



TOGETHER
SAN RAFAEL

Advisory Committee

May 23, 2017

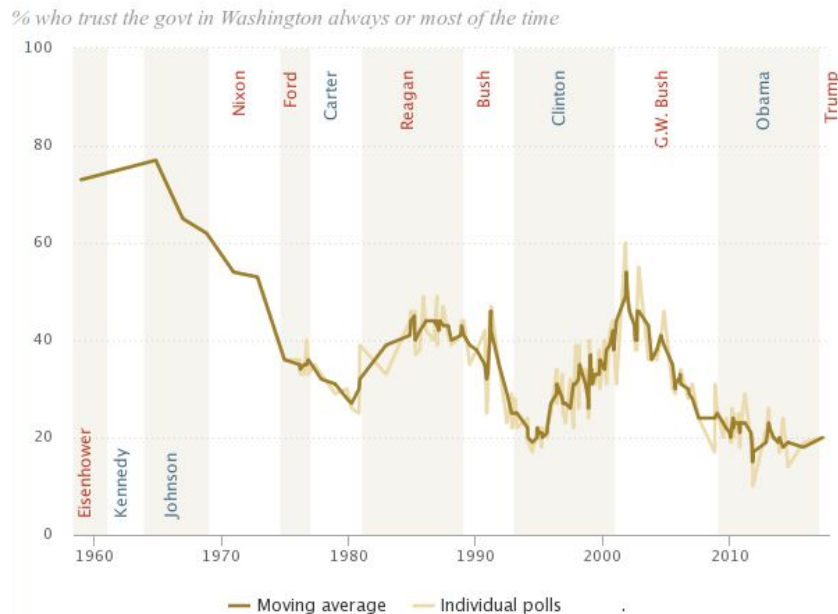


Meeting Objectives

- **Better understand the Together San Rafael initiative**
- **Clarification on roles and responsibilities**
- **Input from Advisory Committee on:**
 1. Guiding principles
 2. Internal communication tool
 3. City Services Innovation project curriculum
 4. Proposed timeline and next steps

The Why - Trust in Government is Down

- 20% of Americans today say they can trust the government in Washington to do what is right “just about always” (4%) or “most of the time” (16%). ([Pew Research, 2017](#))



The Why - Satisfaction is Down in San Rafael

- 76% of San Rafael residents are satisfied with City services; down from 84% in 2015 ([Godbe, 2017](#))

Q2. Satisfaction with Overall City Services
Trended Results n=858

	2017	2015*	2013	2011	2009
Very satisfied	31.8%	43.6%	36.2%	42%	43%
Somewhat satisfied	44.3%	40.4%	47.8%	39%	41%
Total Satisfied	76.1%	84.0%	84.0%	81%	84%
Somewhat dissatisfied	12.3%	8.8%	7.5%	7%	7%
Very dissatisfied	3.9%	2.9%	4.9%	5%	5%
Not sure	7.8%	4.2%	3.7%	6%	3%

The Why - Local gov't employee engagement down

- 71% of city workers in U.S. are unhappy or disengaged with their jobs ([Gallup, 2016](#))

The Why - The Public Has Higher Expectations

- 85% of the public expect the same or higher quality from government digital services as they do from commercial organizations; 4 in 10 are not satisfied with current digital services ([Accenture, 2016](#))

Elevator Pitch

***Together with our Departments, Together with our Organization,
Together with our Community... modernizing city services and
making San Rafael a great place to work***

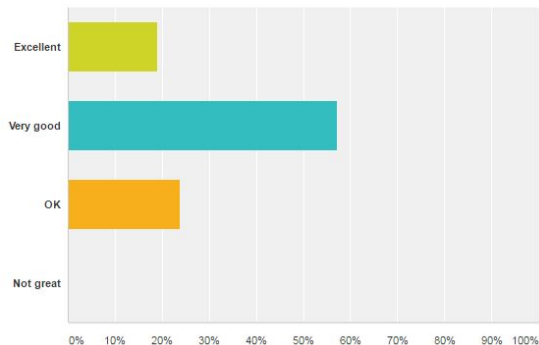
- Bringing staff and management together to address issues cross-departmentally, rather than through a top down approach
- Empowering all City employees, regardless of position or tenure, to share and implement their innovative ideas
- Celebrating the innovation happening every day in our departments



Survey Results - Co-Creation Workshop

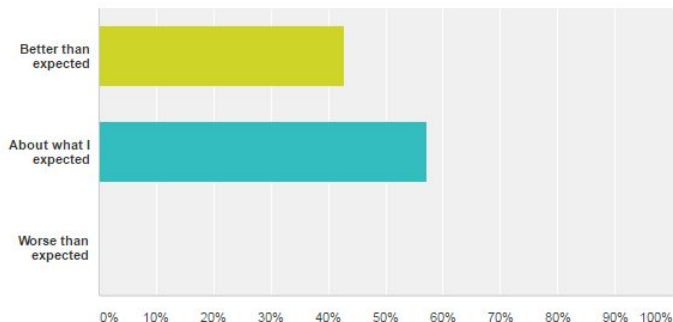
Overall, how would you rate Tuesday's Together San Rafael workshop?

Answered: 21 Skipped: 0



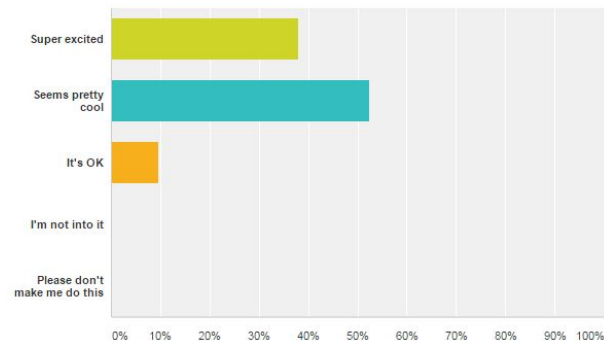
How well did the workshop meet your expectations? Was it...?

