INTRODUCING NEW INNOVATIONS TO THE ORGANIZATION

Presenters

Todd A. Miller	Jeff Mihelich	Dr. Alfred T. Ho
Director of Public Safety	Deputy City Manager	Professor School of Public Affairs & Admin.
Mankato, MN	Fort Collins, CO	University of Kansas

Monday, Sept. 26, 2016
2:30-3:40 p.m.

ICMA 2016 | SEPT 25-28
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INTRODUCING NEW INNOVATIONS TO THE ORGANIZATION

Director of Public Safety

Todd A. Miller

Mankato, MN

City of Mankato

Leading the way...

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Professional Experience

- Chief of Police Since 1976
- Served as Chief in 8 Cities in 4 States
- Chair – IACP Community Policing Committee 2006-2014
- Instructor/Consultant/Speaker on Community Policing/Governance Issues Internationally
- Two Time Winner – IACP & CISCO Community Policing Award

WHAT WILL IMPACT YOUR CITY?

- ACCORDING TO THE ALLIANCE FOR INNOVATION, THERE ARE FOUR FORCES THAT WILL IMPACT CITIES IN THE NEXT 20 YEARS:

- RESOURCES
- TECHNOLOGY
- DEMOGRAPHICS
- GOVERNANCE

DO YOU NEED TO INTRODUCE CHANGE OR INNOVATION TO YOUR ORGANIZATION?

DOES IT MATTER?

IT IS SOBERING TO THINK THAT YOU CAN HAVE THE BEST-RUN LOCAL GOVERNMENT, BUT IF THERE IS A SERIOUS RESOURCE SHORTAGE, AN ABRUPT TECHNOLOGY CHANGE, A SIGNIFICANT MIGRATION OF PEOPLE – IN OR OUT, OR ONE CRITICAL INCIDENT, IT WON'T MATTER; CHANGE WILL BE FORCED UPON YOU!

MANKATO MINNESOTA

- MSA Population – 99,336
- Mankato City Population – 40,611
- #3 in the Nation in 2014 Forbes Best Small Places for Business and Careers
- #5 Best Small City in America 2015 by nerdwallet.com
- #19 in the Nation for Top College Towns under 250,000 by A.I.E.R.

MANKATO MINNESOTA

- 26,000 College Students in 5 Institutes of Higher Education
- Top 40 in Number of International Students in U.S.
- 40 Languages Spoken in K-12 School District
- 5,000+ Immigrants of Somali, Sudanese or Iraqi Descent

IMPLEMENTING INNOVATION IS NOT EASY

THERE ARE TWO THINGS POLICE OFFICERS DON'T LIKE

- CHANGE
- THE STATUS QUO

WHAT ARE YOU INTRODUCING?

- NEW PROGRAM
- NEW PHILOSOPHY
- NEW CULTURE

IT GETS PROGRESSIVELY MORE DIFFICULT AND TIME CONSUMING

MOST PEOPLE HAVE SOME IDEA OF WHAT COMMUNITY ORIENTED POLICING IS

WHAT ABOUT COMMUNITY ORIENTED GOVERNANCE?

COMMUNITY GOVERNANCE

- is a philosophical approach to local governance
- seeks to help cities better coordinate their service delivery and collaboratively solve community problems.
- focuses on “governance” as a process rather than on “government” as an institution.
- relies on municipal agencies to engage each other and work together and with their community to address community problems, improve the quality of life, and plan for the future.

WHY COMMUNITY GOVERNANCE?

Each segment of local government has different resources, expertise, and perspectives that it can bring to respond to jurisdiction-wide issues. It is a matter of strategically coordinating these efforts, making them seamlessly experienced by the public, and developing more effective responses that add greater value to the public service being provided.

"We can't solve problems by using the same kind of thinking we used when we created them."

Albert Einstein

C.O.G. CORE COMPONENTS

- 1. Partnerships among municipal agencies/departments.
- 2. Partnerships with the community.
- 3. Collaborative problem-solving efforts.
- 4. Organizational change.

