facing U.S. cities and towns today, as well as the innovative solutions being implemented by municipal leaders. We reach all types of municipal officials including Mayors, City Managers, Town Managers, Finance Managers and Town Administrators across the country. Privatization, Education, Pension Reform, Public Works, IT and Regionalization are many of the topics that EfficientGov researches and covers.” It’s an independent, privately owned company. They have a newsletter to which you can subscribe.

www.efficientgov.com

Government Finance Officers Association (GFOA)

“The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.”

http://www.gfoa.org/index.php?option=com_frontpage&Itemid=220

In particular, see GFOA’s best practices and advisories:

http://www.gfoa.org/index.php?option=com_content&task=view&id=118&Itemid=130

5. Additional Resources (continued)

Government Innovators Network

“The Government Innovators Network is a marketplace of ideas and examples of government innovation for policy makers, policy advisors, and practitioners. Through our content — news, documents, descriptions of award-winning innovative programs, and events — and our online communities of practice, we strive to stimulate new ideas and bring people and ideas together around innovations in governance.”

They also e-publish the Innovator’s Insights: the government innovators network newsletter. These resources are hosted by the Ash Center for Democratic Governance and Innovation at the Kennedy School of Government, Harvard University

<http://www.innovations.harvard.edu/>

High Performance Government Network

“The HPG Network is a not-for-profit organization dedicated to cultivating thriving communities. The HPG Network strengthens communities by establishing a framework for collaboration, convening local resources, and equipping stakeholders by providing the following services: municipal partnering and planning, organizational and staff development, strategic planning, process improvement, neighborhood sustainability, compliant community development programs, community convening for local stakeholders, emergency preparedness, emergency planning & exercises, project management, and educational conferences.” This site has an Indiana focus and is associated with Graham Richard, businessman and former mayor of Ft. Wayne.

<http://www.hpgnetwork.com/>

5. Additional Resources (continued)

Reason Foundation

“Reason Foundation advances a free society by developing, applying, and promoting libertarian principles, including individual liberty, free markets, and the rule of law. Reason Foundation produces respected public policy research on a variety of issues and publishes the critically-acclaimed *Reason* magazine. Together, our top-tier think tank and political and cultural magazine reach a diverse, influential audience, advancing the values of choice, individual freedom and limited government.”

<http://reason.org/>

Articles

“Counties Move Auctions Online to Increase Revenue,” Government Technology online, <http://www.govtech.com/budget-finance/Counties-Move-Auctions-Online-to-Increase-Revenue.html>

“Cutting Costs the Montana Way,” Brian Schweitzer, op-ed, New York Times, August 18, 2011

<http://www.nytimes.com/2011/08/19/opinion/cutting-costs-the-montana-way.html>

“Health and OPEB Funding Strategies: 2011 National Survey of Local Governments,” Cobalt Community Research, 2011.

“Where the Healthy Savings Are,” Charles Chieppo, Better Faster Cheaper, Governing online, September 22, 2011

<http://www.governing.com/blogs/bfc/health-care-savings-public-employees-healthier-lifestyles.html>

5. Additional Resources (continued)

Books

Osborne, David, and Ted Gaebler. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (New York: Plume/Penguin, 1992).

Osborne, David, and Peter Plastrik. *Banishing Bureaucracy: The Five Strategies for Reinventing Government* (Reading, MA: Addison-Wesley, 1997).

Osborne, David, and Peter Plastrik. *The Reinventor's Fieldbook: Tools for Transforming Your Government* (San Francisco: Jossey-Bass, 2000).

6. Appendix

Using State of Iowa Contracts (p. 1 of 3)



Iowa Department of Administrative Services
Government's Partner in Achieving Results

Governor Terry E. Branstad
Lt. Governor Kim Reynolds
Mike Carroll, Director

Using State of Iowa Contracts

There are a number of contracts available to political subdivisions and schools. Examples of some of the contracts are listed below. To buy off any of these contracts simply contact the vendor directly and request State of Iowa pricing.