Answered: 21 Skipped: 0



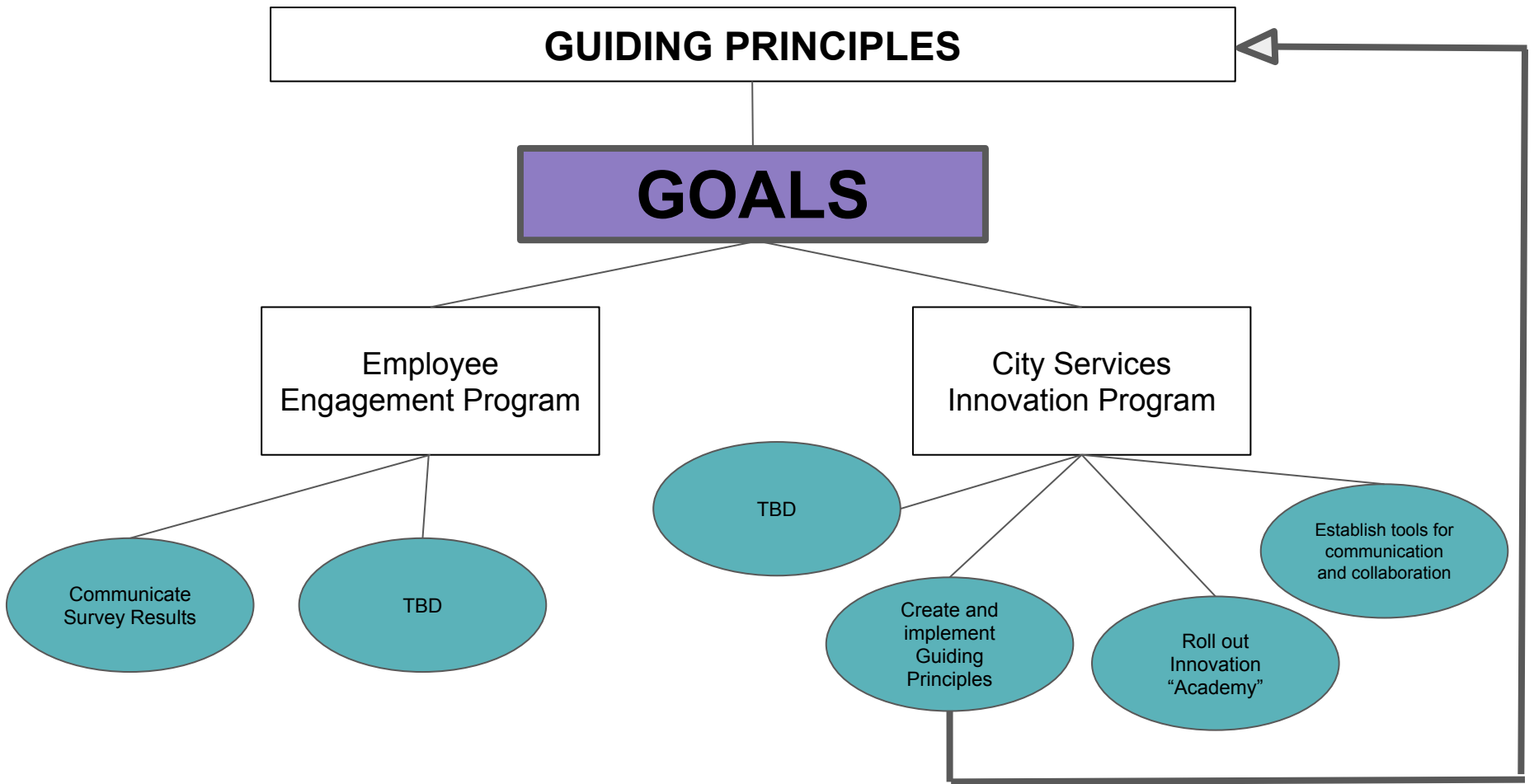
How excited are you to be involved in the Together San Rafael initiative?

Answered: 21 Skipped: 0



Our Goals

1. Cultivate trust with the community
2. Stay current in how we design and deliver services to our residents
3. Work together with the community to develop solutions and try new things
4. Empower employees to co-create a culture that celebrates its successes and its “failures”



Employee Engagement

Great Place to Work Engagement Survey



Communications

What we want to be able to do:

- Provide information across the whole organization
- Have conversations
- Share articles and documents
- Collaborate on projects

The tools should be:

- Mobile-friendly
- Easy to use
- Secure
- Cost-effective



Website

- Public-facing
- General information
- News feed

The screenshot shows the top portion of the San Rafael city website. The header is dark blue with the city logo and name on the left, and navigation links (HOME, NEWS, EVENTS, CONTACT) on the right. A 'Main Site' button is also present. Below the header is a large blue banner with the text 'Together San Rafael'. Underneath the banner, on the left, is a vertical menu with three items: 'Advisory Committee', 'Guiding Principles', and 'Inspiration'. To the right of this menu is a main content area with a heading 'Together with our Departments, Together with our Organization, and Together with our Community...' followed by a paragraph about modernizing city services. Below this is a section titled 'What is Together San Rafael all about?' with a bulleted list of three points. At the bottom of the screenshot is a 'News & Updates' section with a sub-heading 'Innovation You've Been Looking For' and a date 'Posted on May 5, 2017'.

SAN RAFAEL
THE CITY WITH A MISSION

HOME NEWS EVENTS CONTACT [Main Site](#) ? Q

Together San Rafael

- Advisory Committee
- Guiding Principles
- Inspiration

Together with our Departments, Together with our Organization, and Together with our Community... modernizing city services and making San Rafael a great place to work

What is Together San Rafael all about?

- Bringing staff and management together figure things out cross-departmentally, rather than through a top down approach
- Empowering all City employees, regardless of position or tenure, to share and implement their innovative ideas
- Celebrating the innovation happening every day in our departments

News & Updates

Innovation You've Been Looking For
Posted on May 5, 2017

Internal Communication / Collaboration Tools



Features



- **Ease of use** means mobile friendly, easy access, simple design
- **Security & Privacy** for individuals, teams, and departments
- **Discussions** are easy to start – subscription notifications to stay engaged
- **Knowledge management** means easy file storage, collaboration, document sharing
- **Event management** is easy, add to an existing calendar or create your own
- **Task Management** makes assigning individual and group tasks easy

Collaboration



TEAM. WORK.

