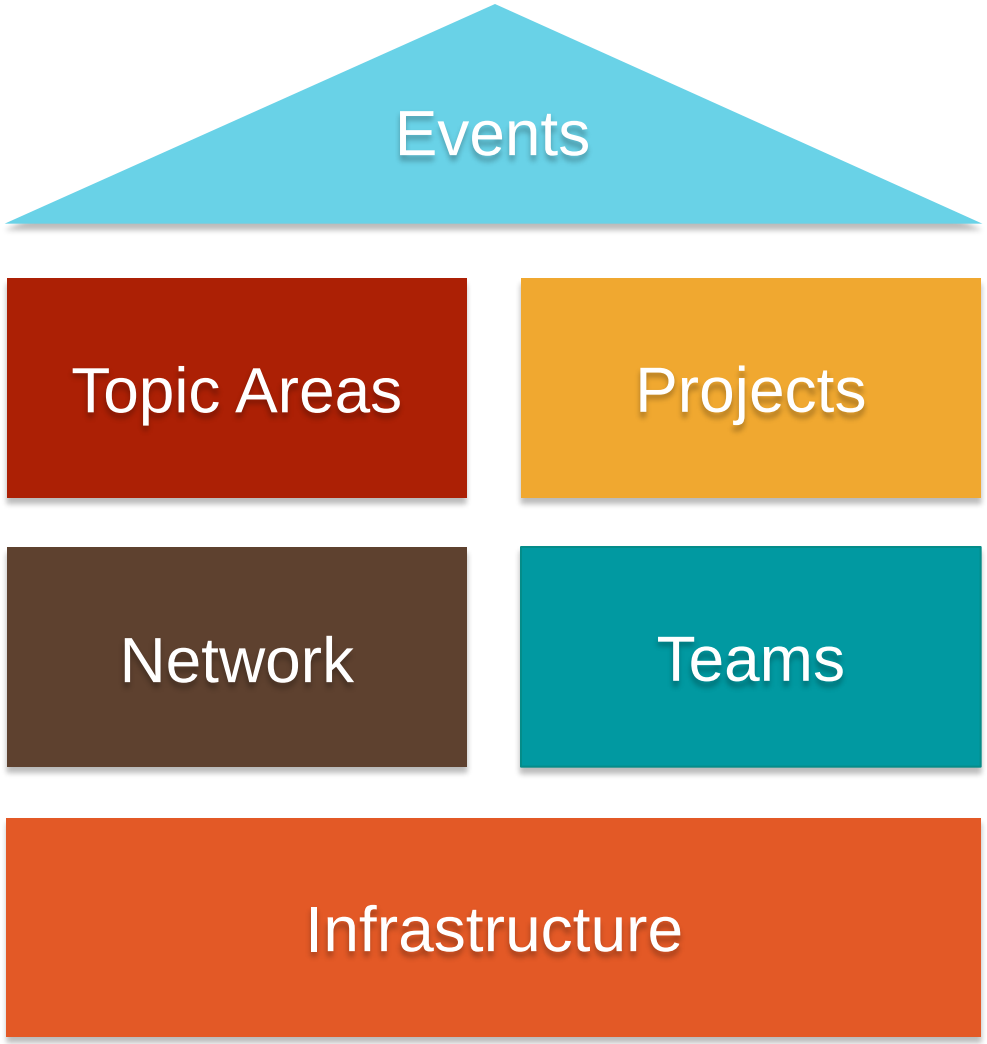
Innovation Office
Year 1 progress report

Emerging Technology &
Telecommunications Commission

May 13, 2015

Innovation Infrastructure



Skills
Processes
Tools
Programs

Infrastructure

Tools to support Creativity

$$C = f(K \times I \times E)$$

Creativity = f(Knowledge x Imagination x Evaluation)

Skill:	Diverge – Converge
Purpose:	Enable inclusive group creative problem-solving
How it is used:	Group members generate, and defer judgement before evaluating
Results:	Over 200 people trained
Promise:	*Culture change. Fewer painful meetings. Opportunity & innovative outcomes open up*

Identifying Rush to Judgment

(Idea Pinball)

Meeting Scenario: "What should do about _____?"

Image credit: Meeting by Dan Hetteix from The Noun Project

What you encounter:

- Some participants shut down others' ideas or rush to judgment ("That will never work").
- Some participants push for a decision prematurely ("Let's choose X course of action.")
- Participants are talking over each other.
- Friction is rising.

GENERATE

No Logic
Multiples
No Judgment
Open
Quantity
Child
Free
Flow

DEFER JUDGMENT

Withholding judgment allows for open divergent thinking to flourish.

EVALUATE

Logic
Synthesize
Judgment
Close
Quality
Adult
Discipline
Filter

Tool: Basadur Profile

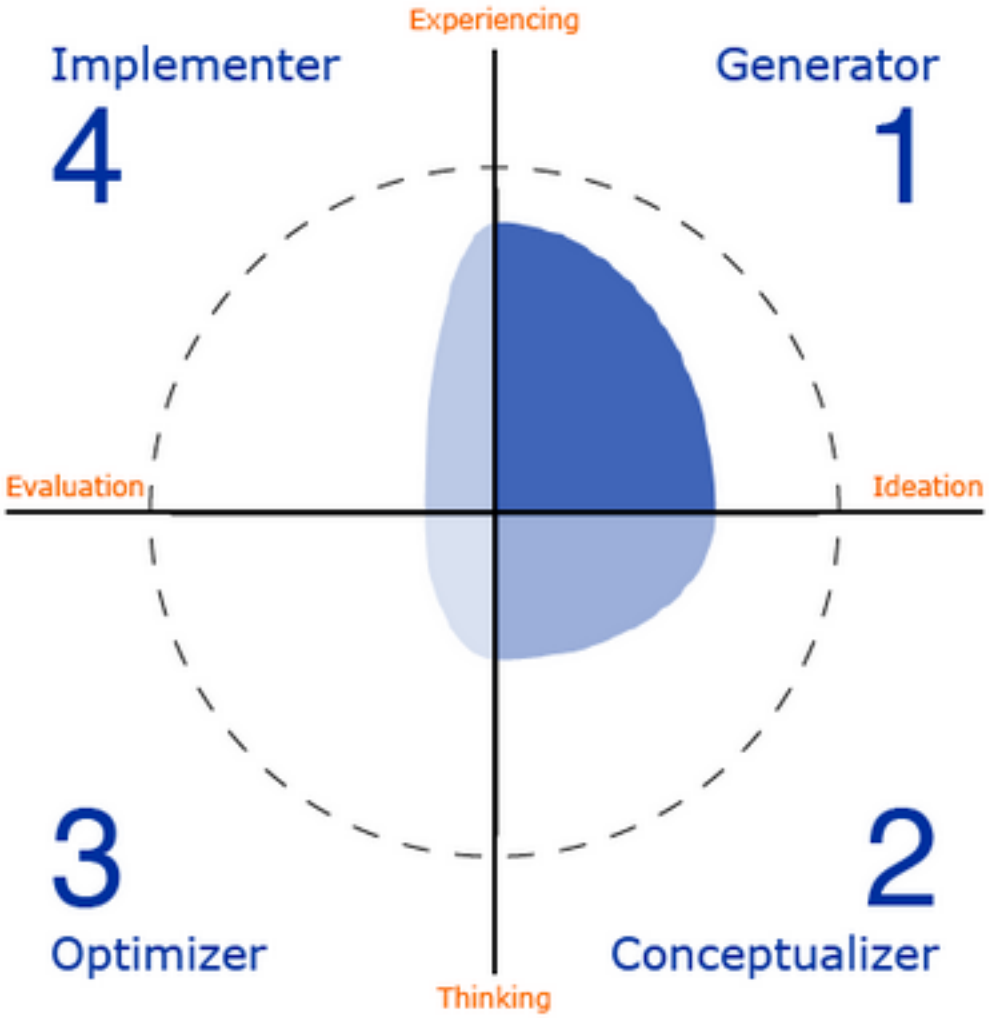
Purpose: Reveal individual creative problem-solving preferences

How it is used: Individuals take a 10-minute profile followed by a short facilitated discussion

