

■ City Service Innovation

Advisory Committee
Co-Creation Workshop
March 28, 2017



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■ Today's Agenda

9am -12pm

- PART I: Context Setting (1 hour)
 - Welcome
 - City Service Innovation Overview + CivicMakers
 - Creative Exercise
- PART II: Co-Creation (2 hours)
 - Idea Generation
 - Musical Tables
 - Desired Outcomes
 - Conclusion

■ Outcomes for the Day

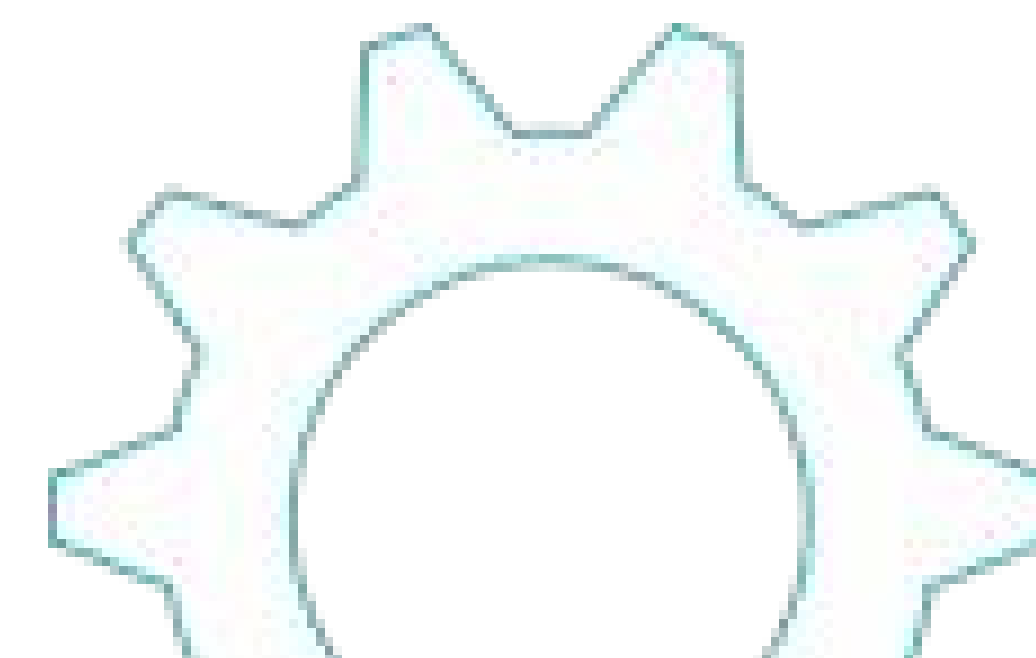
- Team Building for Together San Rafael **Advisory Committee**
- Introduce **CivicMakers**
- Understand **City Service Innovation Project**
- Roles/Responsibilities of **Advisory Committee**
- Input from **Advisory Committee** on:
 - What can the training program do for you?
 - What skills are needed?
 - What do we call the training program?
 - How to share information/successes (internally and externally)



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Guiding Principles



■ Together with our Department

- Innovate & design processes with customer in mind
- Find what we can stop doing, so we can...break out of routine; create time to find new/better ways
- Make sure your opinion is heard and counts
- Get the right tools & equipment to do our work
- Create opportunities for growth and learning
- Establish “failure” as an expected part of the process and recognize employees for trying new things
- A mistake or failure is often the step before success - use your talents and get more personal satisfaction from doing your best work
- Take calculated risks and learn from them

■ Together with our Organization

- Work together with your colleagues in other departments to help solve the biggest challenges we face as a City
- Figure out how your department can make another department more successful
- Remember that the public generally does not see us as silos, so design how we deliver services keeping in mind that the public sees us as one organization, not 12 departments
- Focus on the what, but even more on the how and why - continuously assess whether what we're doing day to day still makes sense and empower ourselves to make changes to the work to save time and improve quality of our services
- Create a great City/great place to work culture

■ Together with our Community

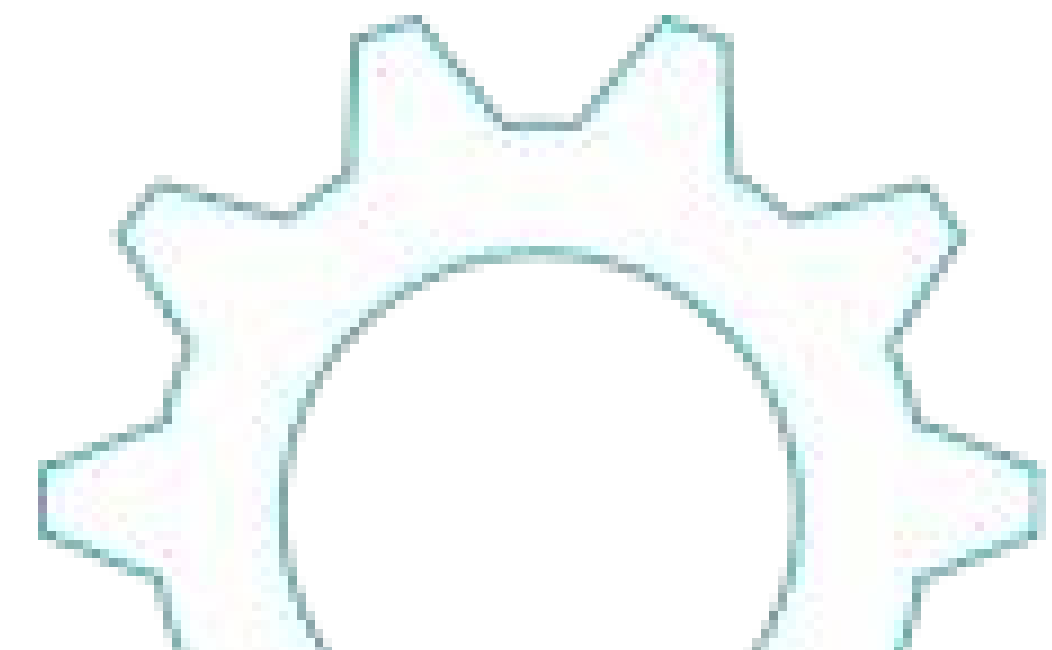
- Build trust with the community – understand the new set of expectations for how the public wants to receive information and services from government
- Each encounter with a resident reflects on all of us - each encounter is an opportunity to rebuild trust
- Each time we are required to say 'no' to a specific request from the public is an opportunity to find **something** to say 'yes' to
- Meet people where they are - find ways to engage that don't require coming to a public meeting at inconvenient times
- Design projects/processes/interactions to create a great customer experience