SELLING & IMPLEMENTING THE INNOVATION

- Develop A Strong Case For Innovation
- Build Partnerships
- Provide Necessary Training And Skills
- Empower Your Staff To Innovate

THE CASE FOR INNOVATION

- Commitment – From Top Elected and Appointed Officials
- Develop a strong case – not just “this is a new and different way”
- SSVA – Strategic Stakeholder Value Analysis
- What is community saying, what do they want
- How will Community benefit
- How will employee benefit
- Solicit Input From Community - Not Just the “Usual Suspects” and Garner Their Buy-In

THE CASE FOR INNOVATION

- In looking at introducing innovation, do you do a pilot or complete implementation?
- Make Innovation a Philosophy or Complete Change, Not A Program - Program Has Beginning And End
- If Everyone Doesn’t Have a Role, And Isn’t Held Accountable, They Won’t Support
- Hold Breath For 7 Years.

INNOVATION PARTNERSHIPS

- Courage – Introducing change takes courage and perseverance, along with a willingness to be vulnerable, open and transparent
- Community has to help guide the process and determine priorities
- Crime is not a Police Problem, it is a Community Problem – Don’t take ownership of the problem.

TRAINING FOR INNOVATION

- To prepare employees and officials to operate in new environment
- Must include other stakeholders
- Mankato 24 hour experience
- Helps understand the reason for the innovation
- Helps employees and citizens understand how they fit into the overall plan
- Must include new skills necessary for success in new venture

Empower Your Staff To Innovate

- In Any Situation or Problem, Ask Yourself:
  - Is it the Right Thing to do for the Department?
  - Is it the Right Thing to do for the Community?
  - Is it Legal, Ethical and Moral?
  - Is it Consistent with Vision, Mission, Values & Policy?
  - Is it Something you are Willing to be Accountable for?

  If the answer to all these questions is YES, don't ask for permission, JUST DO IT!

  Encourage Decision Making at Point Closest to Problem

Tips for Leaders Wanting to Strengthen Organizational Change

- Recognize and take timely steps to address obstacles to developing and sustaining partnerships and problem-solving efforts among city staffers at all levels. Where challenges persist, clarify the reason for their continued existence.
- Engage collective bargaining units in discussions about community governance and seek their support for problem-solving and partnership activities.
- Recognize that everyone will not embrace community governance. Slowly weed those people out of the department and replace them with new recruits who espouse the community governance philosophy.

Organizational Change Cont.

- Pick the right top leaders. They need to drive the philosophy down into the organization. Make sure that supervisors fully support the philosophy.
- The transition to community governance is like a long-distance marathon. It takes longer than any one leader's tenure to institutionalize the philosophy. City Managers and Department Heads need to develop long-term outlooks.
- Make as many decisions as possible based on research: hire a research analyst who looks for best practices, conduct community surveys and strategic planning, and identify and take steps to minimize obstacles.

Organizational Change Cont.

- Community governance requires an accountability mechanism because a lack of geographic assignments across city agencies makes accountability difficult.
- Determine what information about service availability needs to be provided to all new employees and provide it in a well-organized orientation or in trainings.
- Elected officials need to support this method of delivering services for it to become institutionalized. Community governance cannot be sustained without political support, which must be cultivated continually as officials retire from public service and new candidates are elected to positions in city government.
- Stress the benefits of crime-and-disorder prevention, and quality of life activities.

Organizational Change

- Build principles into recruitment and selection. Hire people who are oriented toward public service, problem solving, and critical thinking
- Incorporate COG into evaluations and reward systems
- Develop technology and data systems that make information more accessible to staff and citizens and support problem analysis and evaluation
- Train all staff in COG principles
- Increase City Worker discretion and accountability for solving problems at their level
- Encourage city staff/citizens to propose innovative solutions to long-standing problems
- Increase agency transparency for activities and decision making

FOLLOW THRU

- Set Expectations And Insure They Are Being Met
- Include Innovation In Job Descriptions
- Include Innovation in Evaluations – What You Measure is What You Will Get!
- Facilitate Interaction and Information Sharing Among Departments

If you always do what you've always done, you'll always get what you've always got

Questions/Comments?

