

Harvard Bloomberg Innovation Track

City of Tacoma | Office of the Mayor

City Council Study Session

May 21, 2019

Item #1





● ● ● BACKGROUND: Bloomberg Harvard City Leadership Institute



80 Mayors have participated globally since BHCLI's inception in 2017



BACKGROUND: City Innovation Track



BHCLI Provides...

- Tools for city staff to work with residents to identify and test human-centered improvements to city services;
- Technical assistance, basic project supplies, curriculum for the project team, and a design coach to guide the work;
- Summer fellow to provide project management & research assistance; and
- Institutional knowledge to apply this model to other areas moving forward.



OVERVIEW: City Innovation Project



The Innovation Project focuses on City priorities and the need for inclusive public engagement, strong relationships, and proactive building of trust, particularly in the area of public safety.



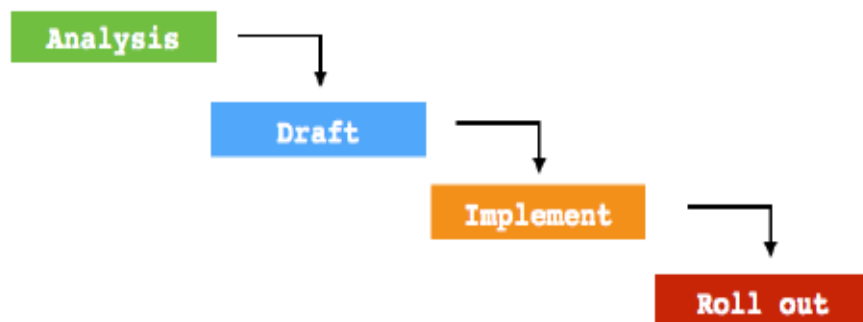


Innovation Project Team Members





What's different about this work



Traditional Project Method

- Assumes that research is complete in Phase 1
- All effort, time, and resources are invested in one solution
- Useful when projects depend on very technical analysis or large investments



Innovation Project Method

- Residents directly inform and help us test solutions as our knowledge grows
- Evolves ideas, reduces risk, and gains buy-in from key community members
- Uses low-cost prototypes to quickly assess the quality of service improvements