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City Service Innovation



■ Together San Rafael + CivicMakers

Our customers expect services to be delivered digitally; as good, if not better than private sector

- Build off the work we've done and support a culture of innovation
- Bottom-up approach
- Design processes and programs for the user
- New language/terminology

■ Project Governance

City Project Management Team

- Jim Schutz, Cristine Alilovich, Rebecca Woodbury

CivicMakers Team

- Judi Brown, Cristelle Blackford, Lawrence Grodeska

Leadership Team

- All Department Directors

Advisory Committee

- All of YOU!

■ Scope Overview

1. Staff Engagement Survey

2. Co-Creation Workshop

- Core advisory group

3. Innovation Academy Pilot

- 50 ppl each
- All departments
- All levels of organization

4. Service Design Pilot

- Apply human-centered design

5. Director + Mid-Manager Retreat

- Review survey data
- Debrief trainings

6. Innovation Academy

- Full roll-out incorporating learnings and feedback

■ Advisory Committee Responsibilities

- Work with us to co-create the program.
- Act as Ambassadors and educate fellow employees about the program, help spread the word, and get others excited.
- Guide messaging and communications as necessary given understanding of context and what resonates with employees.

■ Post-It Note Share-Out

- What did you find most inspiring about Jen Pahlka's talk?



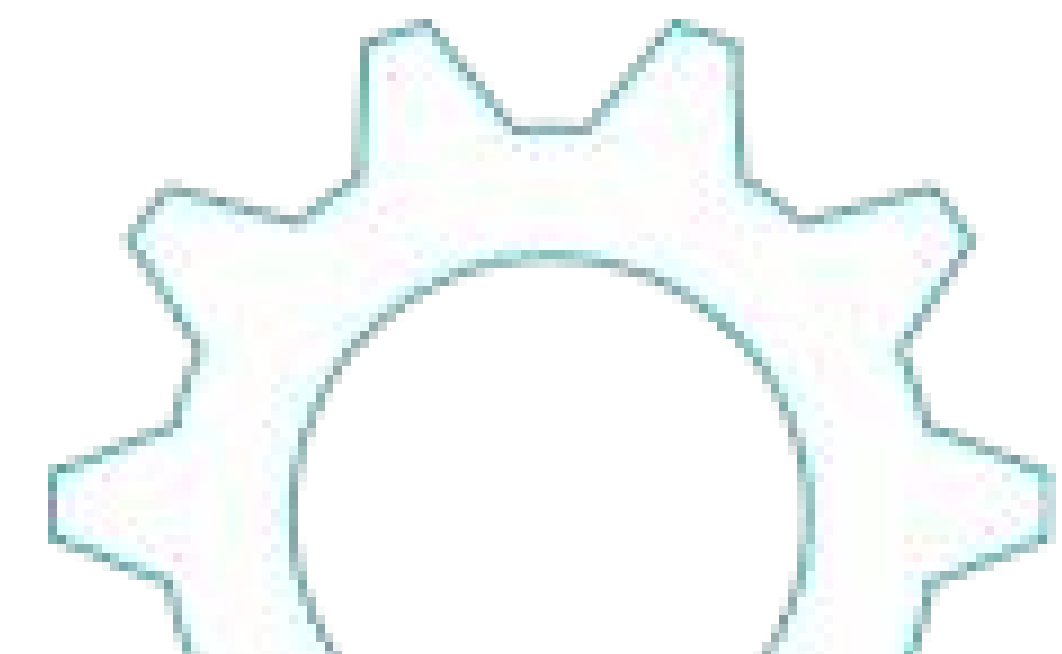


CivicMakers



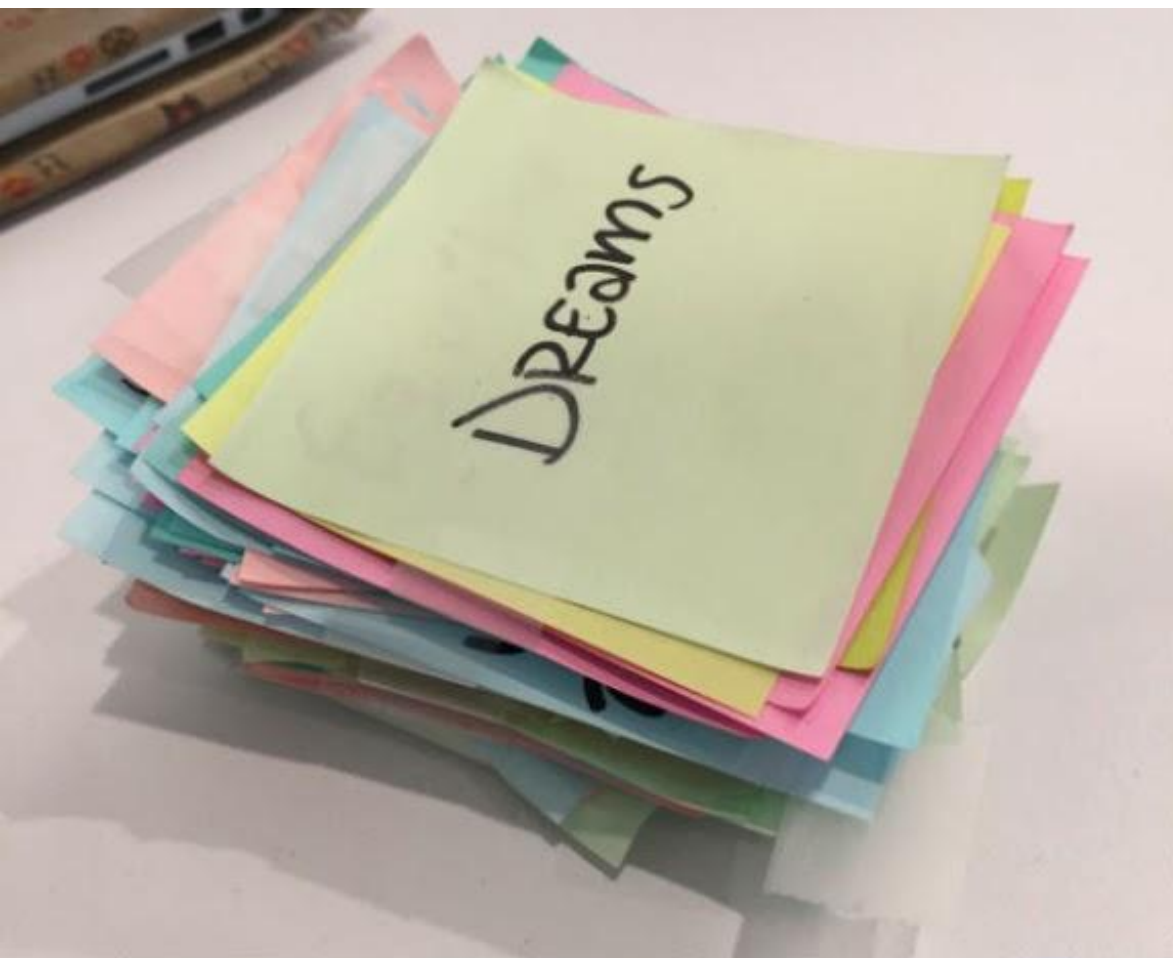
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■ What We Do

CivicMakers is an **innovation** and **engagement** firm. We love listening, solving problems and building relationships that improve our communities and institutions.