SPACES

Teams



Multi-Department
Inter-Department
Workgroups

Departments



Public (city) content
Private (department) content

Documents
File Sharing
Discussions
Task Management
Calendars/Events

MEMBERS

- Manager
- Groups
- Individuals

BREAK

Guiding Principles

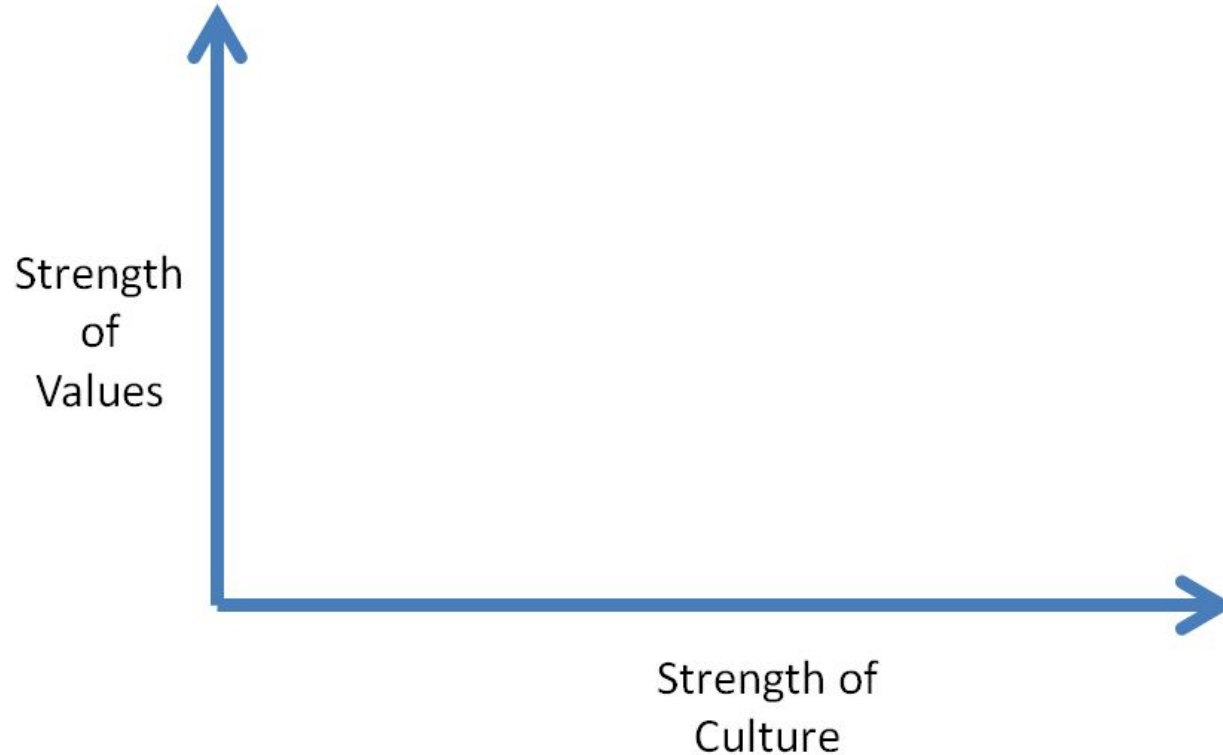
What Are Guiding Principles?

- Guide how people should behave and act
- A mix of aspirational and practical
- Principles are what values look like in action.

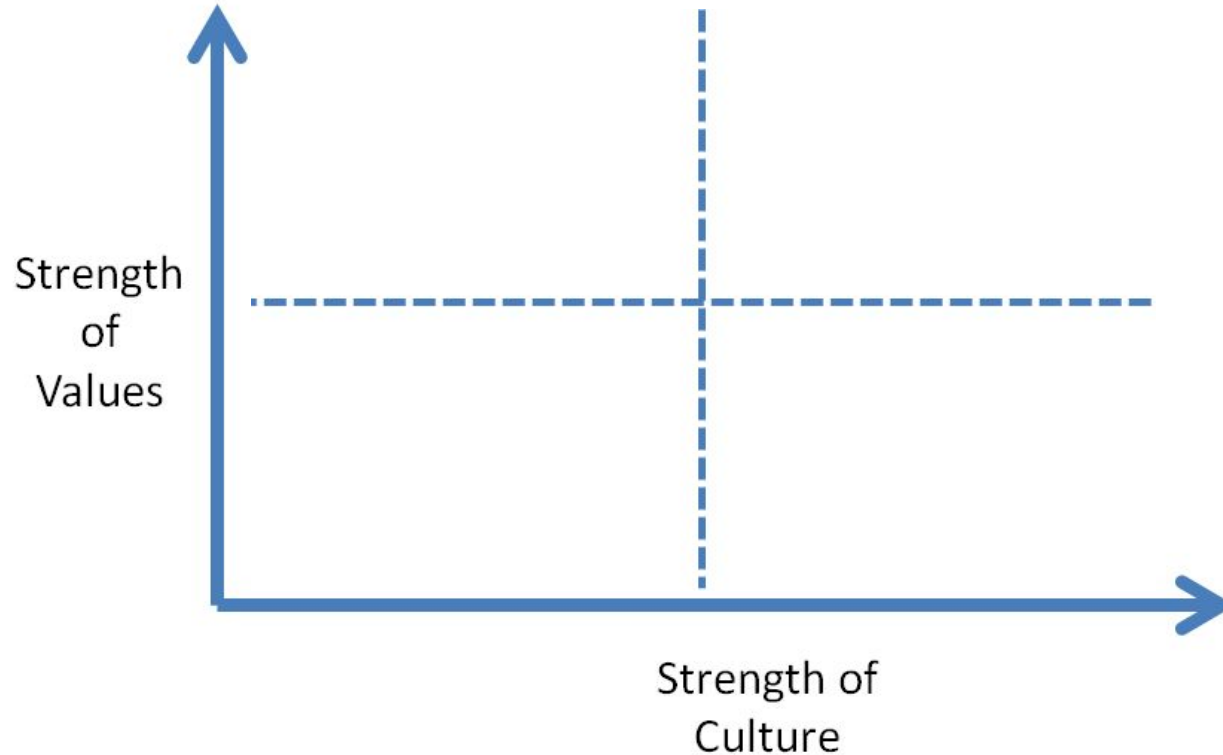
What Is Culture?

- System of shared values, assumptions and beliefs that influence how people behave
- Culture is what you do when no one is looking