Results: Over 200 people trained

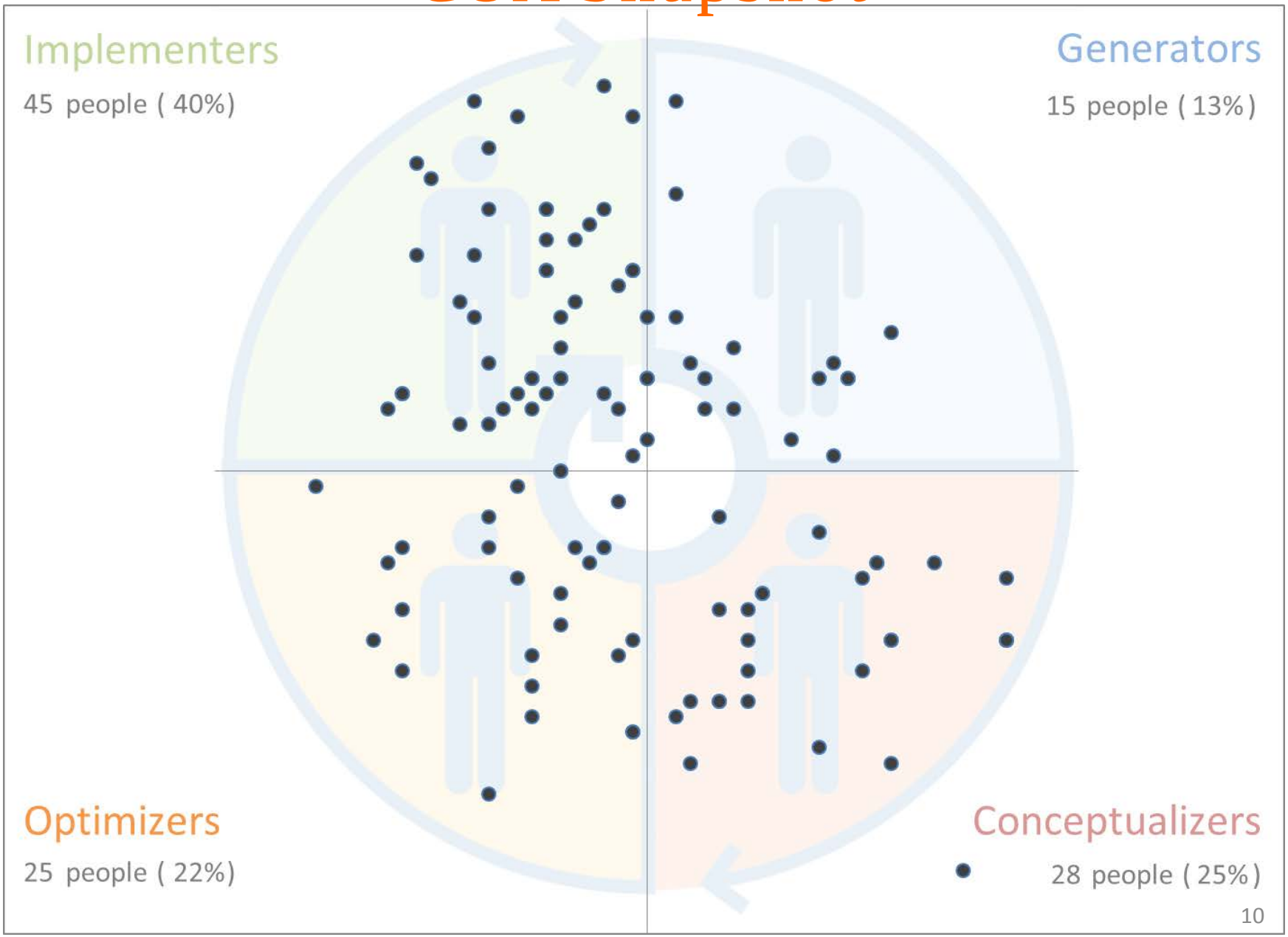
Promise: *Enable well-rounded teams to get from forming to performing with less storming*

Problem-Solving Style Preference



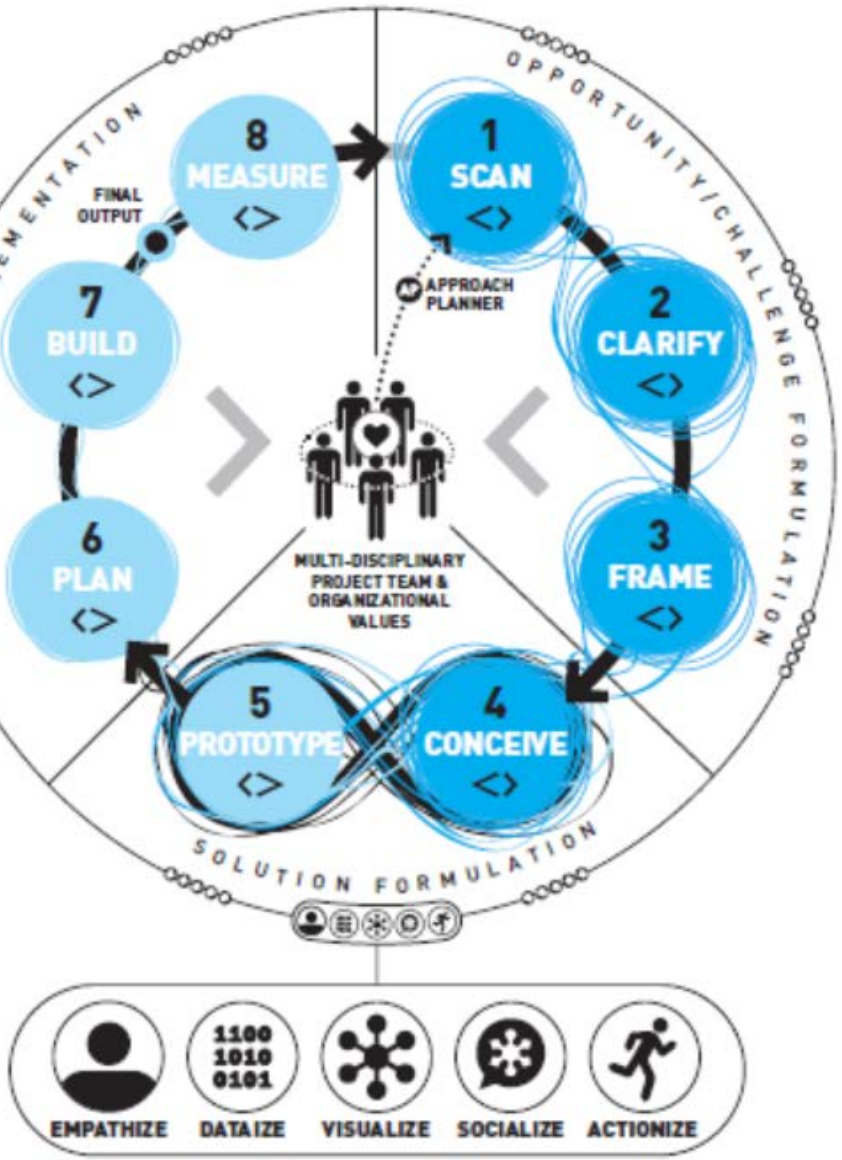
https://www.basadurprofile.com/

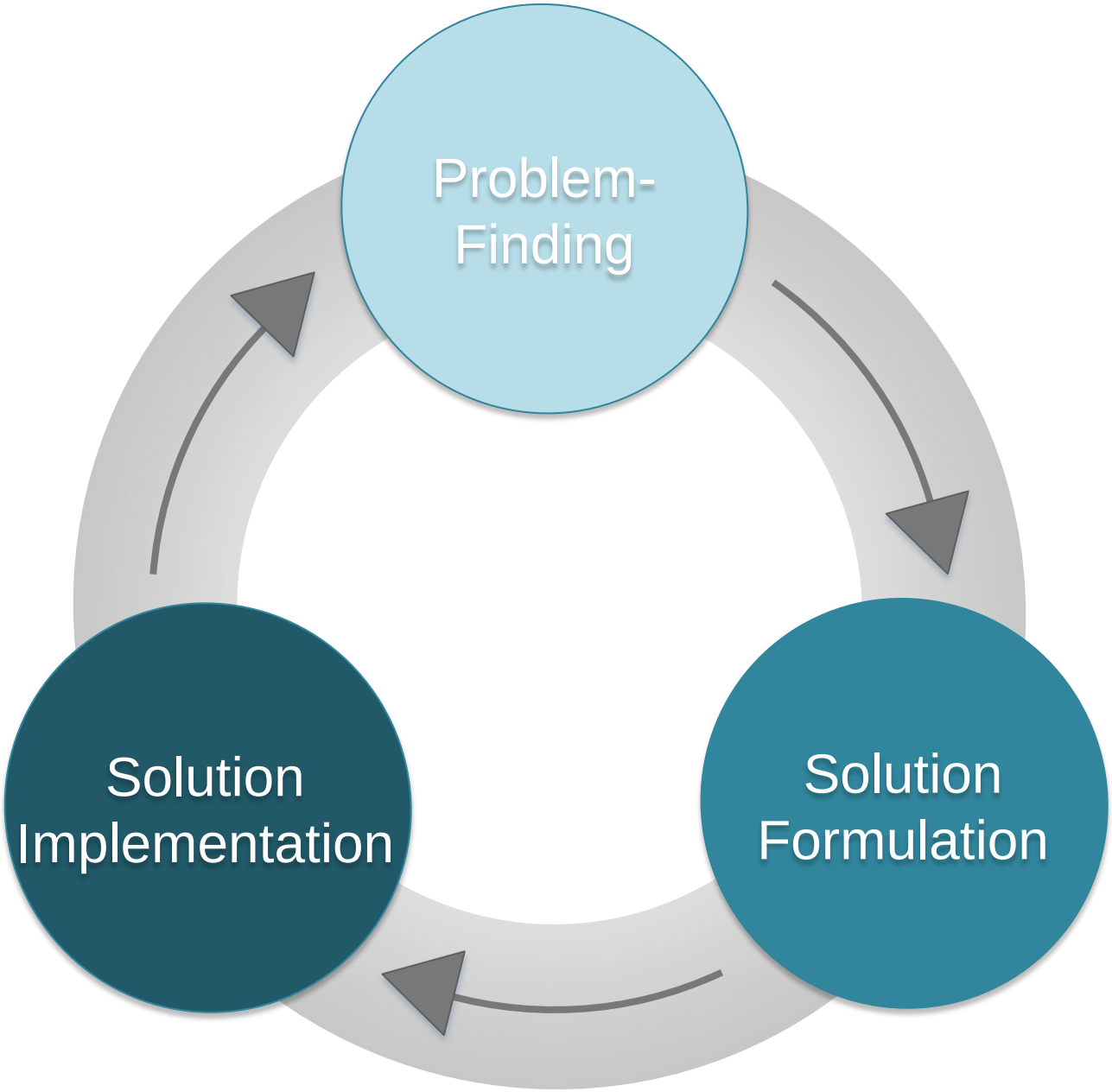
COA Snapshot



Process	Co-Creation
Purpose	Help diverse teams to jointly produce a mutually valued innovative outcome
How it is used	Facilitated through 3 stages: problem-framing, solution-framing, solution implementation
Results	Over 200 people trained
Promise	*Don't leave opportunity on the table! More innovative outcomes*