Lawrence Grodeska
Project Director



Judi Brown
Project Manager



Cristelle Blackford
Assistant Project Manager



Jim Rettew
Facilitator



Scott Taylor
Strategist



Molly Curley O'Brien
Innovation Associate





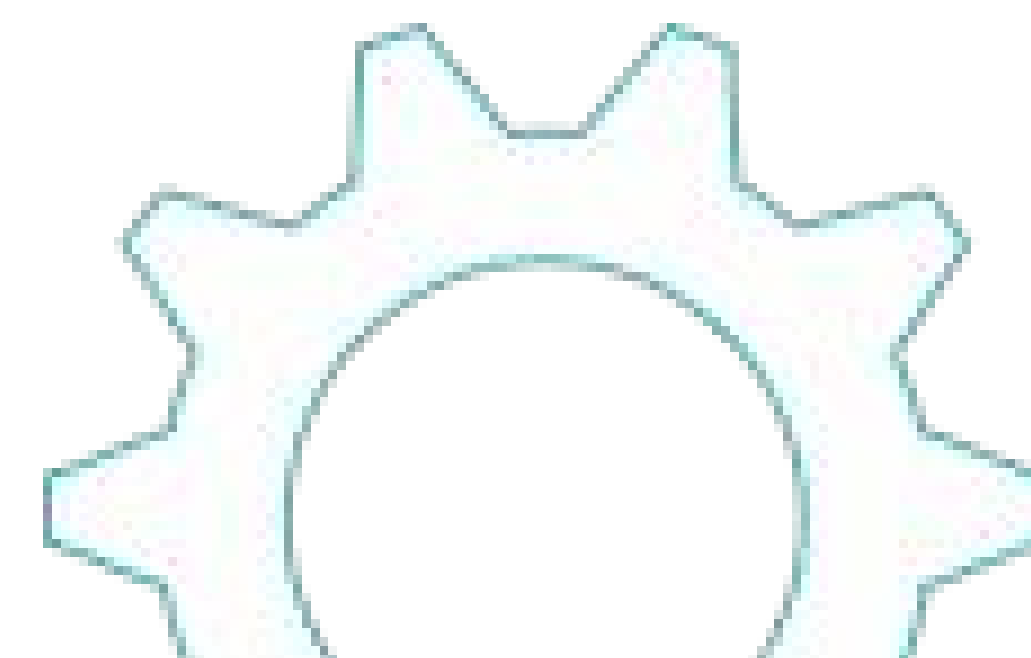




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Creative Exercise

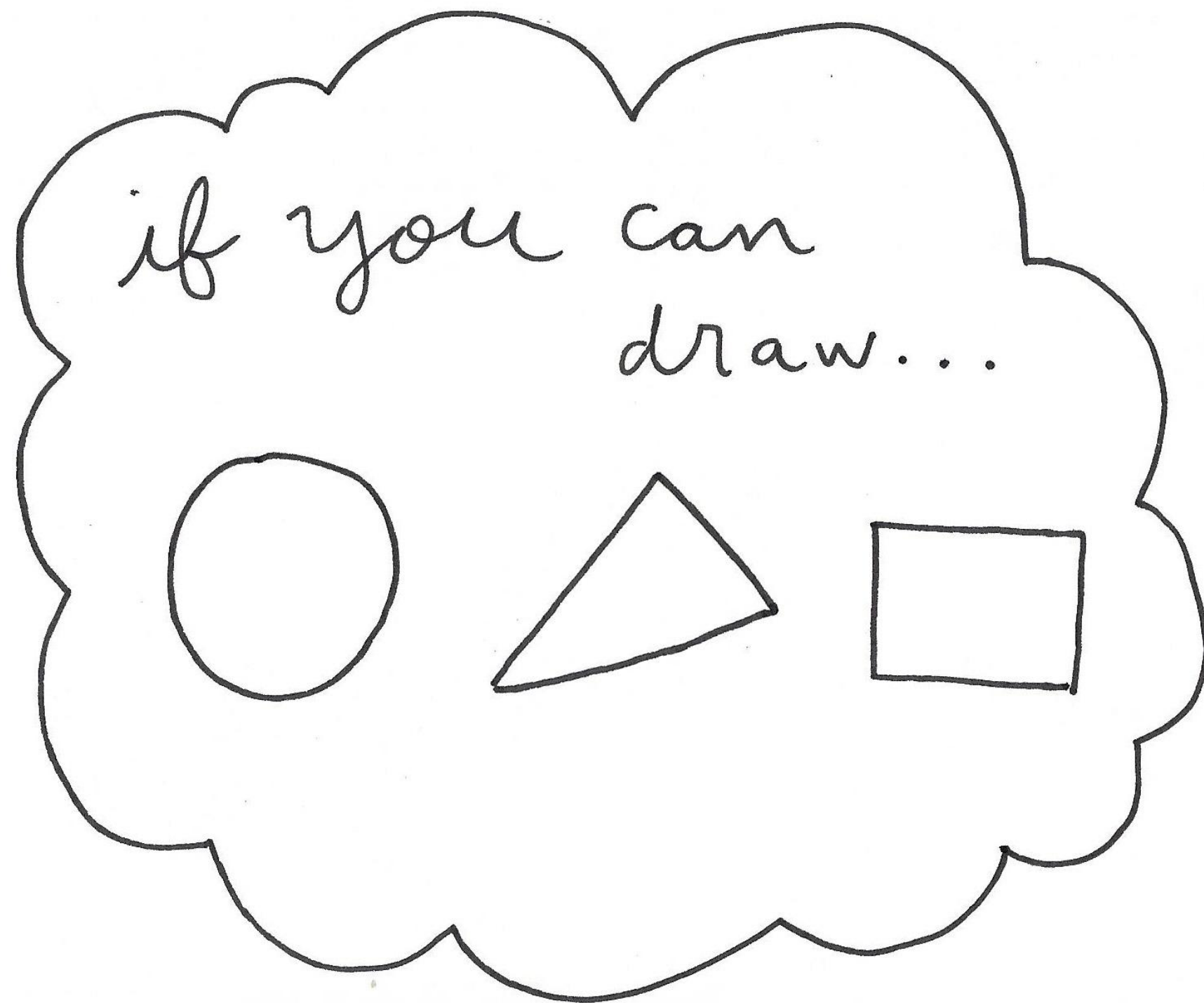


■ Creative Exercise

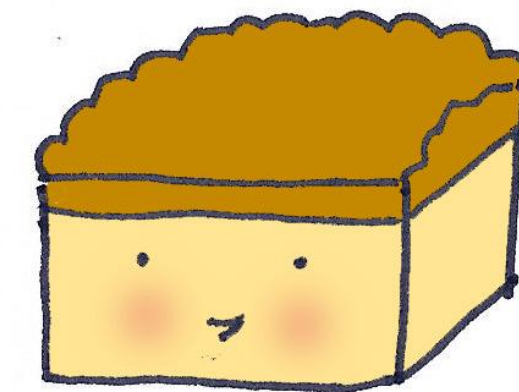
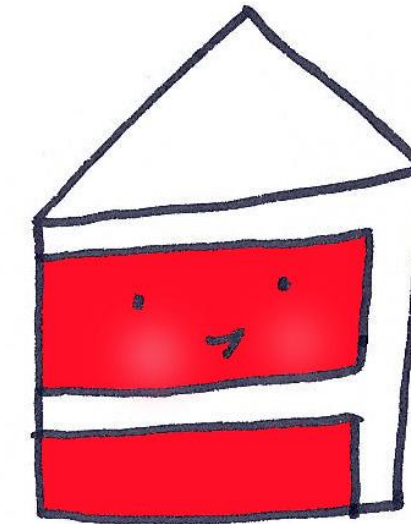
1. **SIT** at a table with people who you do not know well
2. **DRAW** a Representation of your favorite childhood game (you'll have 3 minutes)
3. **SHARE** your name and department, your drawing (allow your colleagues to guess what it is!), and why it was your favorite game

■ Remember...

Not everyone is an artist, but everyone can be **creative!**



well then, you can
ALSO draw...