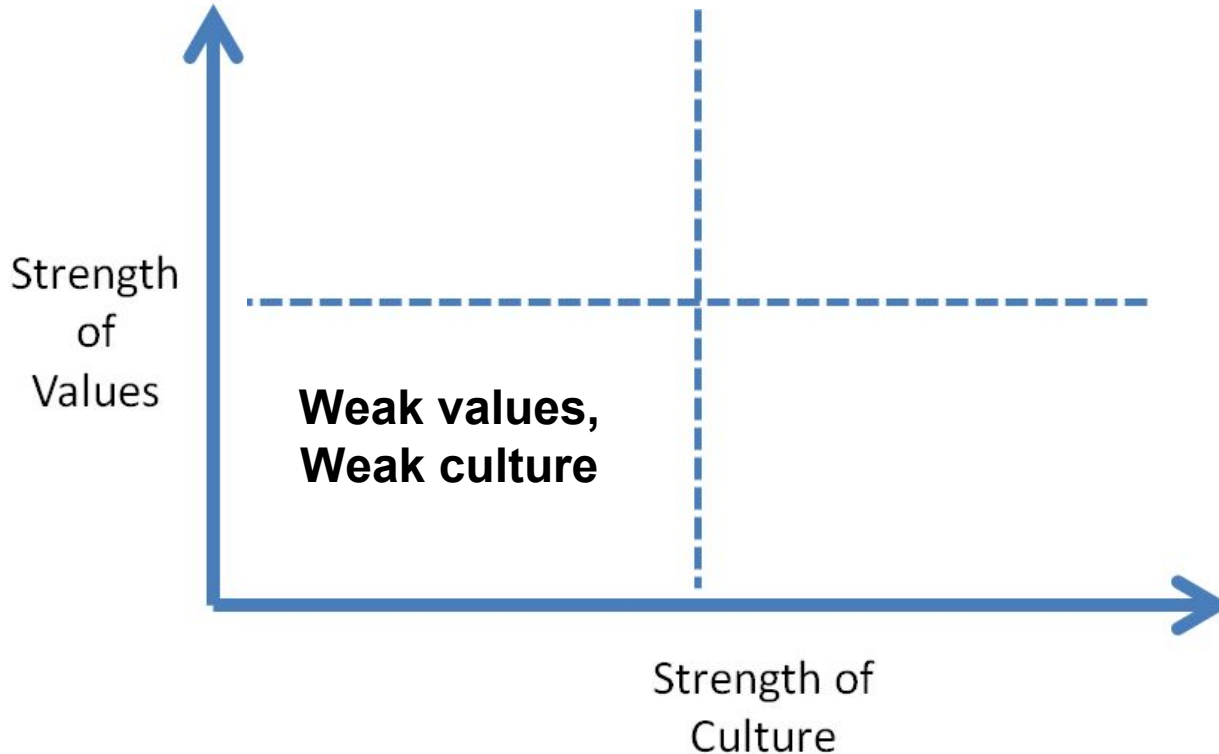
Plotting Culture and Values



Plotting Culture and Values

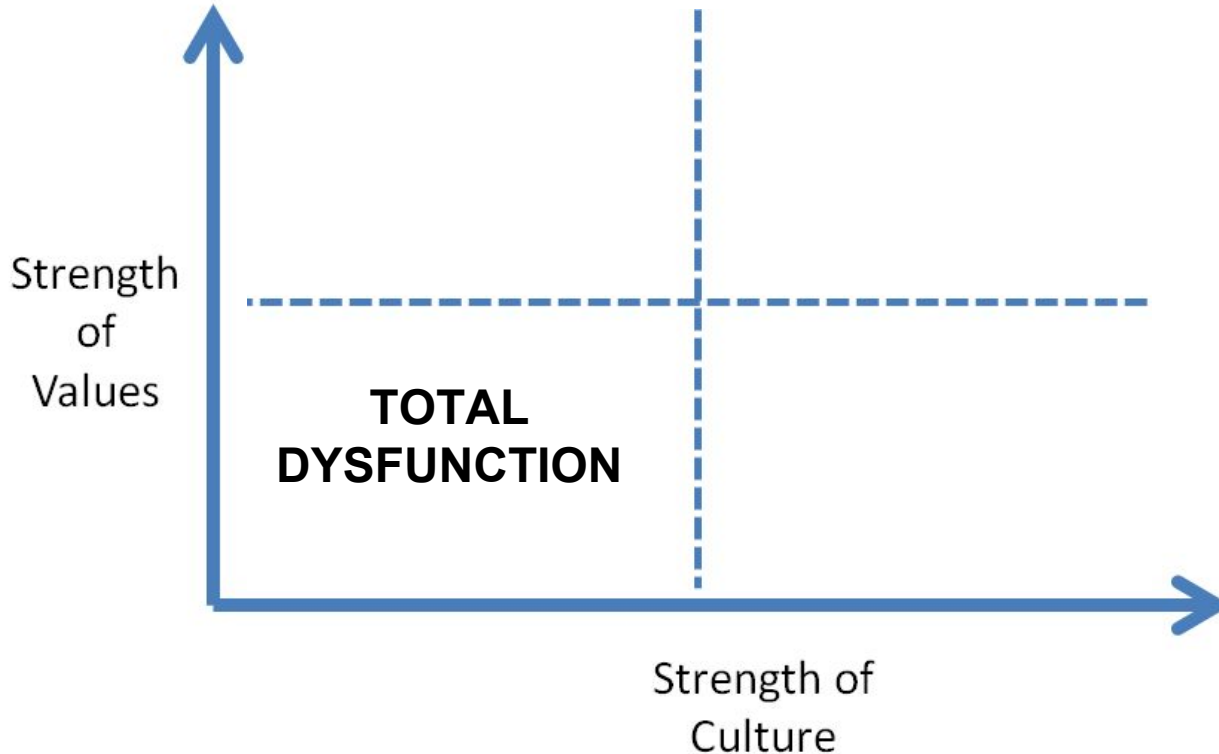


Weak Values, Weak Culture

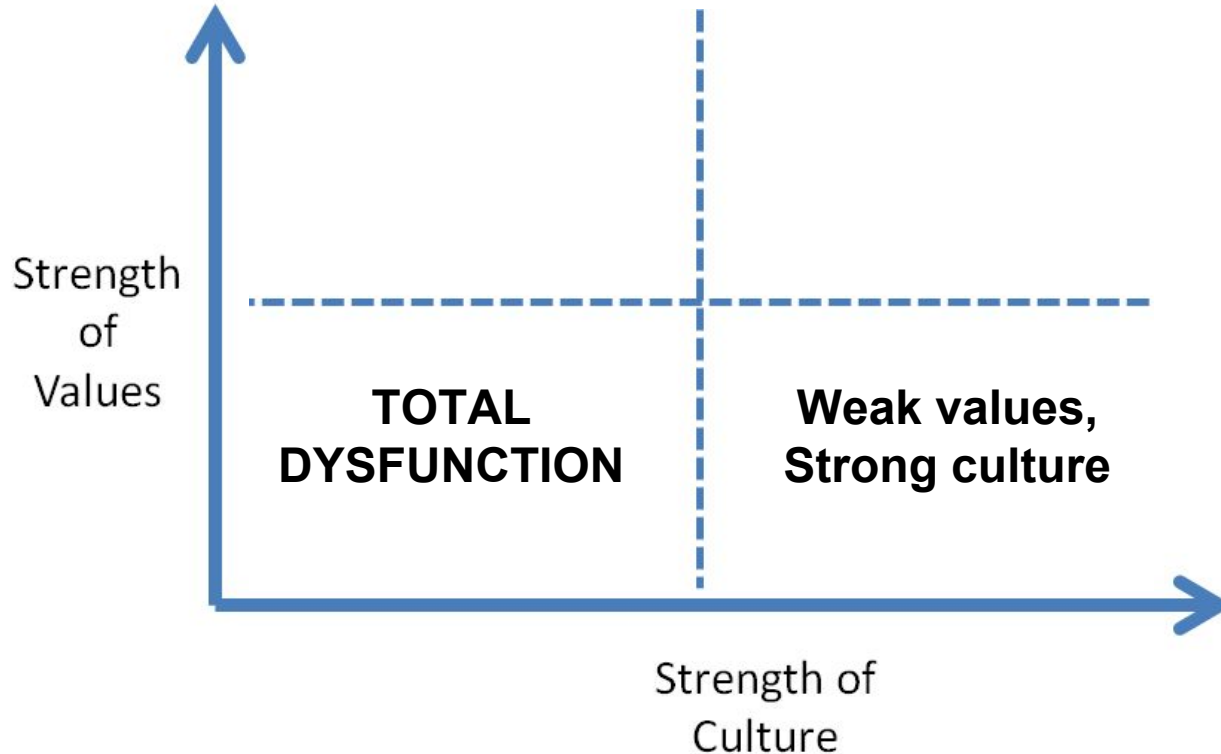