Additional Information…

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DIFFUSING INNOVATIONS:

Climate Action PLAN

Jeff Mihelich, Deputy City Manager
Fort Collins, Colorado

City of Fort Collins

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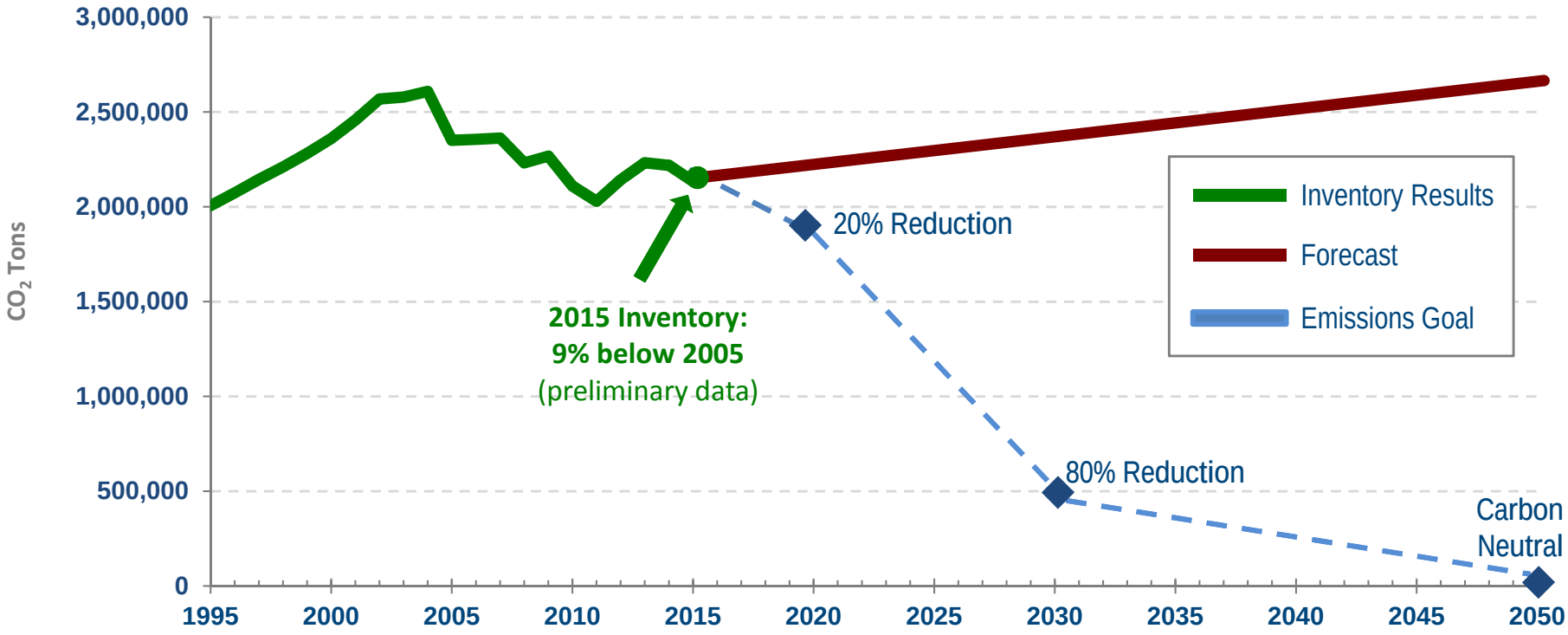
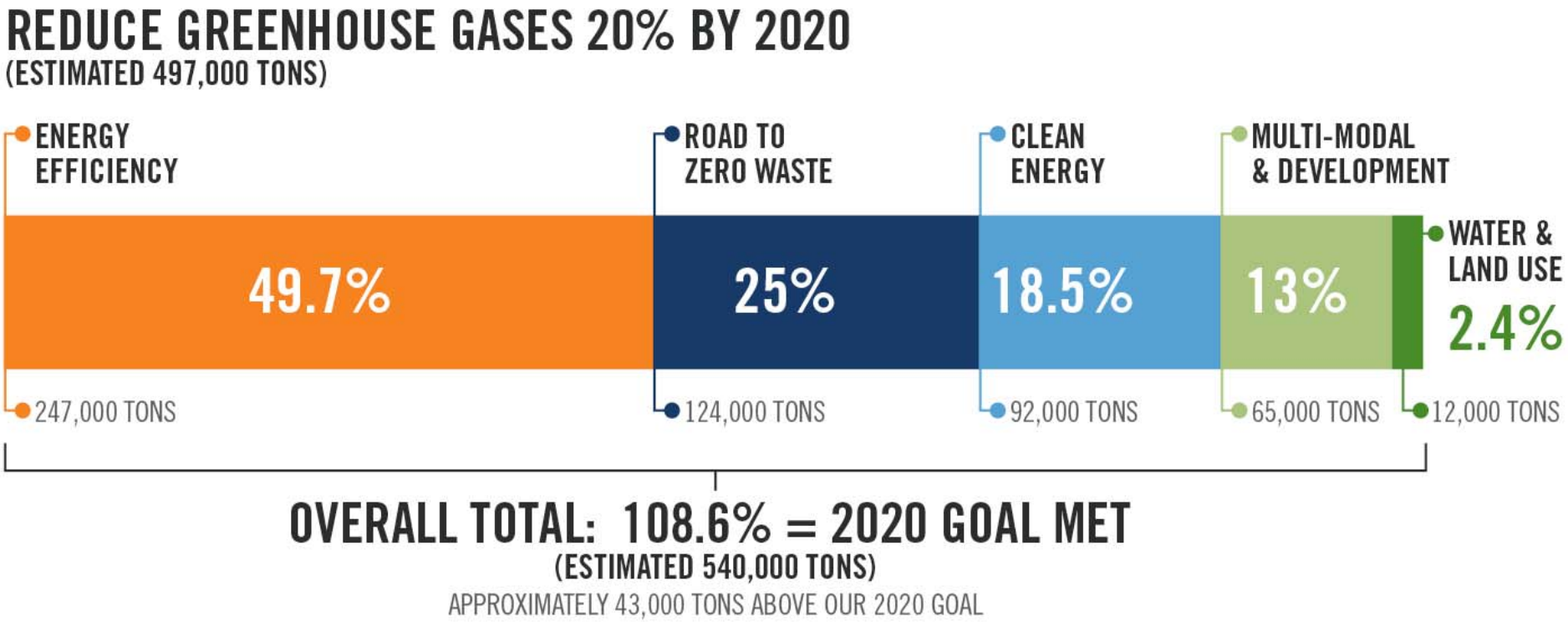
CAP Journey: Progress