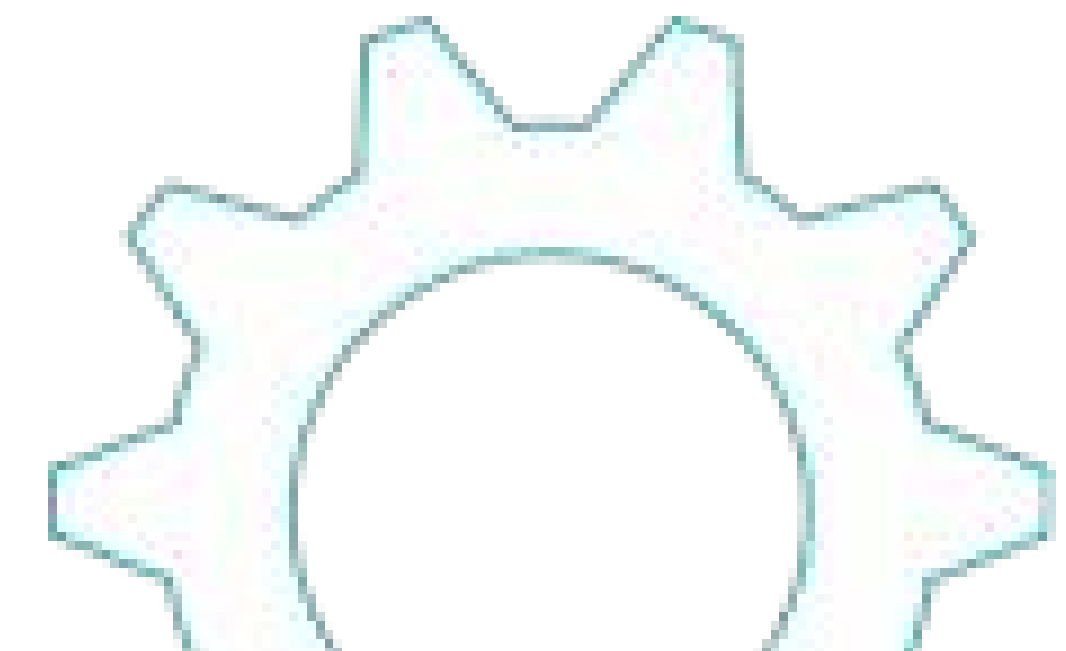




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Inspiration



■ Inspiration - Denver Peak Academy



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- Benefits to both city staff and the community
- The most basic changes are sometimes the most innovative and can have the greatest impact
- Many changes start with one employee
 - Example: Amber in Wastewater Accounting innovated a process to save \$50,000 in postage per year

■ Inspiration - Seattle Police Department



■ Inspiration - Seattle Police Department

- **Measureable outcomes:**

- Participants were 60% less likely to be arrested
- More people got housing, employment and jobs

- **Created via user research, testing, and iteration with:**

- Police officers
- Case managers
- Social service providers
- People with mental illness

■ Inspiration - Long Beach Business Portal



■ Inspiration - Long Beach Business Portal

Google Custom Search



PLAN

Getting your strategy together



Get an Idea

Understand why Long Beach would be the right place



Supportive Resources

Get to Know Them



Business Plan

Roadmap to Profitability

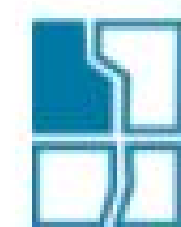
LAUNCH

Property type selection impacts number of steps below

Home-based



Business Property



Zoning Check

Is your business type allowed at that site?