Weak Values, Weak Culture

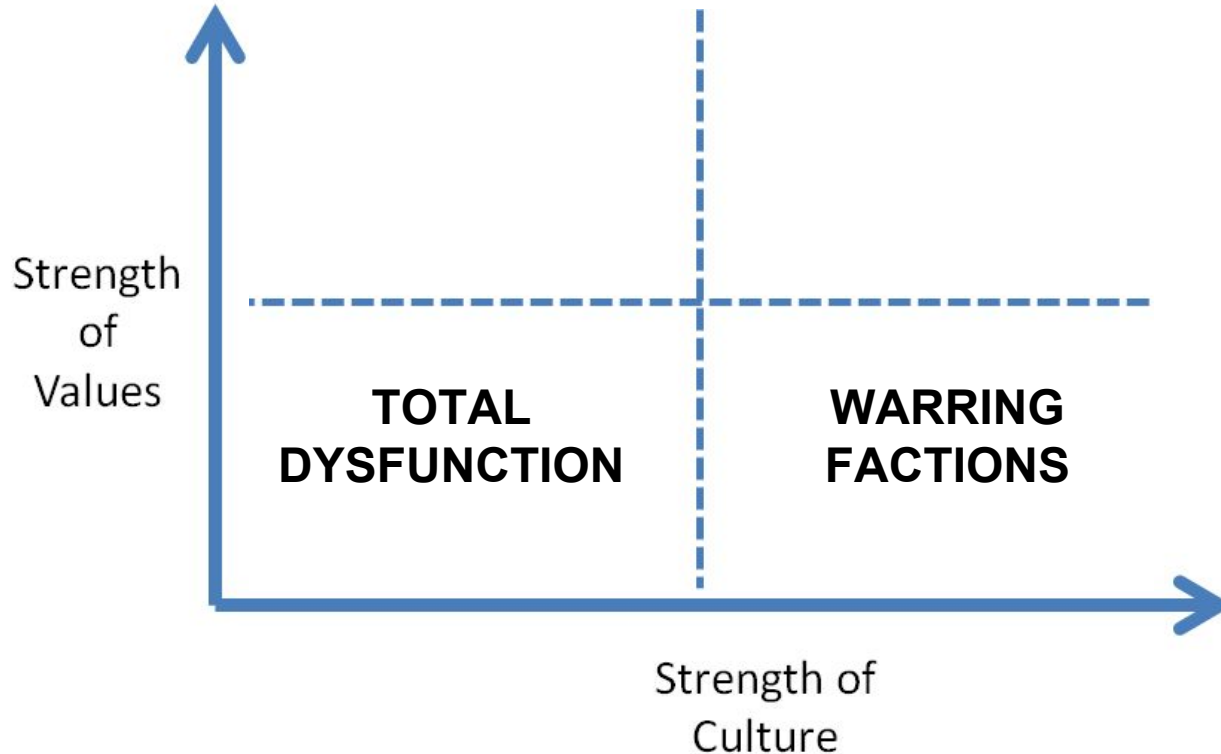


Weak Values, Strong Culture

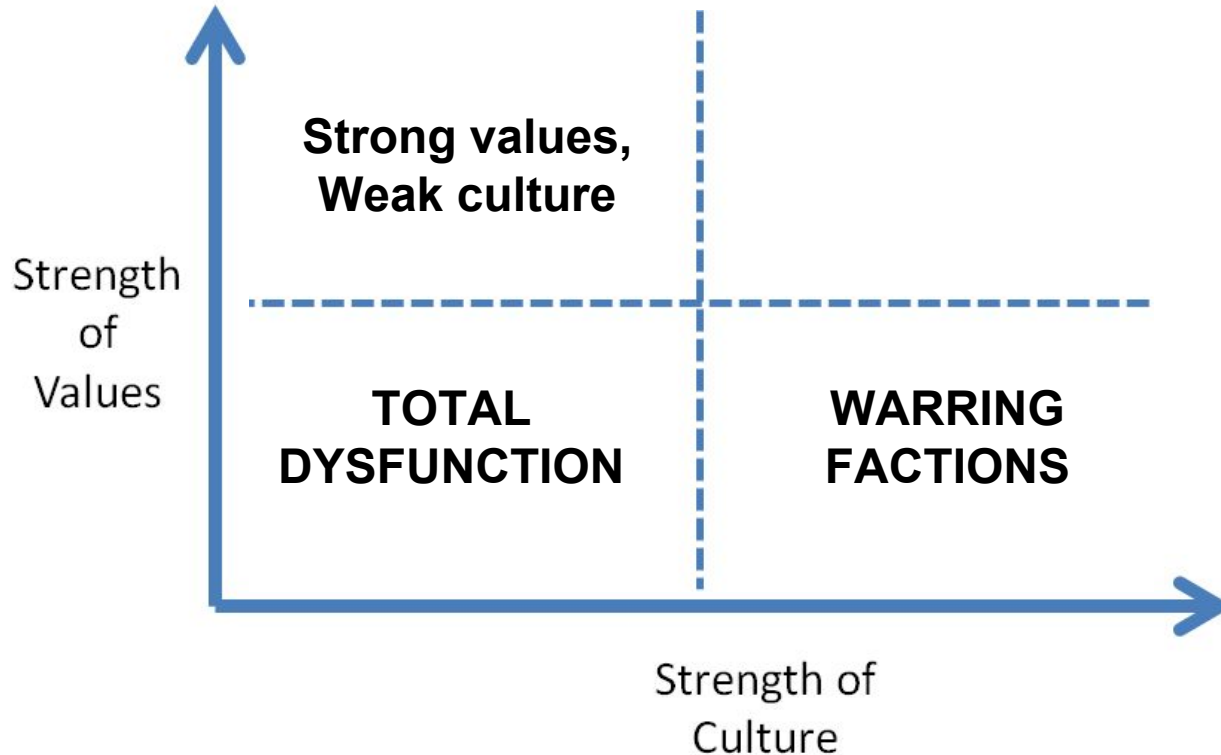




Weak Values, Strong Culture