STRATEGIC COCREATION
PROCESS



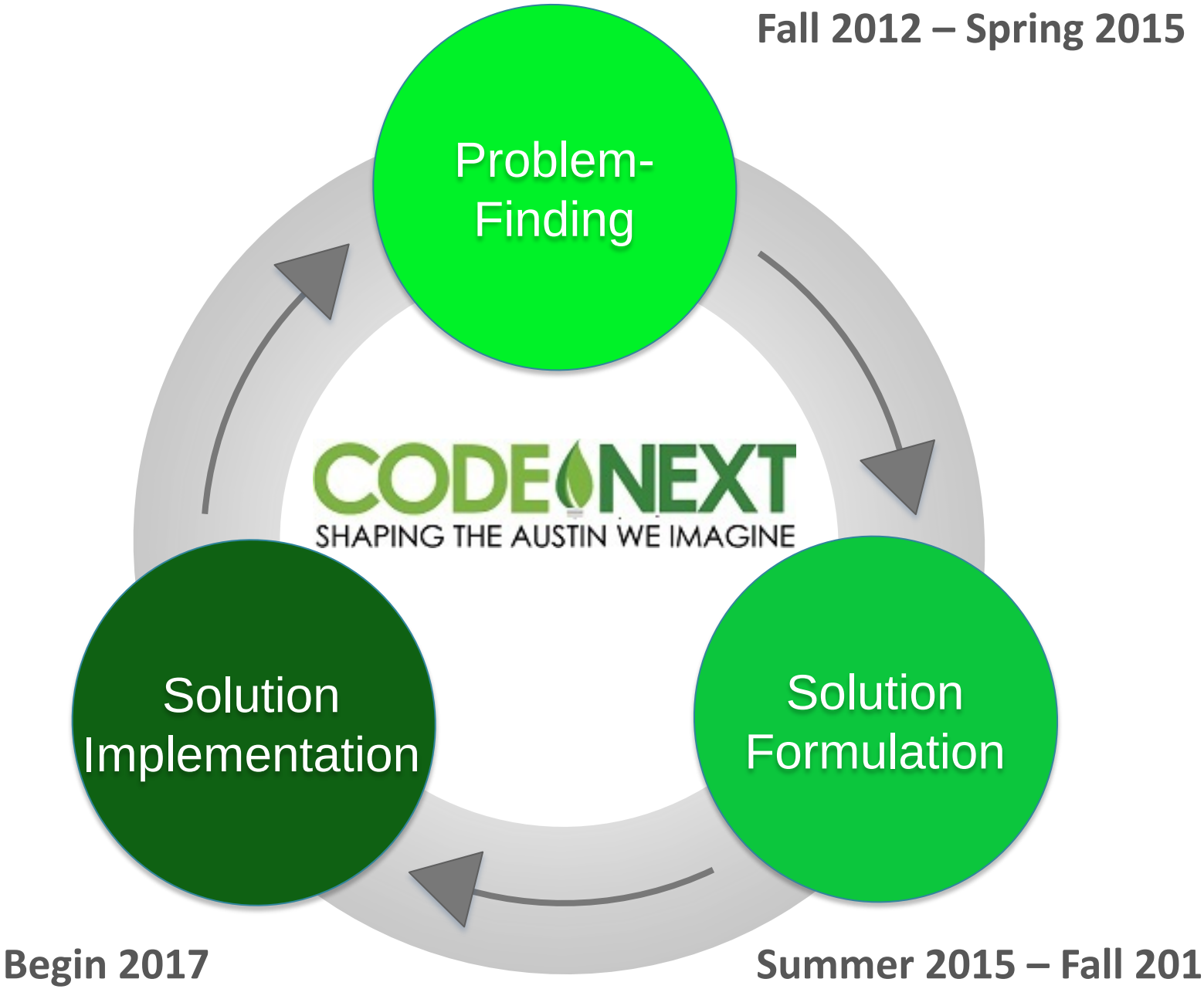

Problem-
Finding
Solution
Formulation
Solution
Implementation

Austin

- 4 months (May-August 2014 – some work previously done)
- Multi-disciplinary steering committee
- Innovation Office + Telecom & Regulatory Affairs facilitation
- Costs: time on task
- Used Strategic Co-Creation method
- 1-year plan set by Problem-Framing
- Unanimous approval by Council
- Implementation under way

Portland

- 22 months process (research + facilitation)
- RFP Process under way
- $35k plus staff time
- 3-year plan


Fall 2012 – Spring 2015
Problem-Finding
CODE NEXT
SHAPING THE AUSTIN WE IMAGINE
Solution Formulation
Summer 2015 – Fall 2016
Solution Implementation
Begin 2017

CODE NEXT
SHAPING THE AUSTIN WE IMAGINE

Working Groups

What was different?

- Framing the entire journey
- < - Diverge = defer judgment = Converge - >
- Synthesis and facilitated transition between meetings
- How might we…?
- Report out is a sortable table of questions, best practices, ideas, insights

Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

“We have found the tools we’ve acquired through the trainings very useful. We’ve utilized the business canvas model to help evaluate a business solution in which the information gathered through that process was used to efficiently compile the scope of work for a solicitation.

“I think there is a lot of value to what your office is providing the rest of the City.”

Code Across Austin V:

2015 Civic Hack Summit

CIVIC TECH PROJECT Planning Canvas

Problem Statement

What is the issue we are trying to solve?
What are the primary challenges?

The Problem

Users & Those Impacted

Who will use this app/project/tool?
Create personas or user stories based on archetypes of your target audience.
Who will this project affect and how?
Who is the primary beneficiary?
Where could you encounter users for feedback?

Features & Benefits

What will your app/project/tool do?
What are the core essential features/components required for this project to be successful?
How does each feature address a need or goal in your user stories/personas?
How will it provide benefits?

Key Activities

How will this app/project/tool come to life?
List the tasks required to implement the project's main features.
How will this app/project/tool get to its intended audience?
How will we promote adoption?
How will we maintain momentum for the development of this project?
How will we keep the end product evergreen?

Partners

Who could help us create this project?
What existing organizations can help you obtain Key Resources?
What other existing community groups will have an interest in bringing this project to life?

Project

What will we create for the user?
How is this addressing the Problem Statement and the Users?
What are the goals or metrics for success of this project in the next 3 months, 6 months, 1 year?

The Solution

Key Resources

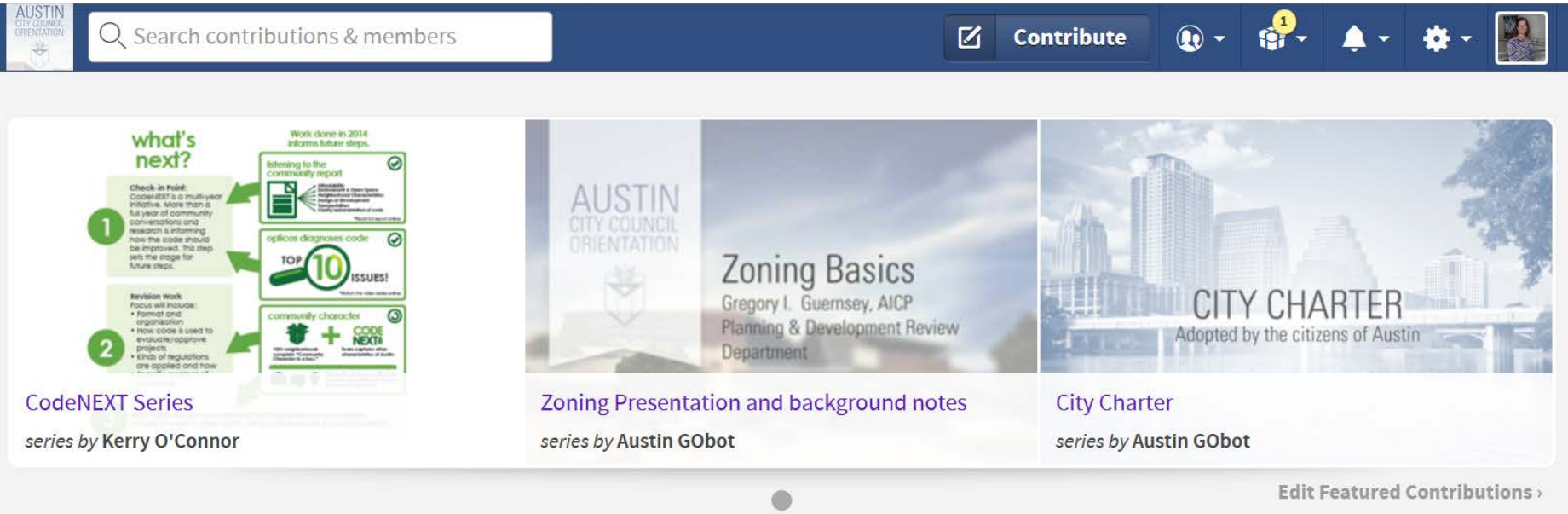
What resources are needed to complete the Key Activities for this project?
Will you need access to a dataset or subject matter expertise?
Where will you need help?
Start to discuss what types of technologies would be best suited to address the requirements of this project.