Roadmap to 2020



Efforts by the Numbers

100
ACTIVE PROGRAMS

20
CITIZEN ADVISORS

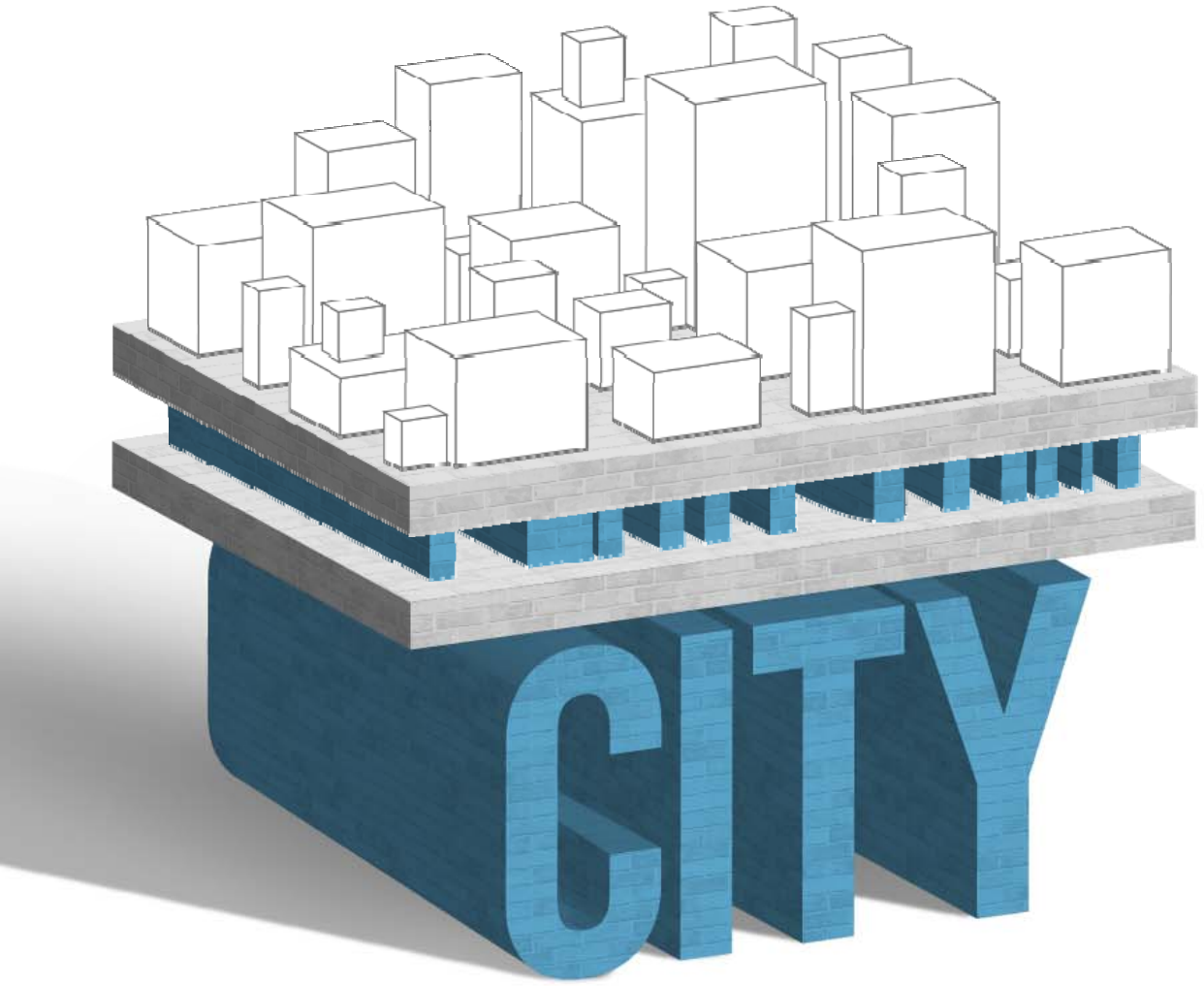
31
INITIATIVES

50
CITY STAFF WORKING ON CAP

8
CAP EXECUTIVE TEAM MEMBERS

Public Sector's
Role in Innovation
"We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard…"
- JFK

Cocreators



Structure

INTERNAL:

- All about "operationalizing innovation"
- CAP Executive Team
- Subject matter teams

EXTERNAL:

- CAP Advisory Committee

Resource the Effort

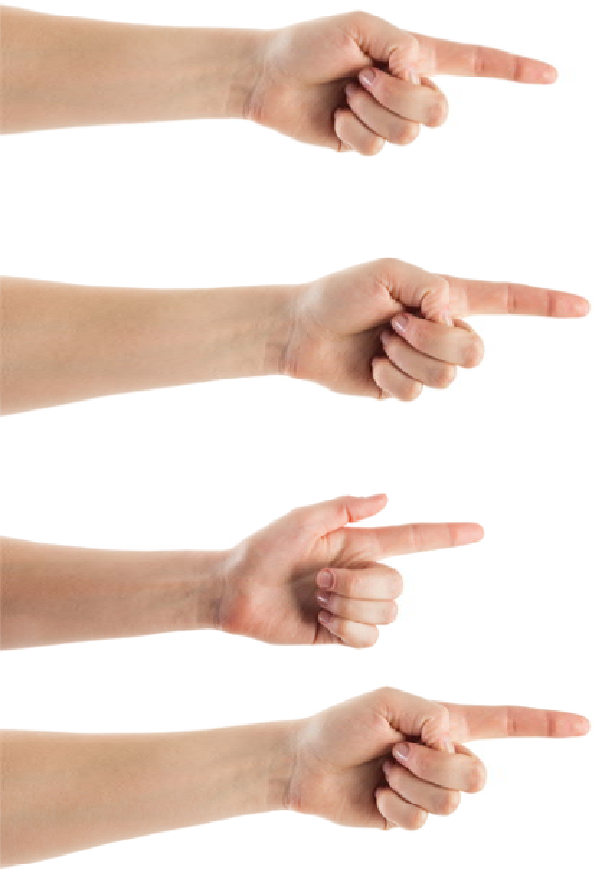
Engagement

Lessons Learned

Do's:

- Set a good pace. Sometimes you need to go slow in order to go fast.
- Get teams and model in place
- Communicate well with those saying "faster!"

Lessons Learned



Don’ts:

- Point fingers when things go poorly.
- React with retribution when an idea is unsuccessful.

Challenges

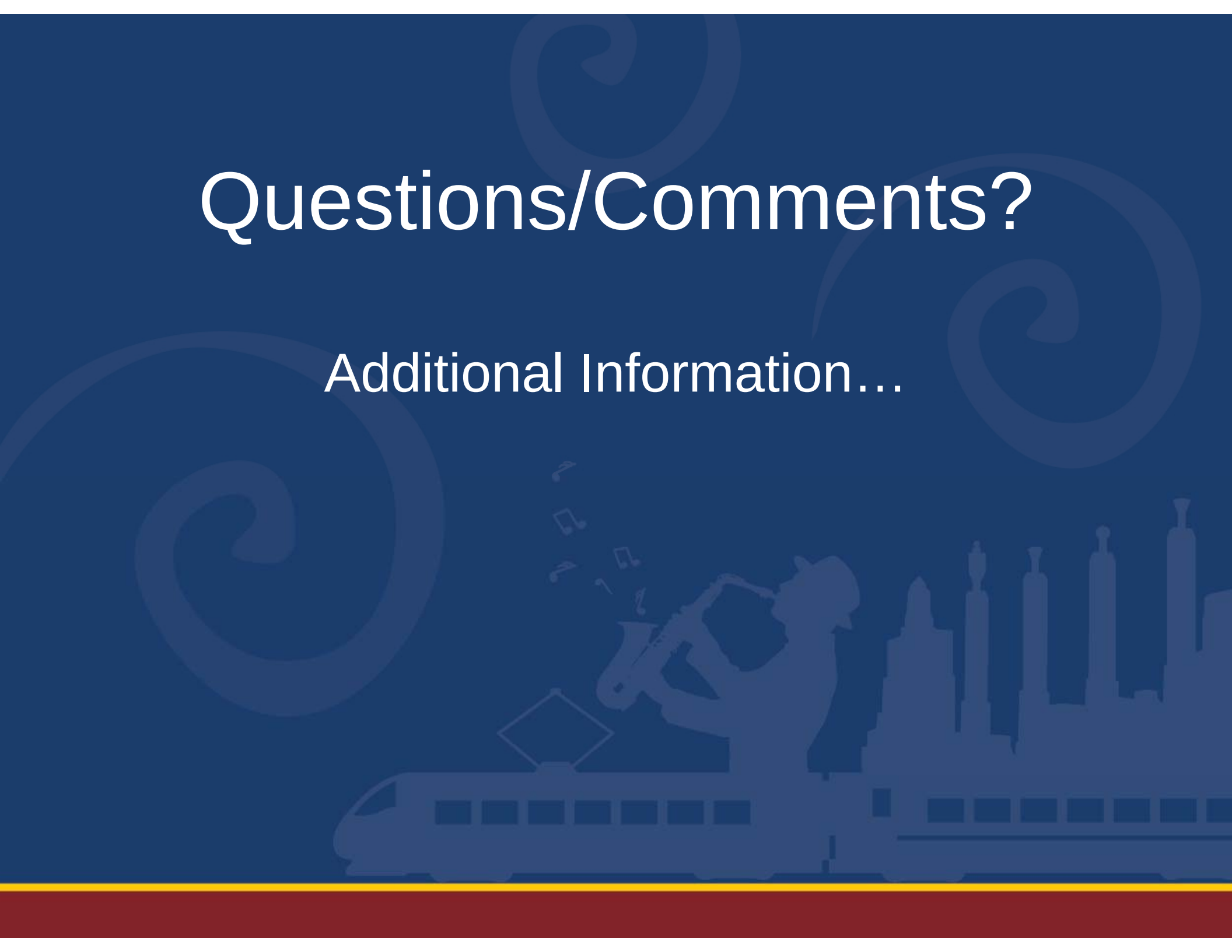
- Fatigue of long-range/large projects
- Adding new capacity or even recognizing the needed level of staff support for an initiative