Strong Values, Weak Culture

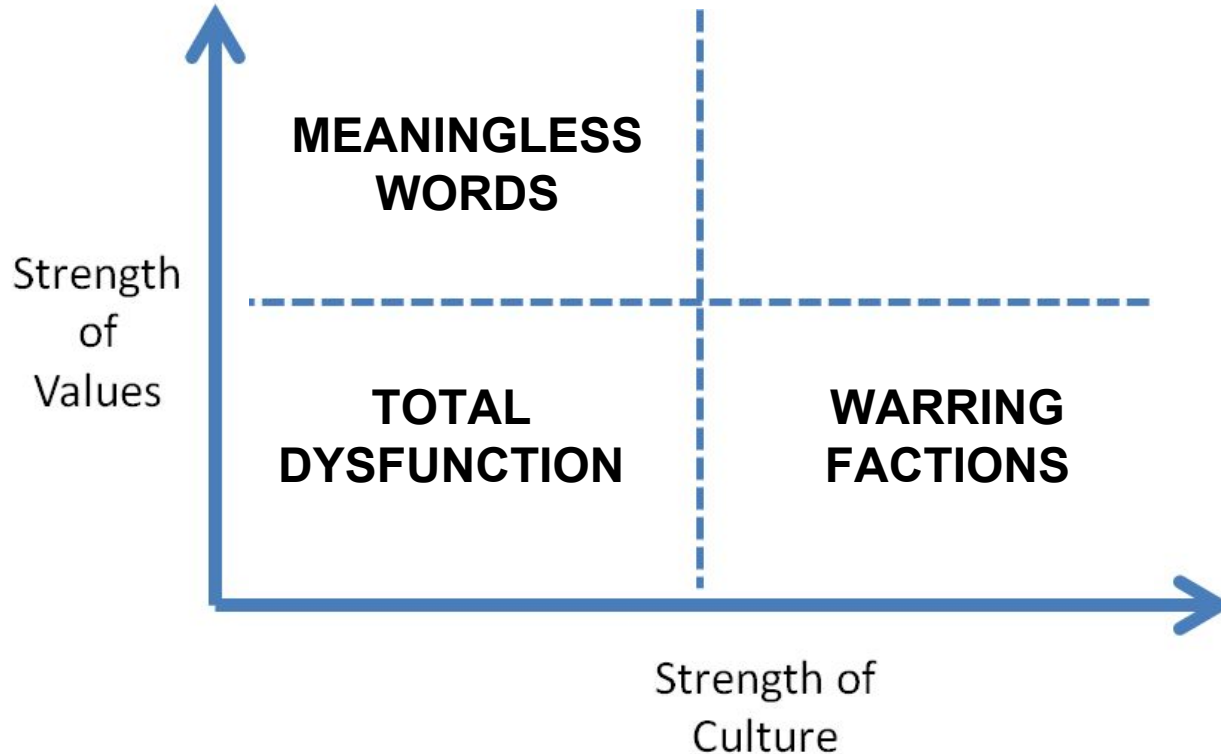




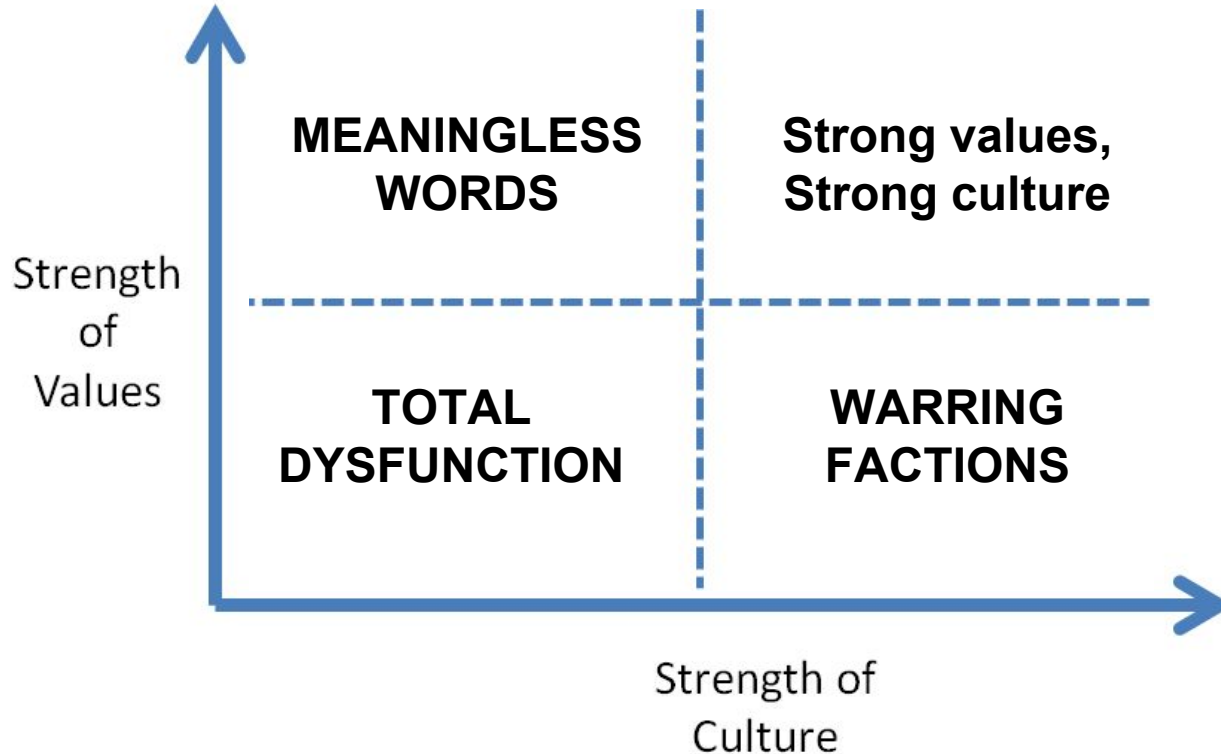
MEDIOCRITY

JUST BECAUSE WE ACCEPT YOU AS YOU ARE
DOESN'T MEAN WE'VE ABANDONED HOPE YOU'LL IMPROVE.