The Logistics

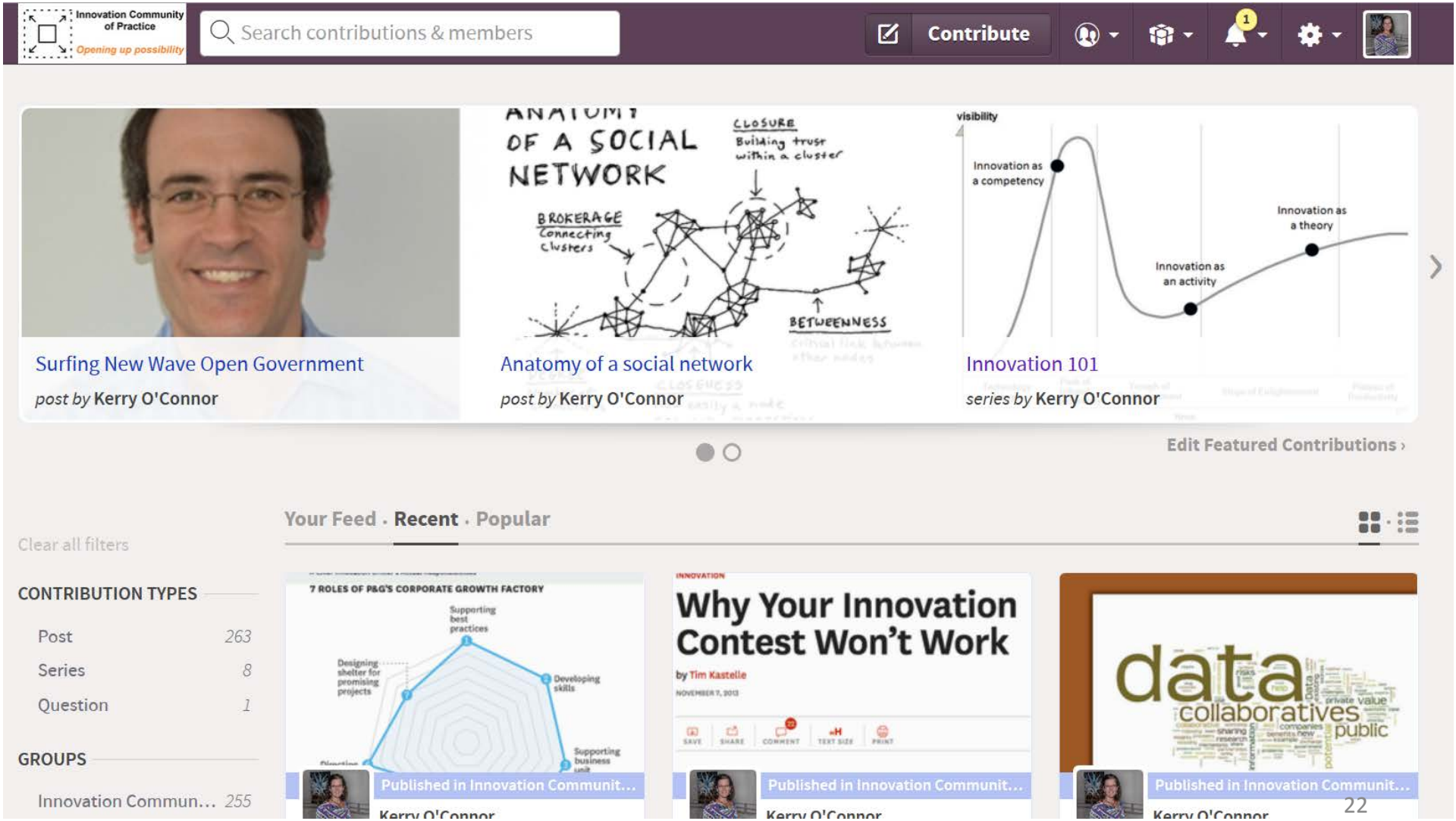
Brought to you by <ATX/> | OPENAUSTIN.ORG | AUSTINTEXAS.GOV/AUSTINGO2.0

Tool:	Bloomfire
Purpose:	Knowledge Management
How it is used:	Curated links to information
Results:	From Council Orientation to Communities of Practice to Working Groups
Promise:	*Beyond Discussion Board for Open Meetings Act*

