

Five Essential Elements:

A Commitment to Change

Across the six Local Government Innovation Forums, local government elected officials and key staff consistently offered five components of change that they see as essential to moving past barriers and supporting cross-jurisdictional redesign:

- **Embrace Change.** Creating new public service systems, structures and delivery models is no easy feat. Seeding transformative redesign in and among Minnesota's local governments must begin with courageous local and state government leaders willing to take on this essential challenge.
- **Commitment to Innovation.** Yesterday's solutions simply can't solve tomorrow's problems. Local government leaders recognize this fact, and believe that a shared commitment and vision among leaders — across state and local jurisdictions — to investigating new approaches and rethinking old structures is essential. This type of committed leadership is essential to success.
- **Focus on Better Outcomes.** Cutting costs alone is not redesign. Instead, quality redesigns should begin with a clear definition of the desired outcomes from the program, and those outcomes must serve as a guide throughout the redesign process. Minnesotans value our high-quality state and local public services, and those outcomes should be at the forefront of any redesign.
- **Frequent Communication Among Stakeholders.** The process of implementing a redesign is typically long and change is often difficult. Local government leaders have found that success ultimately requires constant communications with city/county/school staff and constituents about three key themes: why redesign is needed, what is being changed and how they will be impacted. Without this communication, stakeholders can become frustrated or feel lost within the process.
- **Patience and Perseverance.** Redesign, by its very nature, is not neat or easy. Some new ideas may not produce the outcomes planned; others may take years to generate significant cost savings. Government leaders must recognize this, and help their constituents, staffs and other stakeholders understand it, too.