Strong Values, Weak Culture

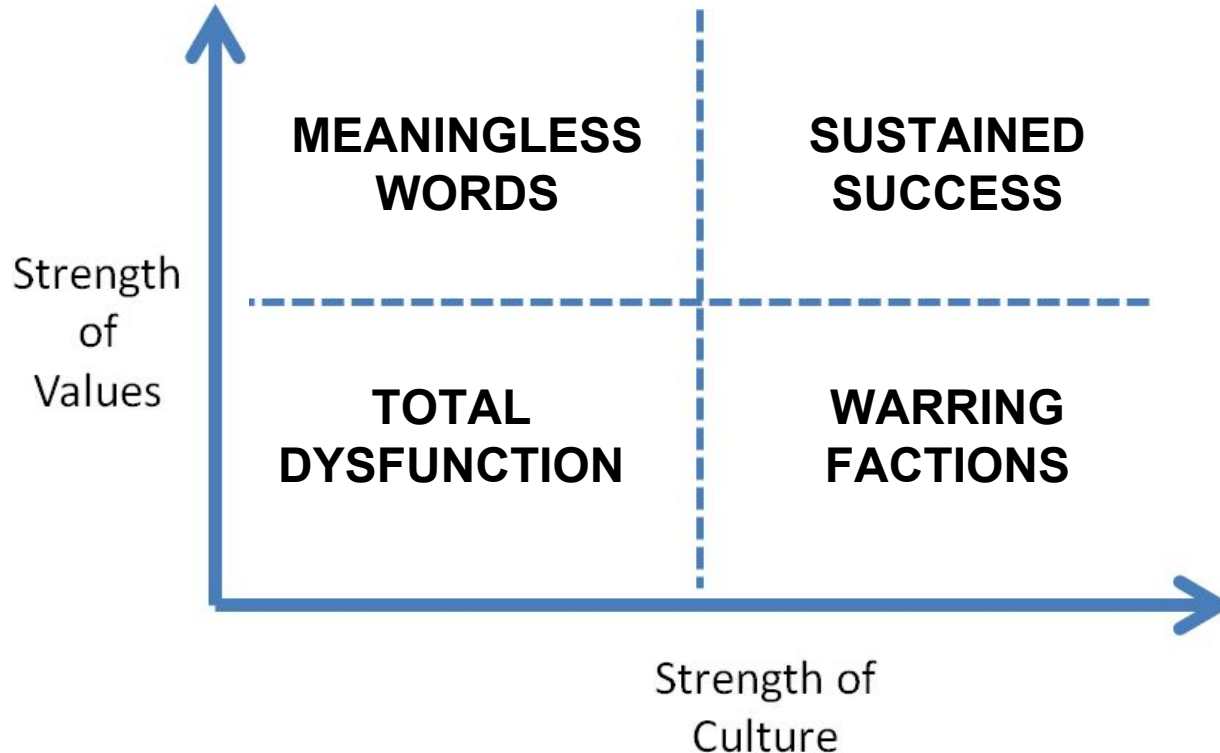


Strong Values, Strong Culture





Strong Values, Strong Culture



How principles become culture

<u>PHASE 1</u> – Identify a DRAFT Core Set of Principles	<u>PHASE 2</u> – Seek feedback and revise	<u>PHASE 3</u> – What behaviors exemplify	<u>PHASE 4</u> – Walk the talk
Where is the organization trying to go? What matters the most? How do people carry themselves?	What did we miss initially? Is there alignment across the organization?	How do employees embody? How does the organization change – recruitment, evaluations, recognition	Hold people accountable to the principles and identified principles Leadership models the behavior they want to see

Where We Started



TOGETHER SAN RAFAEL

A living document



KEY PRINCIPLES

TOGETHER WITH OUR DEPARTMENT

- Innovate & design process 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

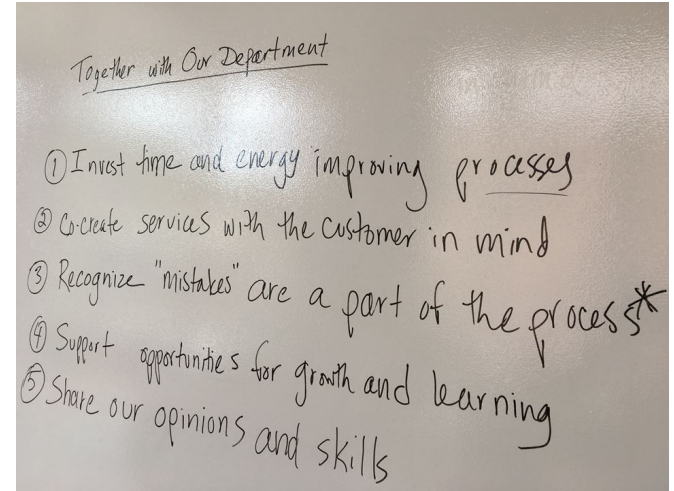
TOGETHER WITH OUR COMMUNITY

- 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

Feedback from First Meeting

Group 1 - “Together with our Department”

- Invest time and energy improving the process
- Co-create services with the customer in mind
- Recognize “mistakes” are a part of the process
- Support opportunities for growth and learning
- Share opinions and skills

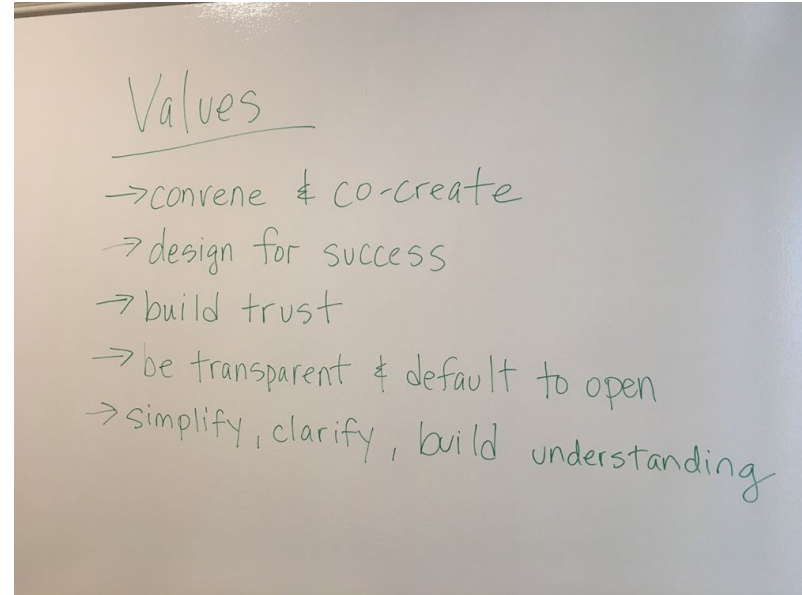


Group 2 - “Together with our Organization”

- Importance of breaking down silos
- Public wants one point of entry
- Need to coordinate across departments
- Marketing effort highlighting the “why”
at all levels of the organization

Group 3 - “Together with our Community”

- Convene & co-create
- Design for success
- Build trust
- Be transparent & default to open
- Simplify, clarify, build understanding



Major Takeaway: Preference for “Transcendent” Principles

Looking at Other Organizations

Downtown Streets Team

1. People are our biggest asset
2. B.A.M.N! (by any means necessary!)
3. Don't make an appointment for something you can do now
4. Every success is a celebration
5. Fail fast and often
6. Challenge complacency
7. Everyone is a utility player
8. Value passion over paper
9. Personalize, don't generalize
10. Keep your eye on the prize (play chess, not checkers)
11. Culture is a shared responsibility
12. Promise effort, not results
13. Personal development never ends
14. Team Member is a proper noun
15. Share the solution, not the problem
16. It always seems impossible until it's done
17. Teamwork makes the dream work

UK Digital Service

- 1 Start with user needs
- 2 Do less
- 3 Design with data
- 4 Do the hard work to make it simple
- 5 Iterate. Then iterate again.
- 6 This is for everyone
- 7 Understand context
- 8 Build digital services, not websites
- 9 Be consistent, not uniform
- 10 Make things open: it makes things better

UC Berkeley

Question the Status Quo

We lead by championing bold ideas, taking intelligent risks and accepting sensible failures. This means speaking our minds even when it challenges convention. We thrive at the world's epicenter of innovation.

Confidence Without Attitude

We make decisions based on evidence and analysis, giving us the confidence to act without arrogance. We lead through trust and collaboration.

Students Always

We are a community designed for curiosity and lifelong pursuit of personal and intellectual growth. This is not a place for those who feel they have learned all they need to learn.

Beyond Yourself

We shape our world by leading ethically and responsibly. As stewards of our enterprises, we take the longer view in our decisions and actions. This often means putting larger interests above our own.