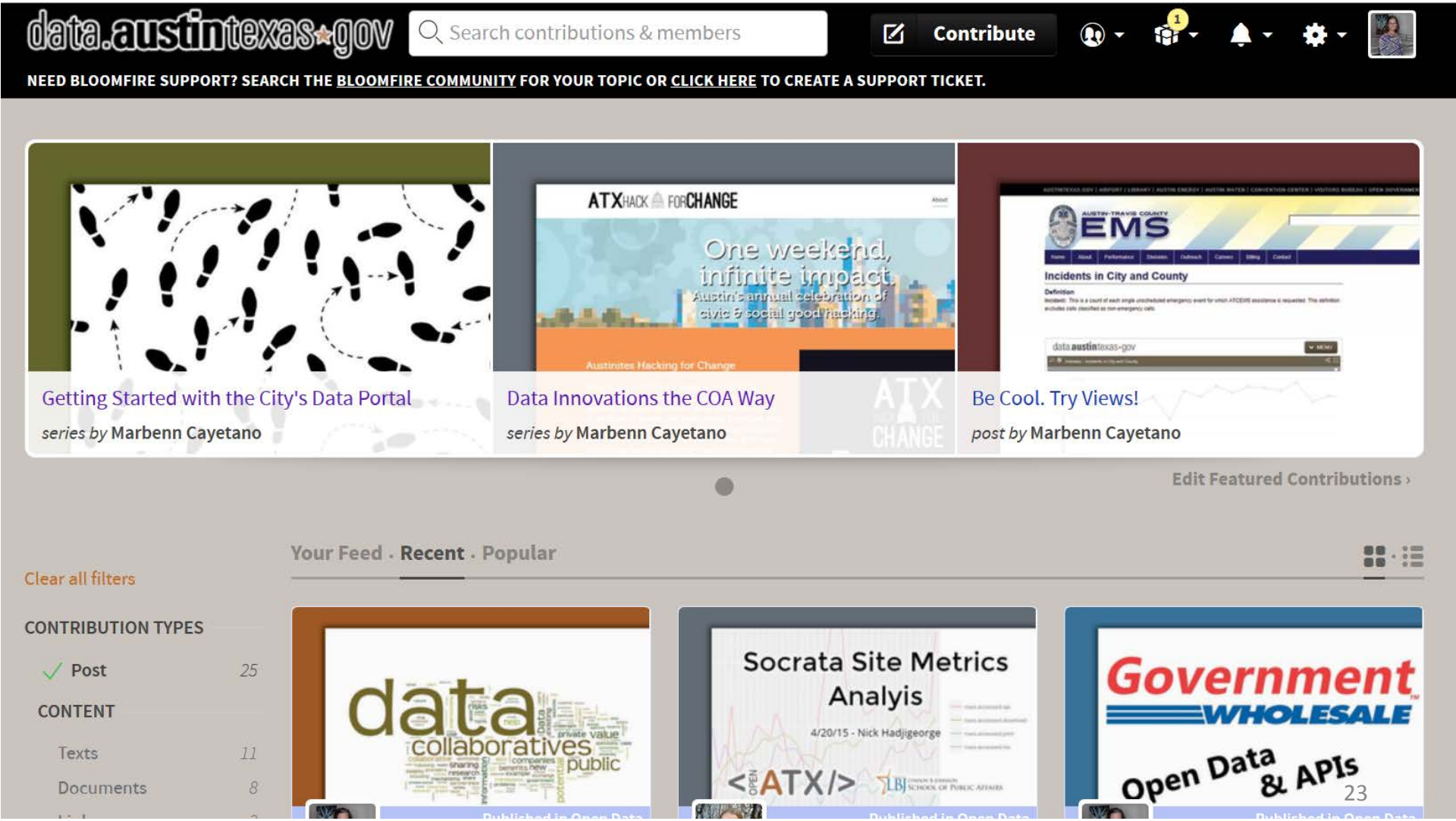
Council Orientation Materials



Innovation Community of Practice



Open Data Community of Practice



CodeNEXT Working Group

CODE NEXT
SHAPING THE AUSTIN WE IMAGINE

Search contributions & members

Log In

Land Development Code Diagnosis

post by **Kerry O'Connor**

Listening to the Community Report

post by **Kerry O'Connor**

The Code Next Journey

post by **Kerry O'Connor**

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CONTRIBUTION TYPES

Post 51

CATEGORIES

Affordability 16

Infill - Compatibility 11

Small Business 7

TAGS

Case Study 2

Published in CodeNEXT

Matthew Dugan

April 16

Downtown Austin Plan

Published in CodeNEXT

Angela Hanson

March 25

Missing Middle Design Competition

Published in CodeNEXT

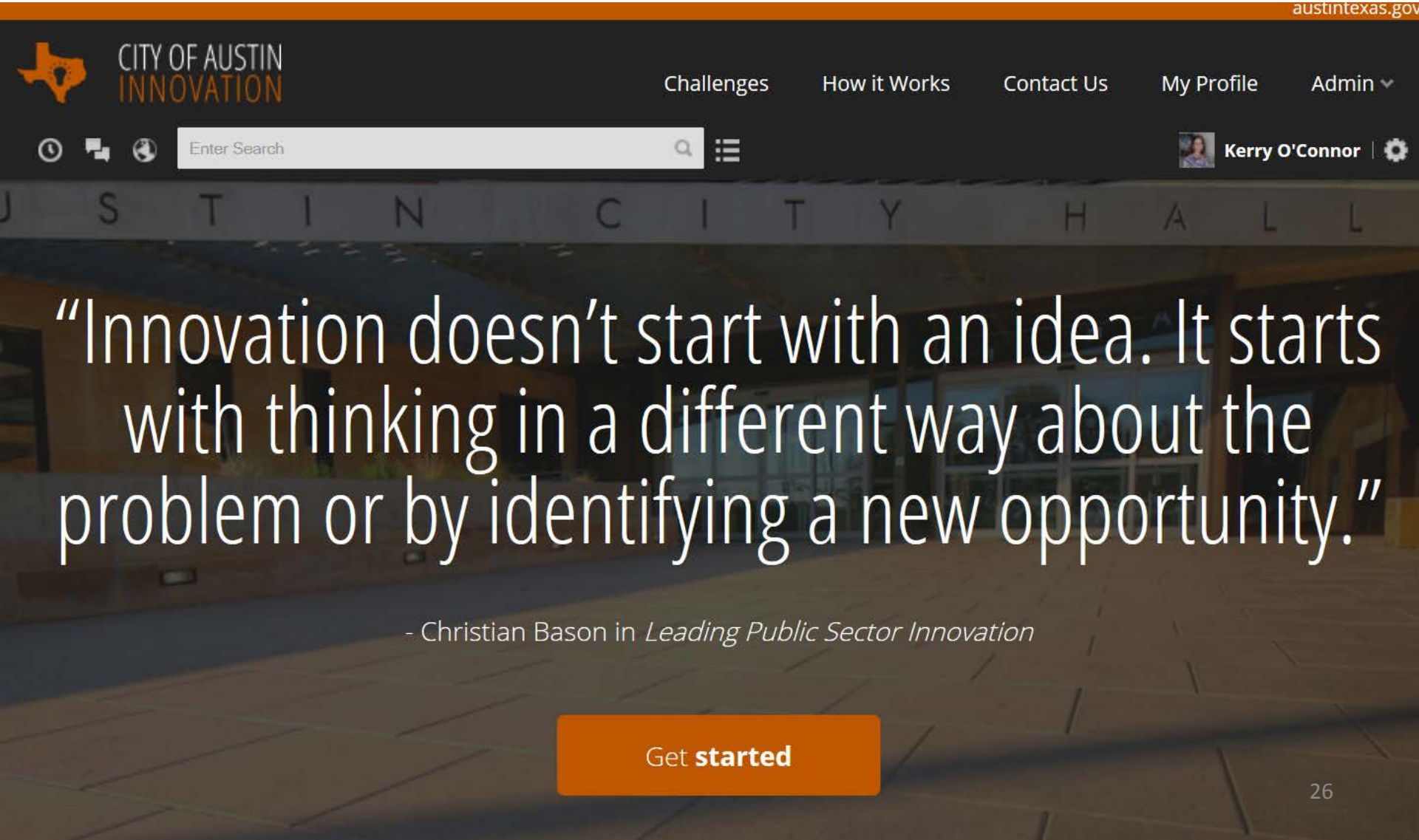
Matthew Dugan

March 13

Obstacles to Small Businesses mtg #5

Tool:	Bright Idea
Purpose:	Solicit, evaluate, and follow-up on ideas and projects
How it is used:	Design challenges on a specific topic, solicit and evaluate ideas
Results:	From successful 3-1-1 Pilot to ATX Hack 4 Change
Promise:	*Use for the IT Business Needs Governance Process*

Bright Idea


austintexas.gov
CITY OF AUSTIN
INNOVATION
Challenges
How it Works
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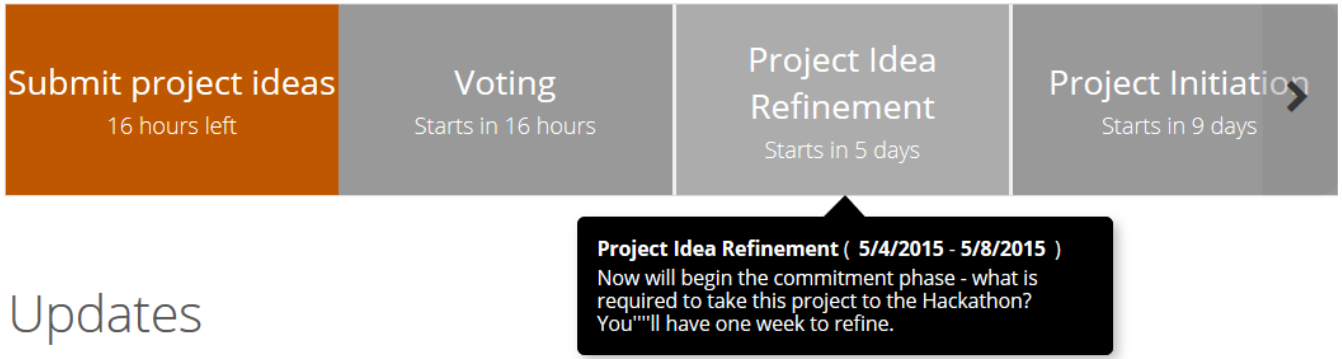
Admin
Enter Search
Kerry O'Connor
"Innovation doesn't start with an idea. It starts with thinking in a different way about the problem or by identifying a new opportunity."
- Christian Bason in *Leading Public Sector Innovation*
Get **started**

Invite a colleague to participate using a valid @austintexas.gov email address.

Enter Friend's Email

invite

Challenge Phase



Updates

aHa checked in for the first time.

16 hours ago

Rob commented on the idea "Stolen Bike Database"

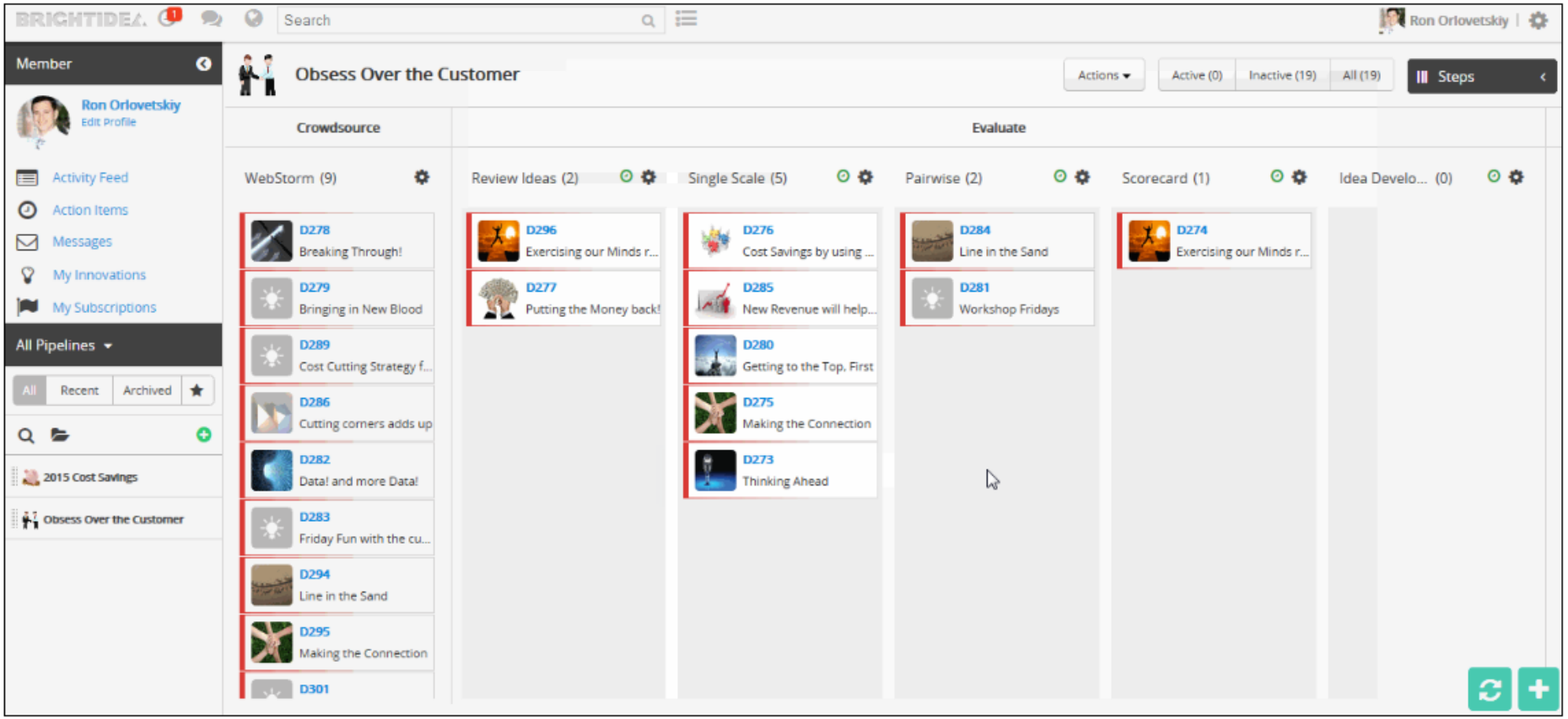
Community Statistics

18 ideas
12 comment
0 votes
43 users

Top Innovators

User	Points
Lance McNeill	18
Sara	10
Rob	10
Peggy Lee	8
Kerry O'Connor	8
Cal98	7
Erica Jimenez	6
ACB	5
Erica.Leak	5
Mindy	5

more...


BRIGHTIDEA
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Ron Orlovetskiy
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Activity Feed
Action Items
Messages
My Innovations
My Subscriptions
All Pipelines
All
Recent
Archived
2015 Cost Savings
Obsess Over the Customer
Obsess Over the Customer
Actions
Active (0)
Inactive (19)
All (19)
Steps
Crowdsource
Evaluate
WebStorm (9)
Review Ideas (2)
Single Scale (5)
Pairwise (2)
Scorecard (1)
Idea Develo... (0)
D278 Breaking Through!
D279 Bringing in New Blood
D289 Cost Cutting Strategy f...
D286 Cutting corners adds up
D282 Data! and more Data!
D283 Friday Fun with the cu...
D294 Line in the Sand
D295 Making the Connection
D301
D296 Exercising our Minds r...
D277 Putting the Money back!
D276 Cost Savings by using ...
D285 New Revenue will help...
D280 Getting to the Top, First
D275 Making the Connection
D273 Thinking Ahead
D284 Line in the Sand
D281 Workshop Fridays
D274 Exercising our Minds r...

Program: Challenge Design

Purpose: Open up challenges to a diverse group of problem-solvers

How it is used: Innovation Office consultation and design

Results: Successful 3-1-1 Pilot

Promise: *Make a discipline innovation process more efficient. In house capacity saves $$.*

Enter Search

Kerry O'Connor

Active Challenges

The following challenges are active and require your participation. Peruse the listings, find an initiative, jump in and submit your most promising ideas. Don't forget to review, vote for and comment on the ideas of your peers. Collaboration is key!

ATX Hack 4 Change (internal)

We will be co-sponsoring the annual ATX Hack for Change as part of the National Day of Civic Hacking. What projects should the City of Austin take to this

40 276 166

Project Initiation

ATX Hack 4 Change 2015

It's Austin's third annual ATX Hack for Change — our city's largest hackathon for civic and social good. Project champions will submit their ideas here so that

1 0 9

Project Submission

Austin 311 Pilot

This WebStorm is intended as a forum for the Austin 311 BrightIdea Community to submit ideas on how to improve the Other SR process for SRs submitted

15 38 51

Imagine Partnerships

To implement Imagine Austin, we will need partnerships! How we might make our new Partnerships Guide an operational capability? If

3 0 29

Submission

AUSTIN 311 CHALLENGE

How might we improve our "Other" Mobile App SR process?