CATEGORY	CONTRACT(S)	VENDOR CONTACT	PRICING EXAMPLES	DISCOUNTS	RECENT PURCHASES
Computers - Desktop and Laptop	HP www.hp.com	Aaron J. Bennis Field Account Manager - IA and NE Office: 719-592-6626; Cell: 719-229-3081 Fax: 800-825-2329 aaron.j.bennis@hp.com	Desktop HP Compaq 6200 Pro List price = \$1,197.00 State price = \$471.00 Laptop HP Probook 6550b Notebook List Price: \$1,421.00 State Price: \$704.00	Desktops: 41% - 61.54 % off list price Laptops: 35% - 51%	West Des Moines Community Schools Sc. East Polk Schools Simpson College Ankeny Community Schools Urbandale West Des Moines Des Moines Area Community College Des Moines Public Schools
Computer Software	Insight Public Sector via Software Spectrum www.softwarespectrum.com	Alex Savage 800-763-8927 iowa@insight.com	Microsoft 17.07% Adobe 12.17% McAfee 27.09% Others 10%		Des Moines Warren County Urbandale

6. Appendix (continued)

Using State of Iowa Contracts (p. 2 of 3)

Servers	HP www.hp.com	Aaron J. Bennis Field Account Manager – IA and NE Office: 719-592-6626; Cell: 719-229-3081 Fax: 800-825-2529 aaron.j.bennis@hp.com	ProLiant Server V1.2800 \$2999.00	20% discount off list	Ankeny Community Schools Des Moines Des Moines Public Schools
Paint Products	Sherwin Williams	Terry Sleep Phone: 515-202-6000 terry.a.sleep@sherwin.com	PRO MAR 400 E/S LTD: List: \$14.79 Cur Cost: \$10.50 DTM Acrylic S/G Latex List: \$86.89 Cur Cost: \$38.25 PRO MAR 200 ltx E/S List: \$51.09 Cur Cost: \$17.29	45% discount off list price for most paint products	Des Moines
Auto Parts	NAPA AutoZone	Nathan_hildebrand@penet.com 515.305.4432 David.yunker@autozone.com 654.505.6699	Wix trans Filter (Crown Vic) list = \$18.42, our cost \$9.12 Wix Oil Filter (Chevy Malibu) list = 11.98, our cost \$5.59	16%-67% discount on market basket items 50% discount on market basket items	Ankeny Des Moines Urbandale Warren County
Cellular Phones	US Cellular Verizon ATT	Scott Holiday 515-238-1260 sholiday@usocellular.com Tim Peters 515 314-9694 Timothy.OliverPeters@VerizonWireless.com Christy James 314-606-7878 christy.james@att.com	Unlimited voice \$56.00 Unlimited voice \$58.00 450 minutes \$44.99	25% accessories 25% accessories 25% accessories	Iowa State University contract Des Moines Johnston Urbandale West Des Moines Polk Co. Sheriff Des Moines Water Works Drake University Waukee

6. Appendix (continued)

Using State of Iowa Contracts (p. 3 of 3)

Copiers	In process of Rebid. Contract announcement in 1-2 months.				
Facilities Maintenance and Repair	Grainger	Jan Parks, Government Sales Manager - IA Jan.parks@grainger.com Cell phone 312.566.0484	Enhanced market basket pricing (500 items) Duracell batteries 80.5% discount, \$6.68 pk. GE Lighting lamp 65.9% discount, \$1.07 ea. Pleated filter 76.5% discount, \$2.99 ea.	18 categories of discounts. Examples include: Air filters—45% Lamps, ballasts, fixtures—45% Hand tools—25%	Des Moines Ankeny Des Water Works Metro Solid Waste Des Moines Airport
P-card	US Bank	Peter Swenson, Peter.swenson@usbank.com 303.395.7252 720.339.5209 (cell)			Des Moines
Tires	Michelin Bridgestone Firestone Goodyear	Kaye pitman@Bus.michelin.com 864-458-6030 Vicky Dunbar DunbarVicky@fusa.com 615.937.3693 Jeanne Oberdier jeanne.oberdier@goodyear.com 330.796.4352	225/40ZR18bsw = \$219.33 Policep225/60R18=\$105 Policep225/60R18=\$119	Passenger=45% discount, trucks= 46% discount Police=64% discount Other areas= 10-37% Police=49.5% All others 19.7-68.5%	Dallas County Grimes Des Moines West Des Moines DART Waukee Polk County Urbandale Metro Waste Authority

For more information contact:
Debbie O'Leary
515.281.8384
debbie.oleary@iowa.gov