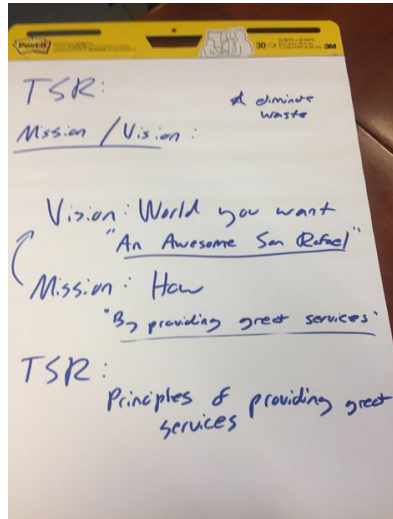
**“The enemy of art is the
absence of limitations.”
– Orson Welles**

Our Constraints

- Core Ideas that need to be addressed
 - End siloed working
 - One person alone can't solve
 - Include language “together”
 - Co-creation
 - Human-centered design
 - Recognize employees for trying new things
 - Find something to say yes to
- Keep principles memorable
- Keep principles under 8 words???

So, Then We...

1. Brainstormed individually
2. Found common themes
3. Created headers



Distribute Drafts

- Jim's original
- Working group's overall insight
- A summary interpretation

Your Feedback

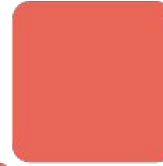
- Which document resonates the most? Why?
- Are we missing important principles?
- Does the format help or hurt?

■ City Service Innovation (CSI) Project

Advisory Committee
Check-in
May 22, 2017



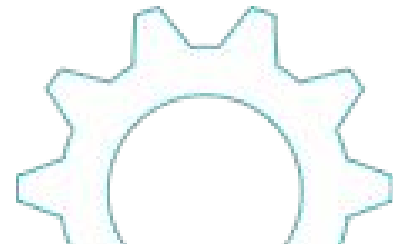
TOGETHER
SAN RAFAEL



 **CivicMakers**



Co-Creation Workshop: What We Heard



■ Main Categories

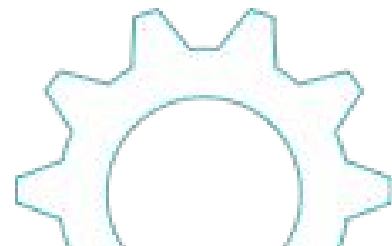
- Process Improvement
- Digital Skills
- Customer Service + Community Engagement
- Communication + Collaboration
- Organization + Time Management
- Problem-Solving Methods

■ Discussion

- Anything missing?
- General comments?



Curriculum Outline



■ Goals

- Cross-departmental teams to learn collaborative problem-solving and human-centered design process by applying it directly to an agreed upon challenge
- Demonstrate the value and applicability of design skills by generating “small wins” throughout the training process
- Develop capacity for first cohort to become mentors for subsequent cohorts
- Introduce human-centered design frameworks and provide tools for implementation and evaluations

■ Human-Centered Design

- Observation
- Ideation
- Rapid Prototyping
- User Feedback
- Iteration
- Implementation

■ Communication + Collaboration

- Identifying and measuring outcomes
- Co-defining problem statements
- Group facilitation
- Active listening
- Ability to see projects within the context of a system

■ Organization + Time Management

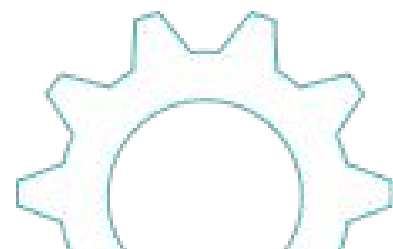
- Effective communication
- Prioritization
- Reflecting on experience
- Getting feedback
- Taking risks

■ Community Engagement

- Online and offline
- Effective methods for interviewing
- Presentation
- Storytelling



Format



PILOT WORKSHOP & DESIGN SPRINTS (July - Sept)

Week 1	Class 1: 4-hour in-person immersive providing overview and activities for Human-Centered Design in gov't contexts for pilot group of 25
Weeks 2 - 3	Conduct user interviews and research in teams "Office Hours" with CivicMakers
Week 4	Class 2: 2-hour in-person on Prototyping and Testing
Week 5-6	Test prototypes and incorporate feedback "Office Hours" with CivicMakers
Week 7	Practice Pitches with CivicMakers and Advisory Committee
Week 8	Demo Day - teams present prototypes!



Generate *ideas*

Creative Ideas

Sketch five different ways to meet your partner's needs.

The diagram shows five circles, each containing a sketch of a person in a different pose, representing various ways to meet a partner's needs.



Share ideas, listen actively, and record

A close-up photograph of a document. The word "Generate" is in large black font, and "Ideas" is in large red font. Below it, the text "Sketch five different solutions (on your own)" is visible in a smaller black font. A black pen is resting on the document to the right of the word "Ideas".



6 Share ideas, listen actively, and record feedback
8 mins (4 mins each - 2 mins sharing, 2 mins feedback)

note likes/dislikes & new insights

gab + polle
darkboard could ed a cafe
imad on my small sign

demographics / needs/wants

Email lists

Raheem aq

Note likes/dislikes & new insights

- Share ideas
- Share dislikes and advice
- How can we act on city council's report today?
- Catalyst

PUBLIC IMPACT DESIGN - © Civic Matters 2017

Public Impact Design - © Civic Matters 2015

project/program/task, one thing that

© Civic Makers





Curriculum Working Group

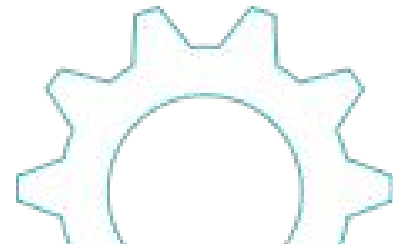


■ Curriculum Working Group

- Time commitment
 - 2 short meetings in June
 - Evaluation after first cohort (meetings in September)
- Input on:
 - What's missing (The "Why")
 - Format and timeline (The "How")
 - Metrics for success (The "Why")
 - Determine first cohort (The "Who")



Example Challenges



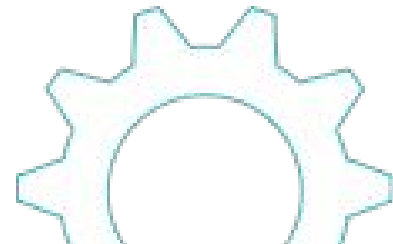
■ Categories

- Internal Process Redesign
 - i.e. Peak Academy example - Amber in wastewater accounting
- Public-Private Partnership
 - i.e. Seattle PD example - worked with private technology company
- External Service Redesign
 - i.e. permitting processes
- Internal knowledge sharing/communications
 - i.e. creating infrastructure for internal “consultants”



TOGETHER
SAN RAFAEL

Thank You!



When are we doing this?

<u>Task</u>	<u>Spring</u>	<u>Summer</u>	<u>Fall</u>	<u>Winter</u>	<u>2018</u>
Create Advisory Committee	>>				
Develop guiding principles	>>				
Conduct employee engagement survey	>>				
Roll-out Pilot City Services Innovation project		>>	>>		
Implement solutions			>>	>>	
Roll-out more Innovation projects			>>	>>	>>
Implement more solutions					8