The Austin 311 Challenge is a platform for 311 to gather business ideas around the topic of improving the "Other" Mobile App SR process used by Command Center staff and senior ambassadors. Please share your ideas, vote, comment, and collaborate on everyone's ideas!

Learn more »

Submit your idea »

Review all ideas »

“We're very excited to announce the selection of six ideas to be combined together to create a recommendation on how we can improve the ‘Other’ SR Mobile App process.”

“The was helpful because we are a 24/7 center and it would be impossible to get everyone together. This would have been a nightmare to do in meetings.”

Webstorm Project Plan

ACTION ITEM	OWNER	Begin	Due	Delivered
PROJECT Kick-off (WEEK 1)				
Initial meeting to clarify intent/area of opportunity	Innovation Office/Challenge Sponsor	Week 1		
Second meeting to clarify topic, participants	Innovation Office/Challenge Sponsor	Week 2		
Deliver Project Plan	Innovation Office	Week 1	Week 2	
Challenge Design (WEEK 3)				
Third meeting to frame challenge topic, categories, goals	Innovation Office/Sponsor	Week 3		
Complete Goals Document	Innovation Office	Week 3	Week 4	
Fourth meeting to confirm & configure - challenge roles, participants, rounds, duration	Innovation Office/Sponsor	Week 4		
Complete submission form configuration	Innovation Office	Week 4	Week 7	
Complete challenge process configuration (#rounds or phases & duration)	Innovation Office	Week 4	Week 7	
Complete idea status label configuration	Innovation Office	Week 4	Week 7	
Legal: challenge-specific terms and conditions (only if including members of the public)	Innovation Office	Week 4	Week 7	
Provide site content (images and copy -- see below for details):				
WebStorm: landing page feature image (950x100)	Innovation Office/Sponsor	Week 4	Week 7	
WebStorm: thumbnail image (300x300) for Challenge widget	Innovation Office/Sponsor	Week 4	Week 7	
WebStorm: category default images -- one per category (300x300)	Innovation Office/Sponsor	Week 4	Week 7	
WebStorm: idea default image (300x300)	Innovation Office/Sponsor	Week 4	Week 7	
Custom pages if used (e.g., About, FAQ, Process, Success Stories, etc.)	Innovation Office	Week 4	Week 7	
WebStorm homepage: intro, guidelines, process, background, etc.	Innovation Office	Week 4	Week 7	
Challenge Support (WEEK 5)				
Fifth meeting for Challenge Support Planning	Innovation Office/Sponsor	Week 5	Week 7	
Complete Moderation Plan	Innovation Office/Sponsor	Week 5	Week 7	
Complete Communications Plan	Innovation Office/Sponsor	Week 5	Week 7	
Complete Funding Plan (if applicable)	Innovation Office/Sponsor	Week 5	Week 7	
Complete email, blog configuration	Innovation Office	Week 5	Week 7	
Complete leaderboard configuration (if applicable)	Innovation Office	Week 5	Week 7	
Complete Webstorm Configuration	Innovation Office	Week 4	Week 7	
SOFT LAUNCH - WEEK 7				
Open system to soft launch group	Innovation Office/Sponsor	Week 7		
Deliver revisions to Innovation Office	Innovation Office	Week 7		
Seed Challenges with Ideas	Innovation Office/Sponsor	Week 7		
LAUNCH - WEEK 8				
Send Launch Communication	Innovation Office	Week 8		
Idea Moderation and Management	Innovation Office	Week 8		
Idea routing	Innovation Office	Week 8		

Challenge Home
About the Hackathon
Submit Idea
View Ideas
My stuff
ATX HACK FOR CHANGE
Call for Projects
What problems, challenges, or projects might you take to the June 5-7, 2015 ATX Hack for Change?
Learn more »
Submit your idea »
Review all ideas »

CITY OF AUSTIN INNOVATION

Challenges

Enter Search

Kerry O'Connor

Challenge Home | View Ideas | Tag Cloud | Blog | About the Hackathon | My stuff | Admin

Random | Recent | Active | **Votes** | Favorited

Lesson Plan Wiki App

JessicaGilzow

Goal: to capture and manage all Recreation Center Lesson Plans, including resources, instructions and supplies

112 7

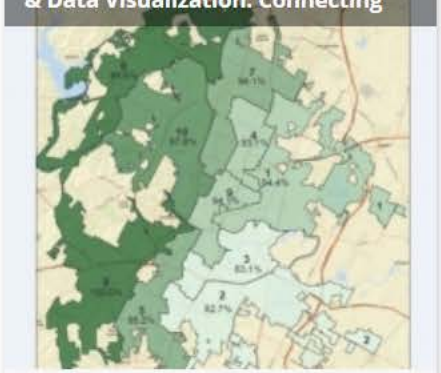
Show Us Your Austin | Muéstranos tu Austin

BetsyWoldman

Let's engage Austin in a user-generated photo contest that that creates unity, awareness and grows our City of Austin

110 9

Home Internet by Council District Digital Inclusion Program Mapping & Data Visualization: Connecting

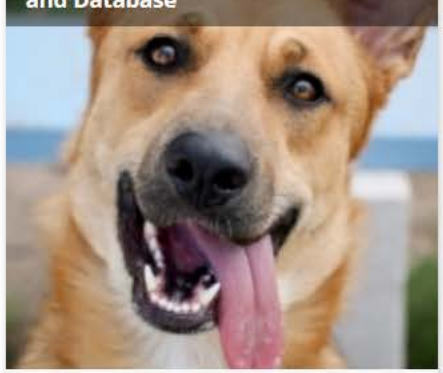


Sharla

NOTE: UPDATED TO REFLECT USER RESEARCH FINDINGS THAT RECOMMEND A FOCUS ON PARTNER PROGRAM

78 3

Austin Animal Center Pet Software and Database



kase6010

Austin Animal Center is in desperate need of new software and database. Currently we use a web-based software called

78 10

Event: Hackathon

Purpose: Make quick, concerted progress with diverse skills

How it is used: Innovation Office facilitates project curation and skills matching

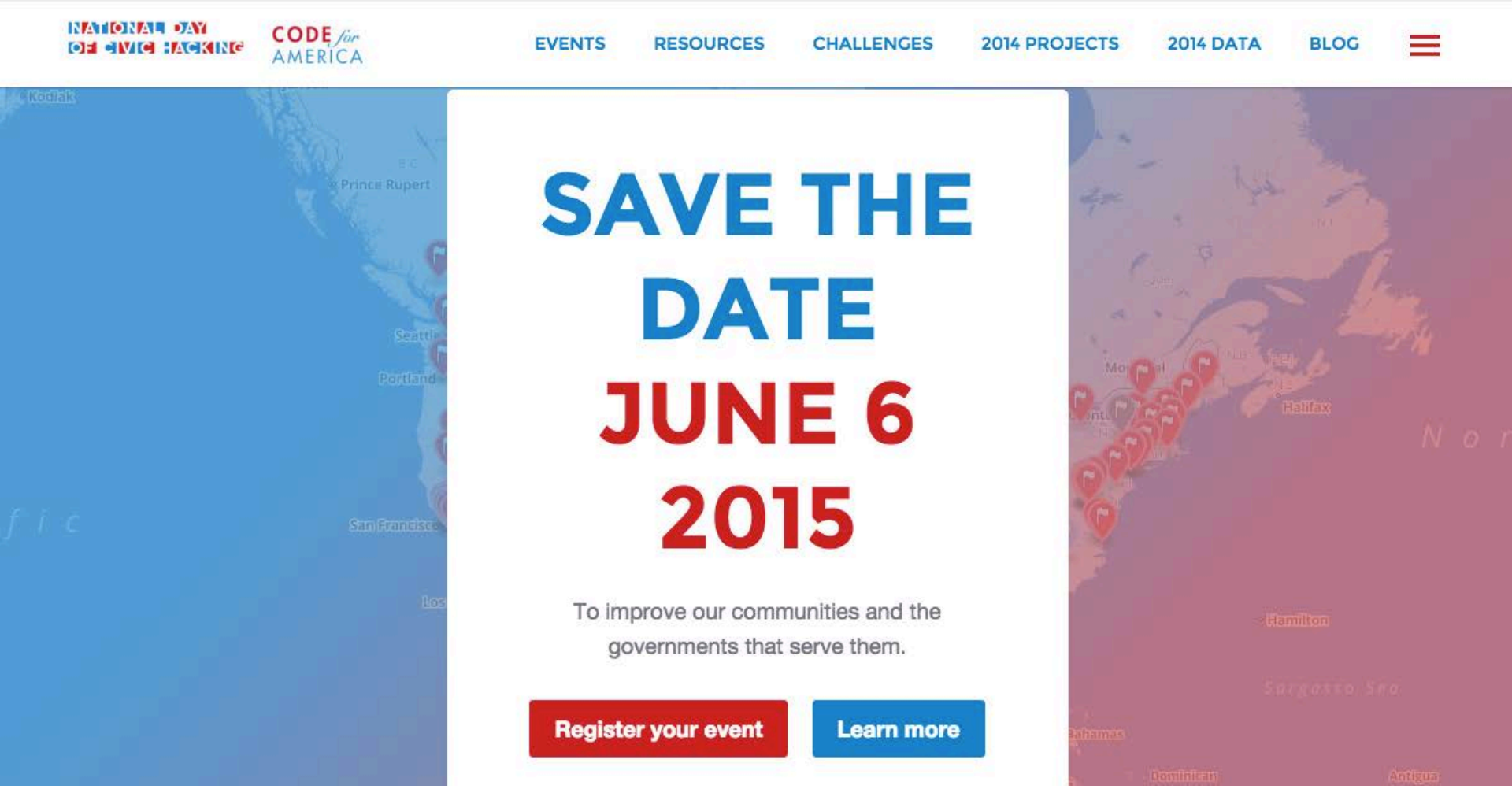
Results: TBD

Promise: *Engage citizens in civic/social good for sustainable outcomes*

Hack: (v) *Slang*

to use one's skills to

- alter
- cope with successfully
- refine or rewrite
- reuse or repurpose


NATIONAL DAY OF CIVIC HACKING
CODE for AMERICA
EVENTS
RESOURCES
CHALLENGES
2014 PROJECTS
2014 DATA
BLOG
SAVE THE DATE
JUNE 6
2015
To improve our communities and the governments that serve them.
Register your event
Learn more