Site Selection

GROW

Opening your doors to the public



Hire Employees

Expand your workforce



Business Taxes

Paying them



Obtain Funding

Access resources to grow

■ Inspiration - Long Beach Business Portal

- Iterative process
- Scalable solution
- Focus on equity



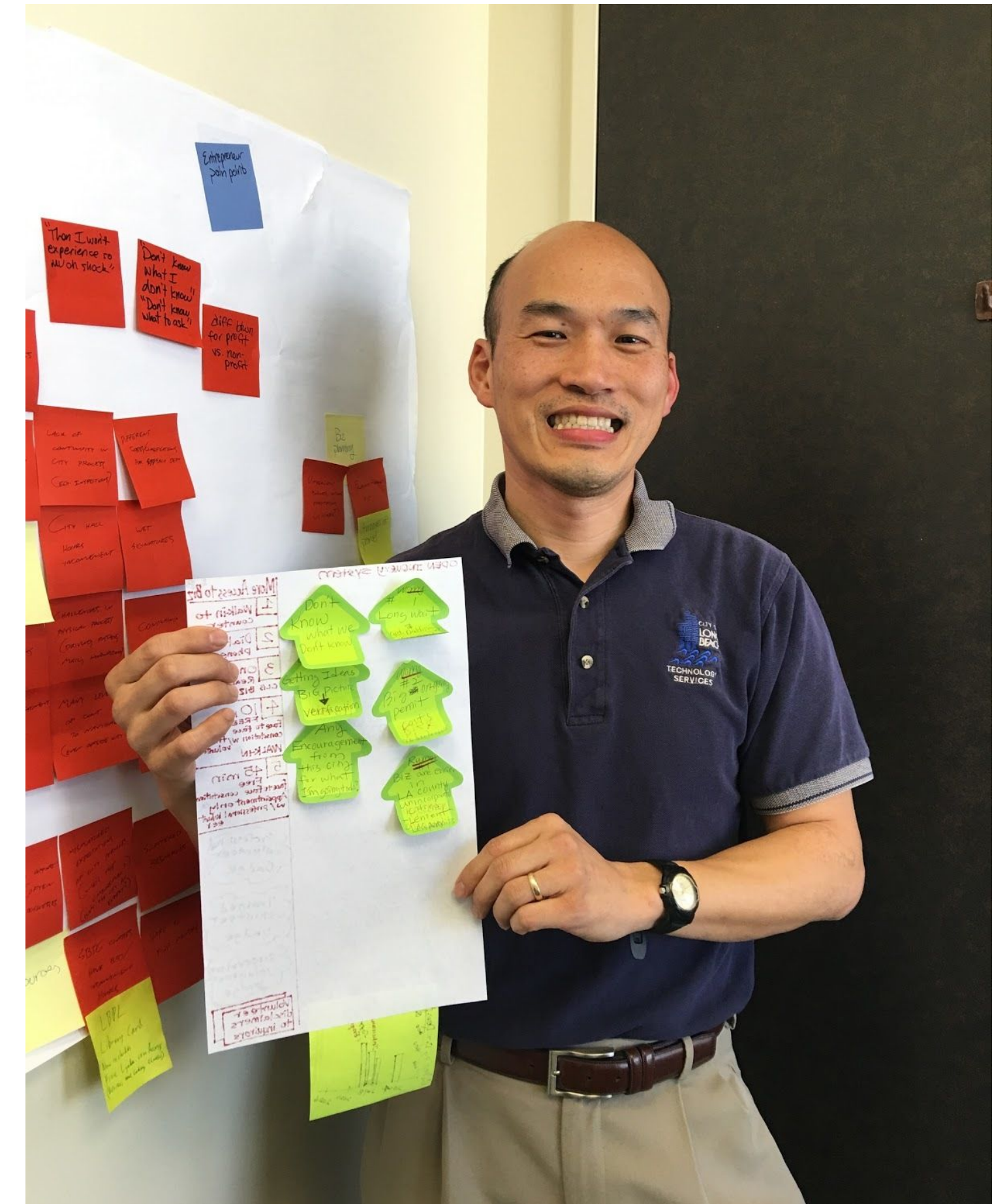
Non-English Speakers



Low Digital Literacy



Low Literacy

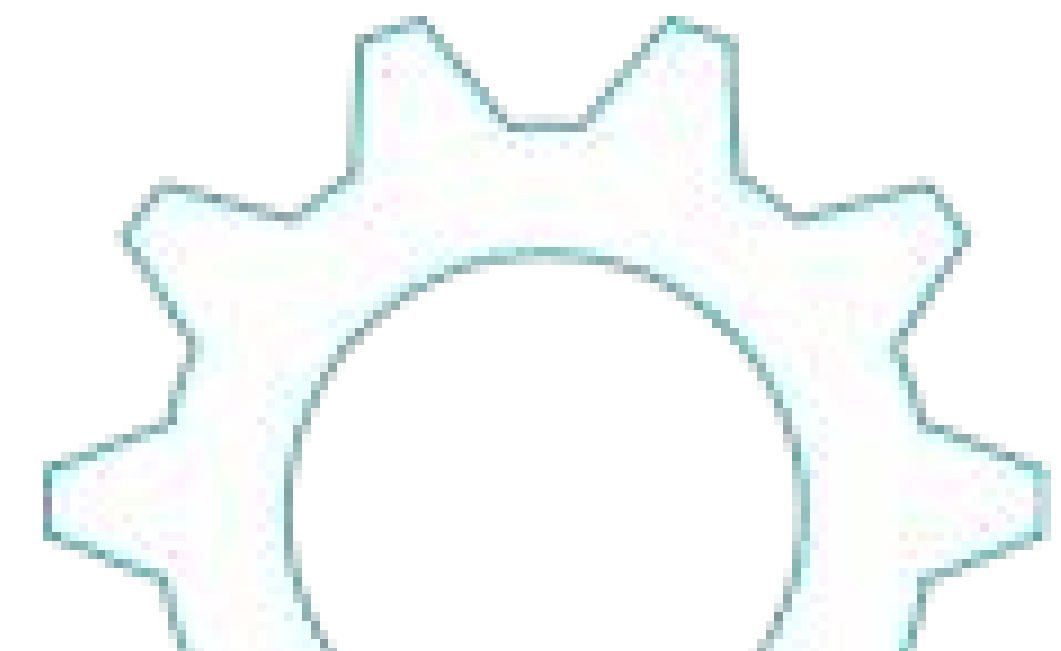




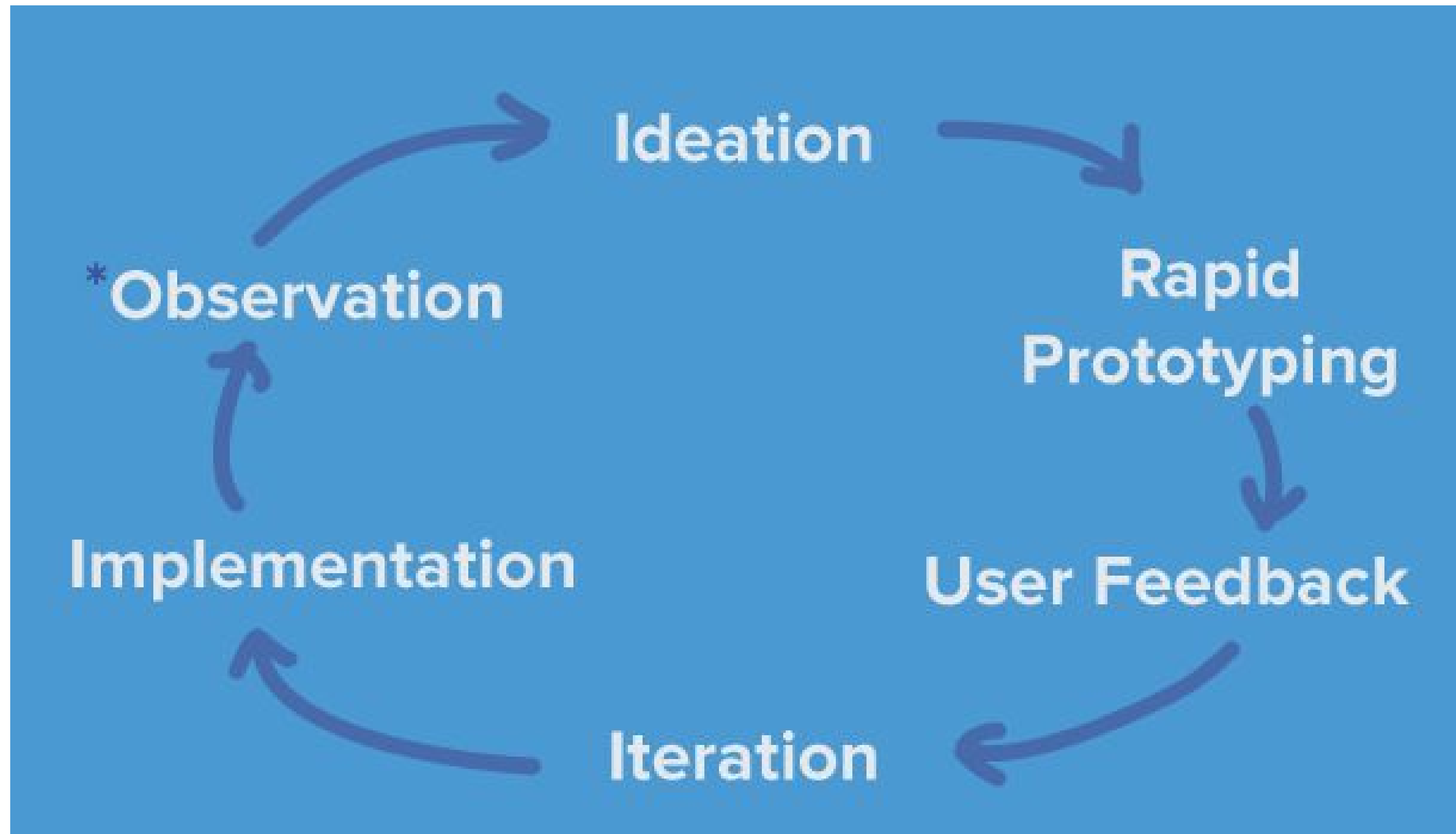
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Skills



■ Human-Centered Design



■ Lean Development

