Class of 2019
Innovation Academy Rapid Fire Project Presentations

Transforming Local Government Conference
ABOUT THE INNOVATION ACADEMY

OUR SIGNATURE CURRICULUM

• Understand the innovation process and how to integrate it into your organization
• Build cross-functional teams
• Expand organizational capacity for ongoing innovation
• Learn more about your organizational culture and how to cultivate innovation leadership
About the Innovation Academy

• Complete an innovation project which will make a contribution to the organization and/or address a community issue
  • Apply learnings and tools from sessions
• Recommendations to strengthen innovation culture
• Leadership Innovation Advance
• Jumping off point (or re-igniting effort) for innovation teams and innovation efforts
• Alumni serve as a peer mentors, guest faculty, and write articles/serve as panelists on virtual learning events

Learn more:
• https://transformgov.org/innovation-academy
• Email: academy@transformgov.org
• Ask any Alliance staff person about it today!
Class of 2019

- Coconino County, Arizona
- Dallas County, Texas
- Hennepin County, Minnesota
- Raleigh, North Carolina

Joining 54 other organizations and 600+ individuals who have graduated over the past 7 years!
Team Presentation

Coconino County, AZ
Coconino County Innovation Academy Presents:

**Light It Up!**

EMPOWERING COMMUNITY IMPACT THROUGH SUN POWER
What happens when you combine solar energy with criminal justice issues?

= Innovative solutions!
Coconino County: Our Community and Organization

Coconino County is a land of vast and endless beauty, home to many cultures...

- Rural, but bigger than Switzerland, with over 18,000 sq. miles
- Diverse regions from the Grand Canyon to the highest point in AZ
- Home to several cities, towns, and Native-American communities
Coconino County’s Innovation Academy Team

- Amanda Acheson, CD-Sustainability
- Brian Barg, Public Health Services District
- Chris Greenway, Adult Probation
- Eslir Musta, Facilities Management
- Flora Hatch, Clerk of the Board
- Kathy Farretta, Adult Probation
- Margaret Penado, HR-Risk Management
- Matt Mitchell, Public Works
- Nadia Ivanova-Pfenning, HR
- Scott Carey, IT-GIS
The Coconino County Light It Up Pilot Project empowers positive community impact by:

- Funding educational opportunities for local youth whose parents are incarcerated, helping to break a multi-generational cycle in the County’s criminal justice system
- Building on existing environmental and energy stewardship practices and models in Coconino County, focusing on our parks
- Promoting efficient, diverse, and effective use of funding
Community Need

**Through no fault of their own, children of incarcerated parents are exposed to criminogenic factors.**

- Loss of incarcerated parent’s income can impact family financial stability
- Children may live with a series of informal caregivers receiving inconsistent care
- Children often experience limited face-to-face contact with their incarcerated parent

*A scholarship could help them earn post-secondary education and training, which is an important indicator of future success*

*Coconino County CIP Task Force Report*
Light It Up! Project Development

- Solar, Finance, and Community Impact teams working on process, communication, and collaboration with stakeholders and sponsors.
- Developing a feasibility report for project implementation in Coconino County
- Identifying resources, risks, boundaries, and decision-making processes
  - Pilot Program for two years
Initial Findings

- Public use is increasing, so is energy demand
- Existing land and infrastructure good for solar installation
- Popular public area, provides great opportunity for developing educational model and outreach for project partners and sponsors
- Supports the County Parks mission and vision
“There is a strong correlation between education level and personal income, productivity, civic participation, life expectancy, employment status and the strength of a community.”

*AVERAGE FAMILY INCOME BY EDUCATIONAL ATTAINMENT*

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Average Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>$36,450</td>
</tr>
<tr>
<td>Grade 9-12, No Diploma</td>
<td>$40,000</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>$55,567</td>
</tr>
<tr>
<td>Some College</td>
<td>$70,547</td>
</tr>
<tr>
<td>Associates Degree</td>
<td>$76,601</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>$109,065</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>$130,876</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>$160,498</td>
</tr>
<tr>
<td>Professional Degree</td>
<td>$188,930</td>
</tr>
</tbody>
</table>

*Arizona Town Hall Report #102*
Forward Planning

- Draft and issue RFP for solar energy
- Structure scholarship pilot program (legal review)
- Development of financing structure
- Cost benefit and evaluation
- Selection of Fiscal Agent for scholarships
- Awarding of scholarships
- Attract partners to contribute to scholarship fund/programs
- Reviewing pilot for scalability and feedback
Light It Up!