Tool:	Partnerships
Purpose:	Foster collaborative action, leverage the talent, passion, resources of diverse groups who are striving to achieve similar goals
How it is used:	Cooperation, collaboration, alliance, formal partnership
Results:	To be designed
Promise:	*Sustainable, resilient, expanded positive outcomes*

WORLD PREMIERE

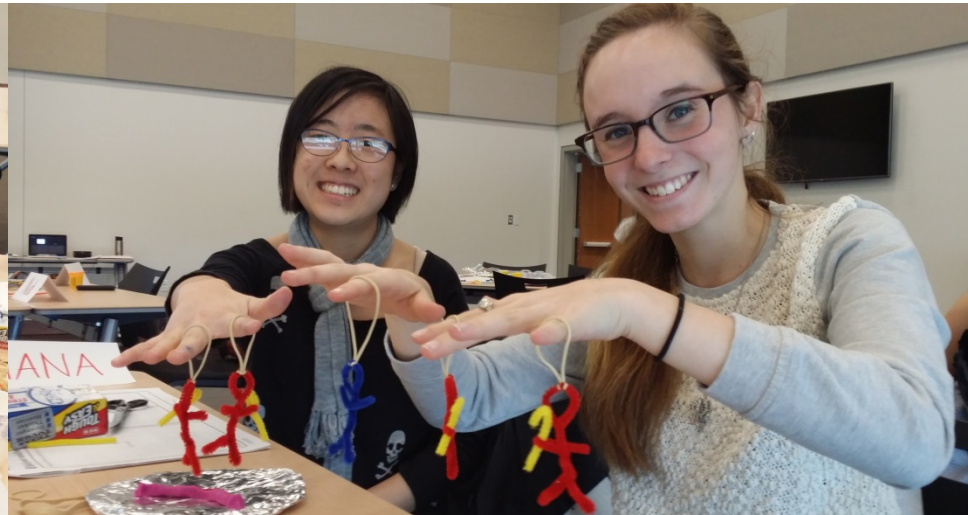
BELLE REDUX/

A TALE OF BEAUTY & THE BEAST

A 3M INNOVATION COMMISSION

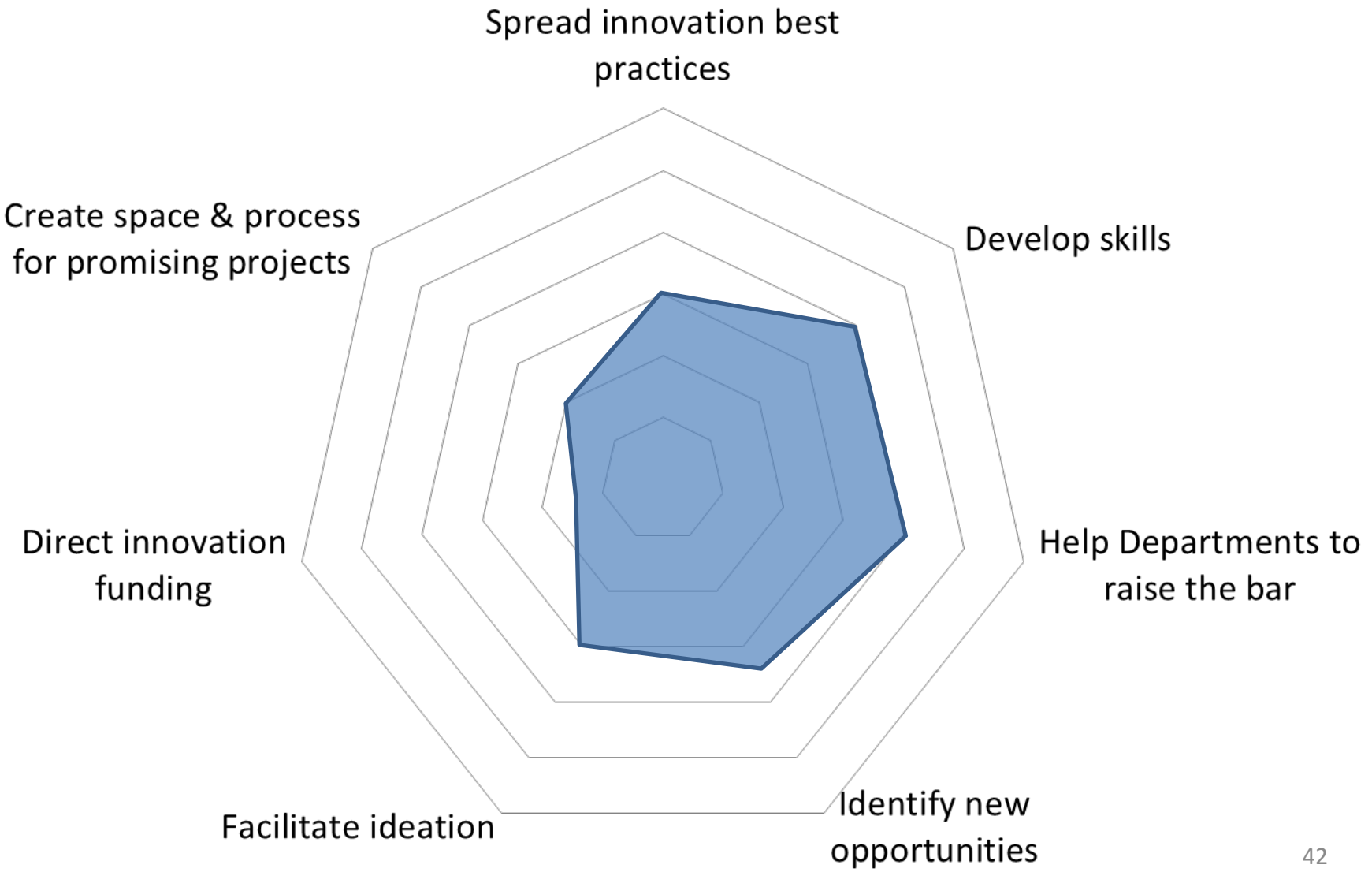
DESIGN THINKING WORKSHOPS

AISD STUDENT INNOVATION SUMMIT SPONSORED BY MINDPOP

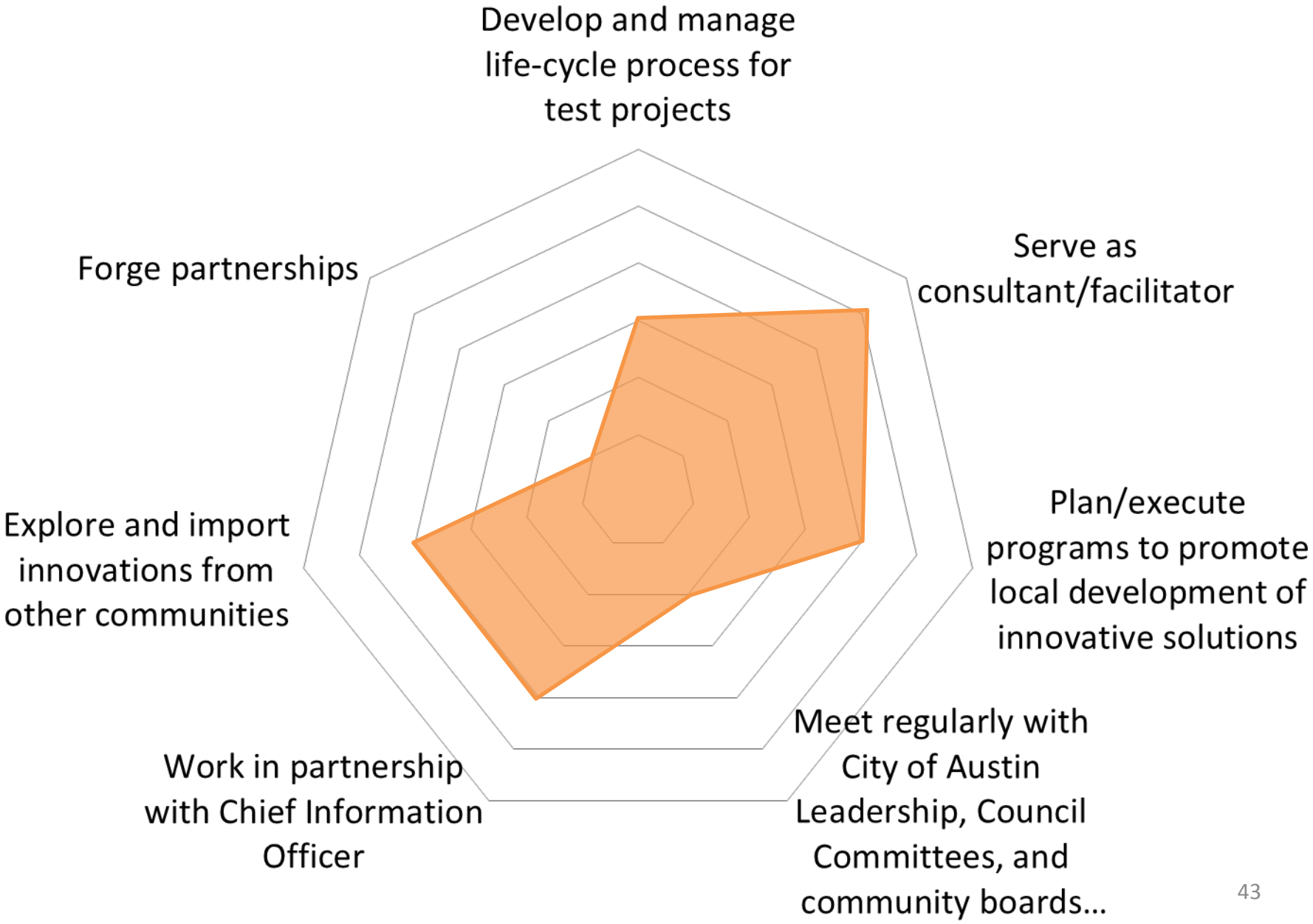


Assessing Efforts

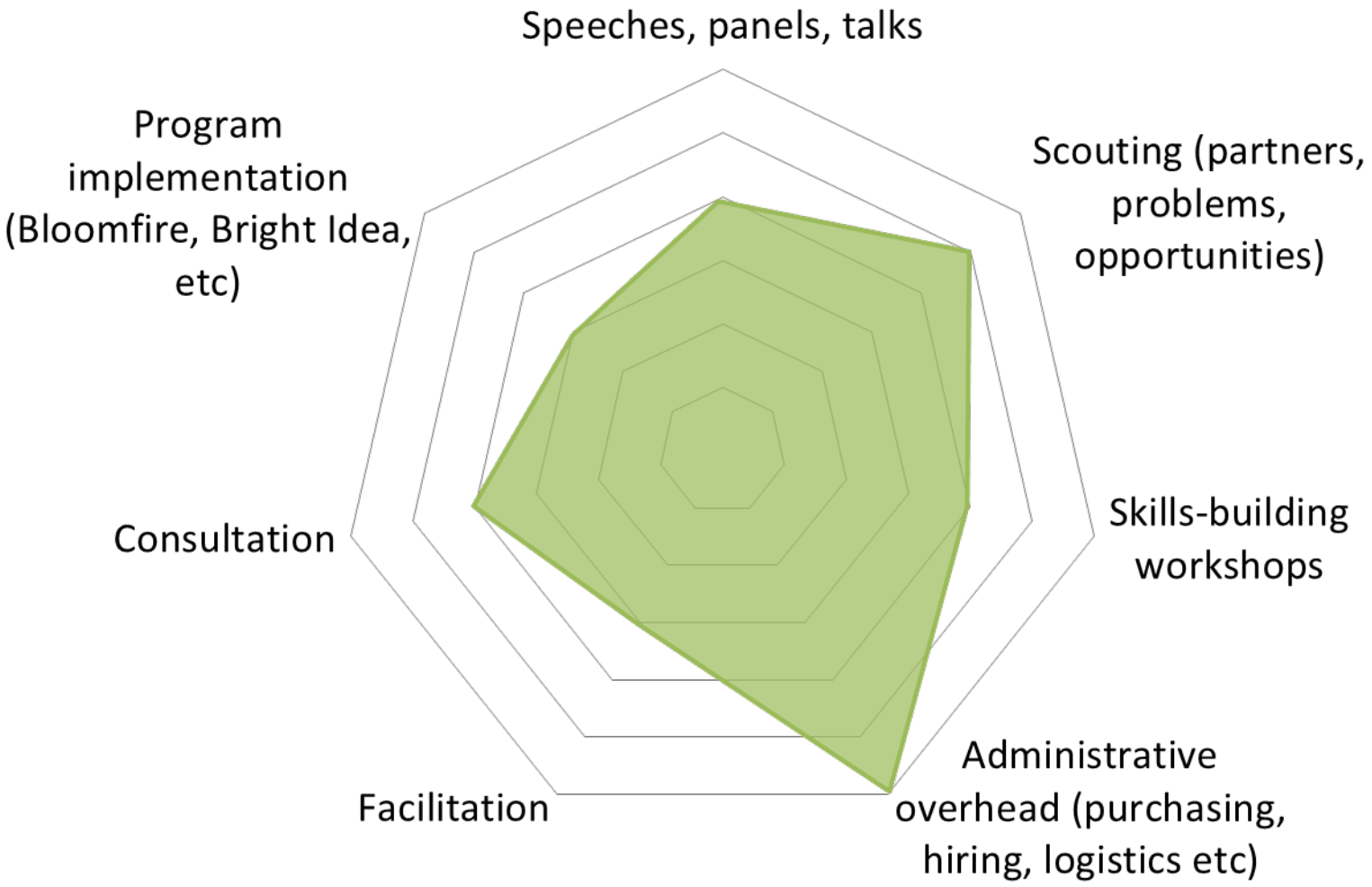
Assessing Outcomes



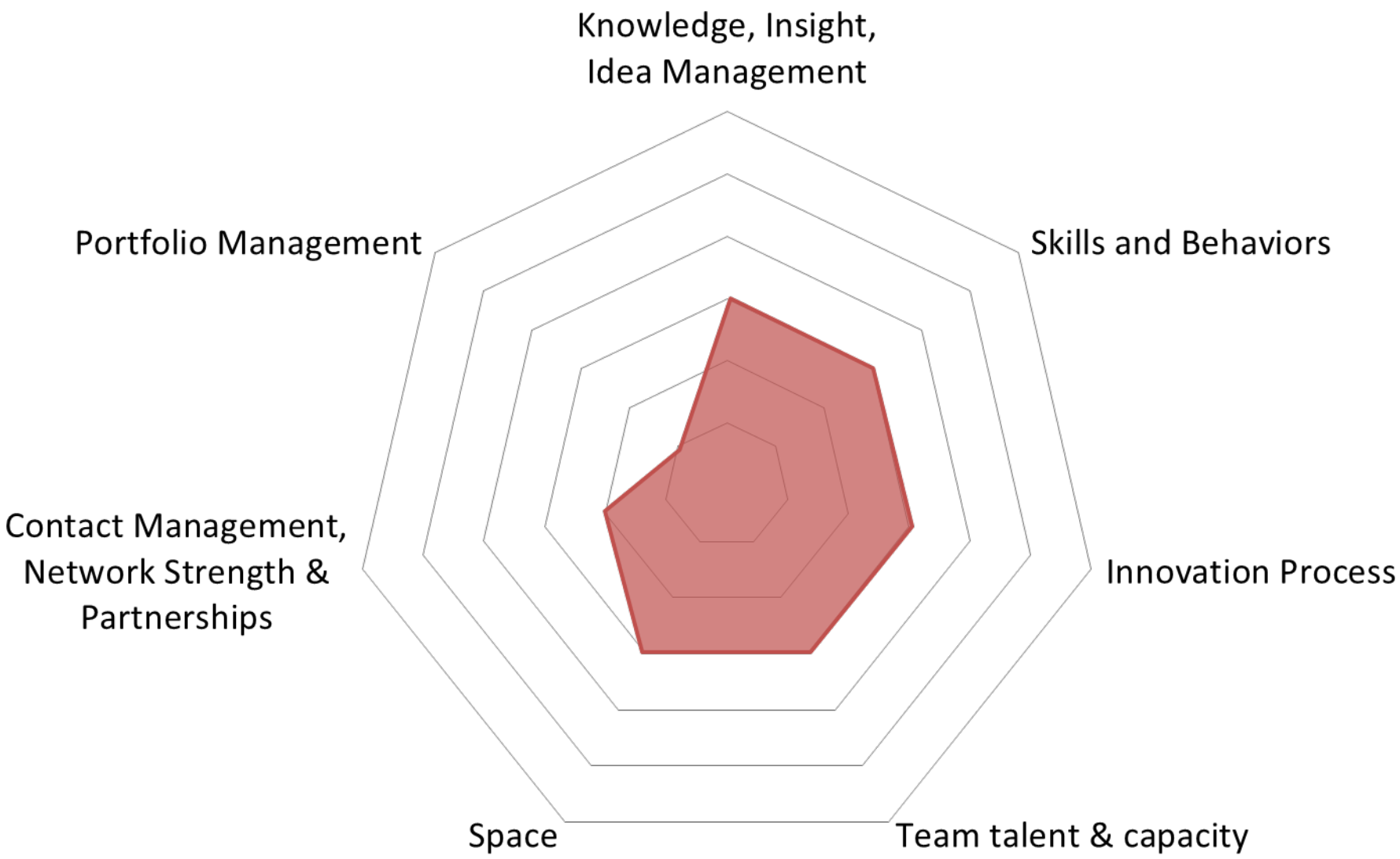
Assess My Performance



Assess Time Spent in Activities



Assess Innovation Infrastructure Maturity



“My mind has been going crazy with ideas and thoughts regarding projects we can work on together, challenges we could submit, and just framing and brainstorming discussions we could have.

“My problem: Time is not my friend …

“My solution: I've asked my team to help me sort out challenge opportunities with you guys and identify how we may work on a project together that is mutually beneficial.”

Hi innovation office gurus!

Our riparian restoration team (in WPD, Surface Water Team), is exploring putting together a business plan for implementing a pilot initiative. The pilot would consist on installing and incentivizing the installation of a large number of small scale green stormwater infrastructure units to counter the effect of impervious cover in a developed watershed.

I would like to know if any in your team can help us by facilitating a meeting to create a conceptual and action map for this initiative.

I would like to explore:

1. What we know
    a. Effects of impervious cover on streams
    b. What can we solve or think we can solve with green infrastructure
    c. Know how on green stormwater infrastructure
    d. Initial modelling results (soon)
    e. What has been done in other places (and the results)
2. What we don't now
3. What do we need to create a business plan for the pilot initiative
4. Roadblocks, challenges, opportunities
5. Indicators of success?
6. What tasks need to be assigned to each team member
7. Timeframe for tasks and benchmarks

I hope this does not sound too crazy as an email (maybe it does). I would like to meet with you to explore how to put together that exploratory meeting and better prepare for it. Could the members who have not done so take the Basadur profile? If so, please let me know how. I think it would be very useful.

Next areas of focus:

1) Refining the Business Model
2) Refine the Project Intake Process
3) Continue to build capacity:

    Portfolio Management
    Network Strength
    Space
    Team Talent & Capacity