- **Create value for customers:** understand customers
- **Eliminate waste:** creative, collaborative problem-solving
- **Optimize value streams:** identify which services are creating the greatest value for customers
- **Empower people:** support creativity and innovation by fellow employees
- **Continuously improve:** create baseline measurements for success

■ Leadership

- Effective communication
- Prioritization of initiatives
- Reflect on experience
- Recognize failure as part of the learning process
- Solicit and build on constructive feedback
- Acknowledge and celebrate “everyday” innovations

■ Systems Thinking

- **Looking at, learning about and understanding and managing complex problems:**
 - Goal Setting
 - Creating feedback loops
 - Understanding inputs and outputs of policies, programs or initiatives

■ “Innovation” Skills

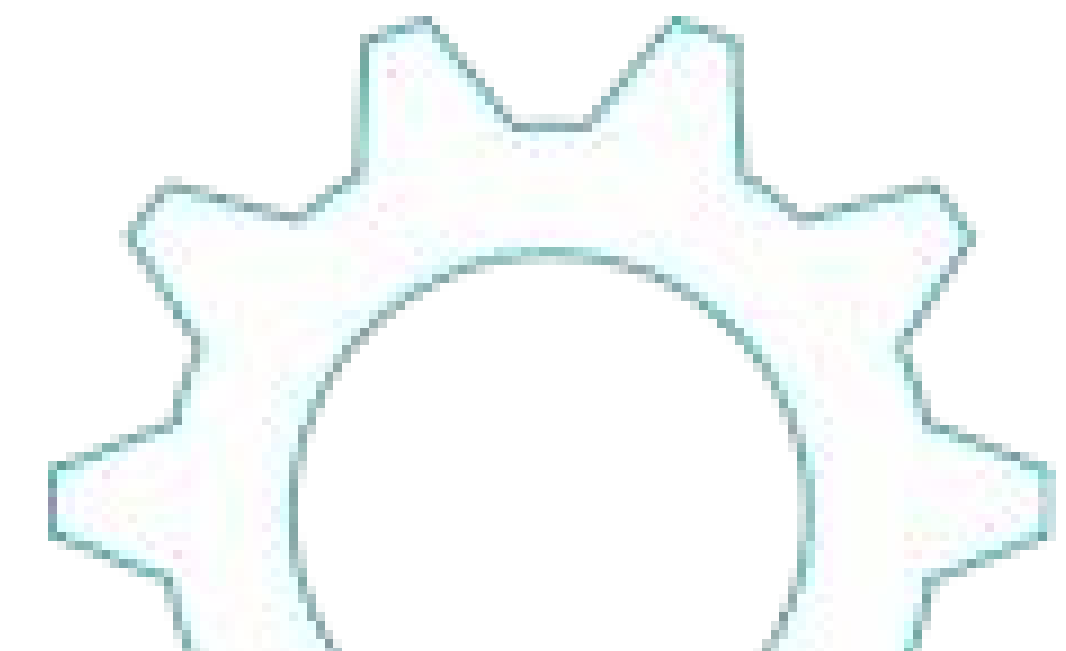
- **Cognitive:** thinking critically and creatively; storytelling
- **Behavioral:** solving problems, managing risk, building consensus
- **Analytical:** interpreting data, such as customer input
- **Technical:** research, project management, engineering