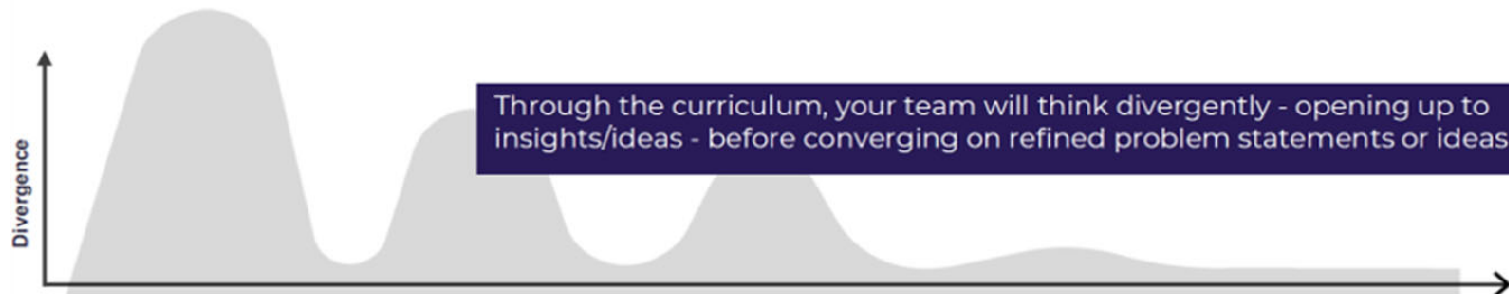
●●● The Power of Story



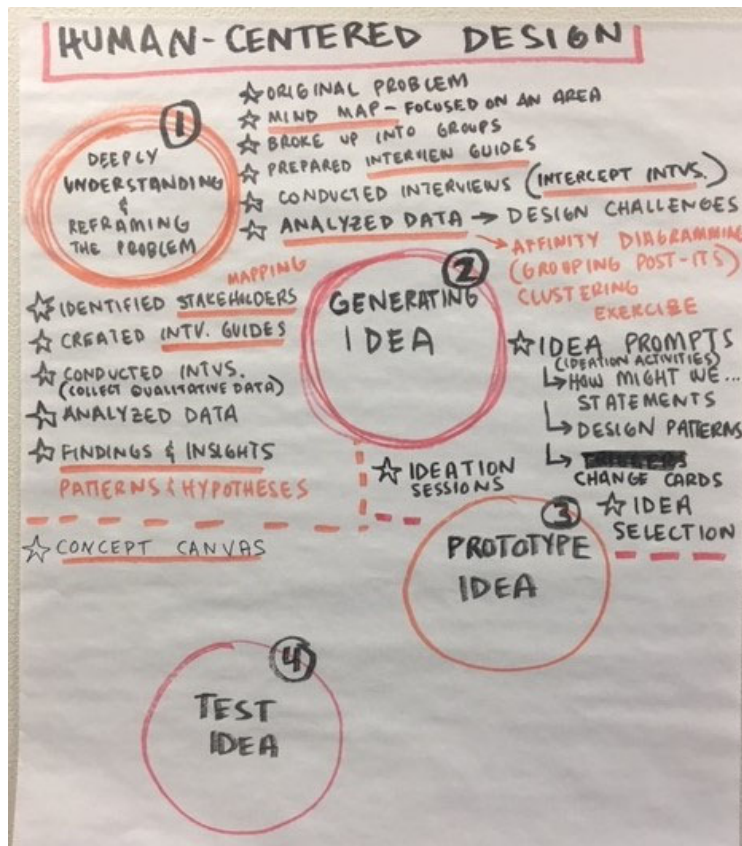
Process Overview



Module 1: Introduction to Innovation Track	Module 2: Deeply Understanding and Reframing the Problem	Module 3: Generating Ideas with Residents & Stakeholders	Module 4: Building Prototypes	Module 5: Testing Prototypes	Module 6: Next steps
<ul style="list-style-type: none"> > Understand the value of innovation, resident participation and testing and how it is relevant to my challenge > Understand the overall innovation process, and which parts we will progress through the Innovation track > Be excited and open to new ways of working 	<ul style="list-style-type: none"> > Understand that we should not jump straight to a solution > Have a deeper understanding of the problem, including from fresh resident insight, and data. > Be able to get to the root cause of the problem and identify 'right size' problem areas where we can have the most impact > Understand who needs to be involved in tackling the issue > Be curious to find out more about the problem 	<ul style="list-style-type: none"> > Understand that ideas can come from anywhere and the city alone cannot solve the problem > Be able to identify opportunities for residents to participate in the idea design > Be able to use a set of ideation techniques with residents and stakeholders to generate ideas, including sharing the problem they want to solve > Be inspired and energized to think differently 	<ul style="list-style-type: none"> > Understand how prototyping can evolve ideas, get buy-in, and reduce risk > Be able to turn an idea into a low-fidelity prototype > Understand how to evolve a low-fidelity prototype into a higher fidelity prototype > Be open to pivoting and evolving an idea through prototypes 	<ul style="list-style-type: none"> > Understand how to design a test with residents and use their feedback to evolve an idea > Be able to identify assumptions and design a test with residents that gets feedback on those assumptions > Be able to collect and synthesize data from tests and use it to evolve the idea through a new prototype > Be curious to know resident and stakeholder feedback and open to pivoting an idea 	<ul style="list-style-type: none"> > Be able to use data and stories to make the case for implementation > Be able to proactively identify factors that would prevent an idea from scaling/sustain and build a plan to overcome barriers > Understand how to use testing results to build a business case for sustaining an idea > Gain a deeper understanding of the ecosystem of your solution and how it may need to change > Be excited about using innovation skills to develop robust ideas and avoid costly waste
Tools & methods: <ul style="list-style-type: none"> > Team Journey Map > Exploration with data 	Tools & methods: <ul style="list-style-type: none"> > Problem definition > Who are the stakeholders? > Research Plan > Observation Worksheet > Interview Guide > Interview de-brief > Resident profiles > Explore stakeholder assumptions > Why research findings? > Make a plan > What we're learning 	Tools & methods: <ul style="list-style-type: none"> > Ideas Space (within what we're learning tool) > Prioritization matrix > Refining your idea > Make a plan > What we're learning 	Tools & methods: <ul style="list-style-type: none"> > Explore stakeholder assumptions > Visualize your idea > Pick the right prototype > Prioritization matrix > Prototyping evolution > Make a plan > What we're learning 	Tools & methods: <ul style="list-style-type: none"> > Identify idea assumptions > Explore stakeholder assumptions > Prioritization matrix > Define your testing questions > Pick the right prototype > Design your prototype and test > Capture data > Prototyping evolution > Make a plan > What we're learning 	Tools & methods: <ul style="list-style-type: none"> > Mapping wider organizational structures > Business case

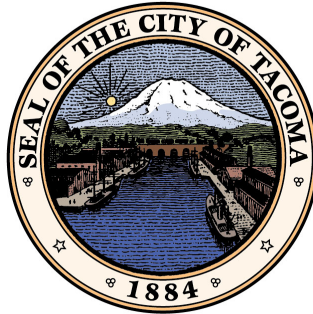


Current Status & Next Steps



Next Steps

- Begin refining, building, & testing prototypes
- Collect data & conduct research to integrate with our interview data
- Summer Harvard Fellow: Baseline information on current TPD data & performance measures, best practices, & gap analysis



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