Lessons Learned

- Important to establish a clear vision of the project to communicate with potential stakeholders and sponsors
- Involve stakeholders at the beginning to help shape project
Questions?
Team Presentation

Hennepin County, MN
Established 1852

45 cities

1.2 million residents (more than 22 percent of state's population)

11 fortune 500 companies

100+ lakes & Mississippi River

607 square miles

11 watershed districts with a diverse range of creeks and wetlands
2019 Innovation Academy Participants

Julie Baker  |  Mark Brooks  |  Hannah Dierrich  |  John Doan  |  Cassie Ellison  |  Ayanna Farrell  |  Wyatt Fertig

Lori Imsdahl  |  Markus  |  Vinnie Kutty  |  Becki McDonald  |  Deb Peterson  |  Bill Rodgers  |  Liz Runnels

Alisa Salewski  |  Amy Schrempp  |  Rachelle Tait  |  Rachel Walch  |  Cassondra Whittley
Why do we need an innovation framework?

- To provide a shared definition and understanding of innovation in order to embed it throughout the organization.
- The framework needs to:
  - Follow an intentional process
  - Drive towards implementation
  - Include measurement
Who is our innovation framework for?

- Lines of business, departments, teams
- Staff at all levels of the organization
- To use as a co-creation platform with residents
What will our innovation framework help us accomplish?

- Grow capacity for innovation and improvement
- Build a learning organization
- Support disparity reduction
Hennepin County Innovation Framework

Start with empathy

Focus on end user

Build a culture that values innovation

Make data-driven decisions

Follow a design process: prototype and iterate

Build multi-disciplinary teams

Communicate the “why” using plain, meaningful language

Hennepin County
Residents and end users feel understood and heard.

Tools to gather end user feedback are utilized and the data is reviewed and acted upon regularly.

Acknowledge and mitigate bias in the problem-solving process.

**MINDSETS**
- Adaptability
- Flexibility
- End users are experts of their needs
- One size does not fit all
- Listen
- Value what you hear
- Address bias

**METHODS**
- Prototype and testing
- Empathy mapping
- Stakeholder analysis
- Mindful listening
- Culturally-responsive outreach
- User input
- Engage people in their own success
- Co-creation
Focus on end user

Greater clarity about resident needs.

Residents are incorporated into the problem-solving processes.

Resident input demonstrates improved satisfaction over time.

**MINDSETS**
- Open to constructive critique and alternatives
- Flexibility
- Priority is to meet end user need
- Value end user’s time

**METHODS**
- Equitable, inclusive, responsive design
- Survey
- Interview
- Simulation modeling
- Define need
- Human-centered design
- Person-centered thinking
Build multi-disciplinary teams

Build diverse, collaborative, inclusive teams.

Diverse teams seek out new opportunities to improve the resident experience.

MINDSETS
• Open, trustworthy, honest and safe
• We vs. I thinking
• Being passionate
• Curiosity
• Focus on residents
• Inclusive collaboration

METHODS
• Involve staff at all levels
• Involve end users
• Volunteerism
• Peer system
• Mobility assignments
• Inclusive think-tank
Follow a design process: prototype and iterate

Test on a small scale in order to iterate and drive greater value to residents.

Improvement is a continuous process through resident input and feedback.

<table>
<thead>
<tr>
<th>MINDSETS</th>
<th>METHODS</th>
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</thead>
<tbody>
<tr>
<td>• Open-minded</td>
<td>• Innovation by Design</td>
</tr>
<tr>
<td>• Do not have a defined solution at onset</td>
<td>• Collaborative partnerships</td>
</tr>
<tr>
<td>• Recognize small changes are significant</td>
<td>• LEGO building</td>
</tr>
<tr>
<td>• Persistence</td>
<td>• Prototyping</td>
</tr>
<tr>
<td>• Imagination</td>
<td>• Testing</td>
</tr>
<tr>
<td>• We don’t need to have it right the first time</td>
<td>• Storytelling</td>
</tr>
<tr>
<td>• Calculate risks</td>
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Hennepin County
Make data-driven decisions

Decisions are based on qualitative and quantitative data.

Data teams exist to support the data needs of the organization.

Measure outcomes from successes and failures.

<table>
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<tr>
<th>MINDSETS</th>
<th>METHODS</th>
</tr>
</thead>
</table>
| • Sharing information  
• Self-service  
• Proactive problem-solving  
• Understand and value all data: qualitative and quantitative  
• Shared knowledge is power  
• Multiple interpretations | • Data science  
• Analytics  
• Research  
• Open data  
• Empathy mapping |
Build a culture that values innovation

Creativity comes from all levels of the organization and our community.

There is a proactive response and excitement for innovation.

Policies and procedures support staff decision-making.

The organizational structure supports sharing and implementation of learning.