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PART II: Co-Creation



■ Learning something new

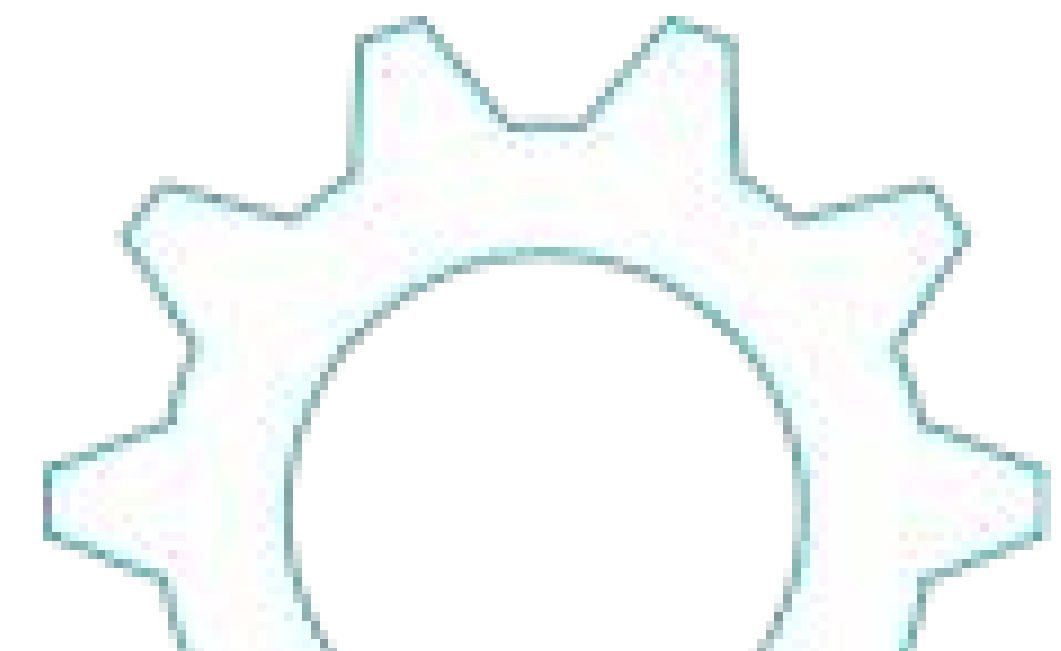
- **Share an example of a professional development experience that was particularly useful.**
 - What was most memorable about **what** you learned and **how** it was delivered?



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ACTIVITY: Cardstorming



■ How do you like to learn?

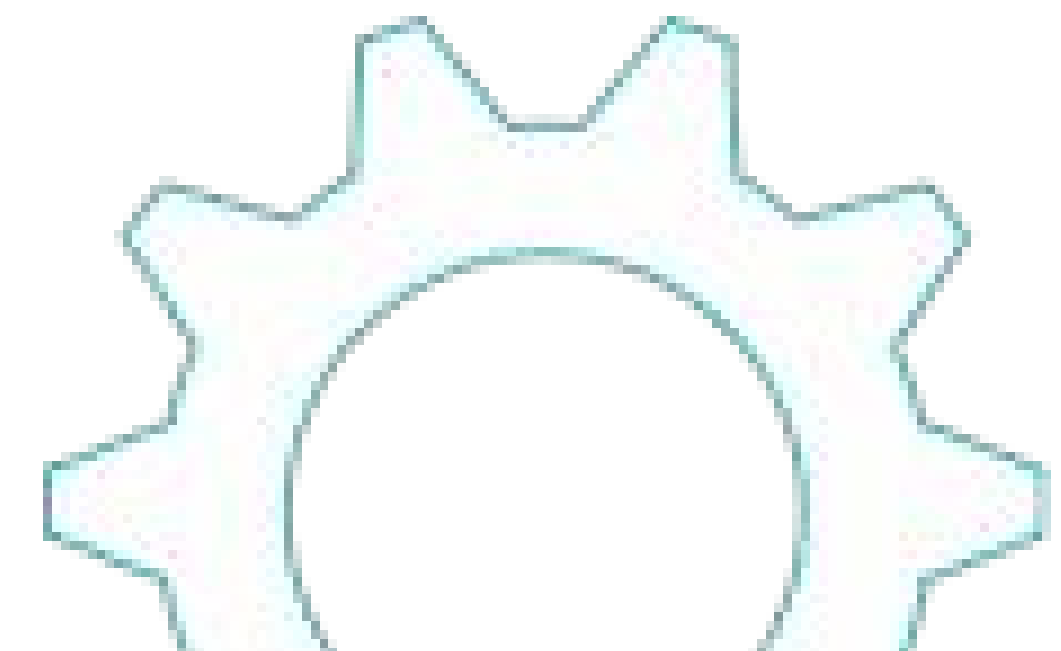
- **Methods:** webinar, in-person, self-directed learnings, auditory, visual, kinesthetic (learn by doing)
- **Materials:** templates, worksheets
- **Activities:** build/model/draw something, hands-on research, small group work, field work, research



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Conclusion



■ Discussion

- What do we call the trainings?
- What are the best ways to share information & success stories?
- Any other thoughts or ideas?



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Thank You!