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<th>MINDSETS</th>
<th>METHODS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Innovation is tied to organizational goals</td>
<td>• Innovation incorporated into performance expectations</td>
</tr>
<tr>
<td>• Engagement &amp; collaboration</td>
<td>• Multi-disciplinary teams</td>
</tr>
<tr>
<td>• Failure is catalyst for change</td>
<td>• Communication</td>
</tr>
<tr>
<td>• Mistakes are a part of the process</td>
<td>• Staff have a level of discretion</td>
</tr>
<tr>
<td>• Learn from the process</td>
<td>• Change management practices are part of change process</td>
</tr>
<tr>
<td>• Core values</td>
<td>• Feedback loops (Plan, Do, Check, Act cycle)</td>
</tr>
<tr>
<td>• Communicating success and failure</td>
<td></td>
</tr>
<tr>
<td>• Learn from others</td>
<td></td>
</tr>
<tr>
<td>• Growth mindset</td>
<td></td>
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Communicate the “why” using plain, meaningful language

- User-centered communication is a foundational, standard practice through all phases of the work.
- All voices are considered in decision-making.
- Find common ground through transparency, radical candor, and removing jargon.

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<tr>
<th>MINDSETS</th>
<th>METHODS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sharing information</td>
<td>• Communication plan</td>
</tr>
<tr>
<td>• Shared knowledge is</td>
<td>• Change readiness assessment</td>
</tr>
<tr>
<td>power</td>
<td>• Sponsor roadmap</td>
</tr>
<tr>
<td>• Everyone is</td>
<td>• Diversity and</td>
</tr>
<tr>
<td>responsible for</td>
<td>inclusion training</td>
</tr>
<tr>
<td>change</td>
<td>• Plainlanguage.gov</td>
</tr>
<tr>
<td>• Accessibility is for</td>
<td></td>
</tr>
<tr>
<td>everyone</td>
<td></td>
</tr>
<tr>
<td>• Transparency opens the</td>
<td></td>
</tr>
<tr>
<td>door to success</td>
<td></td>
</tr>
<tr>
<td>• Cultural awareness</td>
<td></td>
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Next steps

- Identify opportunities
- Market and communicate
- Build capacity
Exploring Returnships in Raleigh, NC

AFI 2018-19
Innovation Academy
Agenda

Opportunity
Definition

Idea Generation

Development & Testing

Implementation
Innovation Frameworks

Developed 30 project ideas

- Alignment with Strategic Plan
- Met need of organization
- Allowed opportunity to test a framework
  - Human Centered Design is target
Project Identification

Returnships

Workforce Development Program

- Summer Youth (High School)
- Trade specific College Internships/ Apprenticeships
- ICMA Fellow/Work for America
- Returnships (return to workforce, Veterans, homeless, ex-felons)

COR Job Shadowing

- Promote from within
- Hire experienced workers
- Hire newly trained workers
- Internal knowledge sharing through roundtables
Project Identification

Returnships: Building a pipeline between hard-to-fill positions and workforce-challenged community members

Potential populations could include:

• Homeless
• Justice Involved
• Substance Abuse
• Veterans
• Post-retirement
• Prolonged absence from workforce
Research in Progress

Learning from existing sources

- Raleigh Pathways Center
- TROSA (Durham nonprofit)
- City of Durham
- A Place at the Table
- Carol’s Kitchen
- City of Tempe, AZ/Tempe Works
- Denver, CO
- Path Forward (returnships nonprofit)
Potential Project Barriers

- Resources
- Built in Barriers
- Legal Risks
- Measuring Success
Potential Approaches

Wrap-Around Services
- Partner with other organizations (ex. TROSA)
- Comprehensive transitional program

Position Types
- Temporary positions
- Temp to full-time positions
- Permanent positions
Proposed Approach

Framework for Returnships

- Strategic Plan Initiative Team
- Identify hard to fill positions as submitted by departments
- Review job requirements/barriers
- Talk with folks currently in the job
- Identify partner organization that best fits

- Long-term goals: Potential for performance measurement, results analysis, permanent City programming
Proposed Approach

Partner with other organizations (ex. TROSA)
- To provide vetting of candidates’ “returnship” status
- That provide workforce training
- That provide wrap-around services (transportation, housing, etc.)
Built-in Barriers

Work with Human Resources to address:

I. Education
   A. High School
   B. College Degree/Work Experience

II. Background Check

III. Controlled Substance Test

IV. NCDL/Transportation

V. Specialty Certifications/Qaulifications
Current Project Status

- Working towards implementation
- Seeking support from City leadership/Human Resources
- Forging partnerships outside of the organization

- We learned.

*The key to [the innovation journey] is to focus not on success but significance, and then even the small steps and little victories along your path will take on greater meaning.* - Oprah
Questions / Discussion
Congratulations!

Class of 2019!!
Interested in more information?
Email academy@transformgov.org