Enterprise Wide Innovation

- Alignment
- Goal Clarity
- Resources
- Measures To Gauge Effectiveness
- If Legacy Work – then say so
- Give employees challenging work that they will tell their grandchildren about
- Celebrate!

Questions/Comments?

Additional Information…



Why are Some Cities More Willing to Embrace Big Data?

Alfred T. Ho
Professor
School of Public Affairs & Administration
University of Kansas

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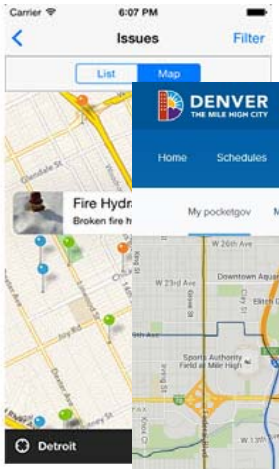
Big Data and City Management

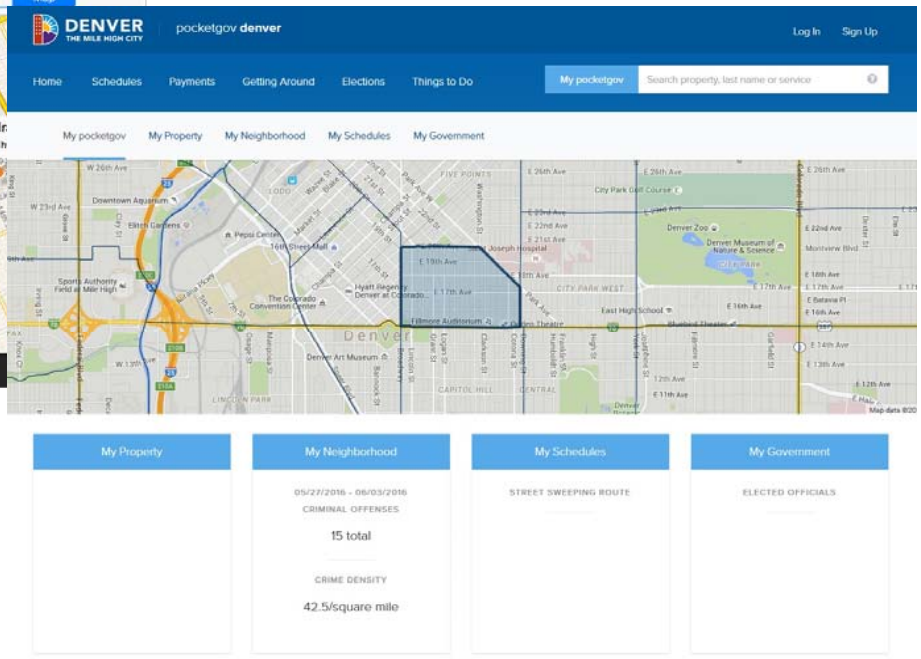
- What are **BIG DATA** practices?
- Are large and mid-sized cities (population > 100,000) adopting these practices?
- What organizational and managerial strategies influence the practices of these cities?

Big Data practices include …

- Use of mobile apps to engage citizens and collect information:

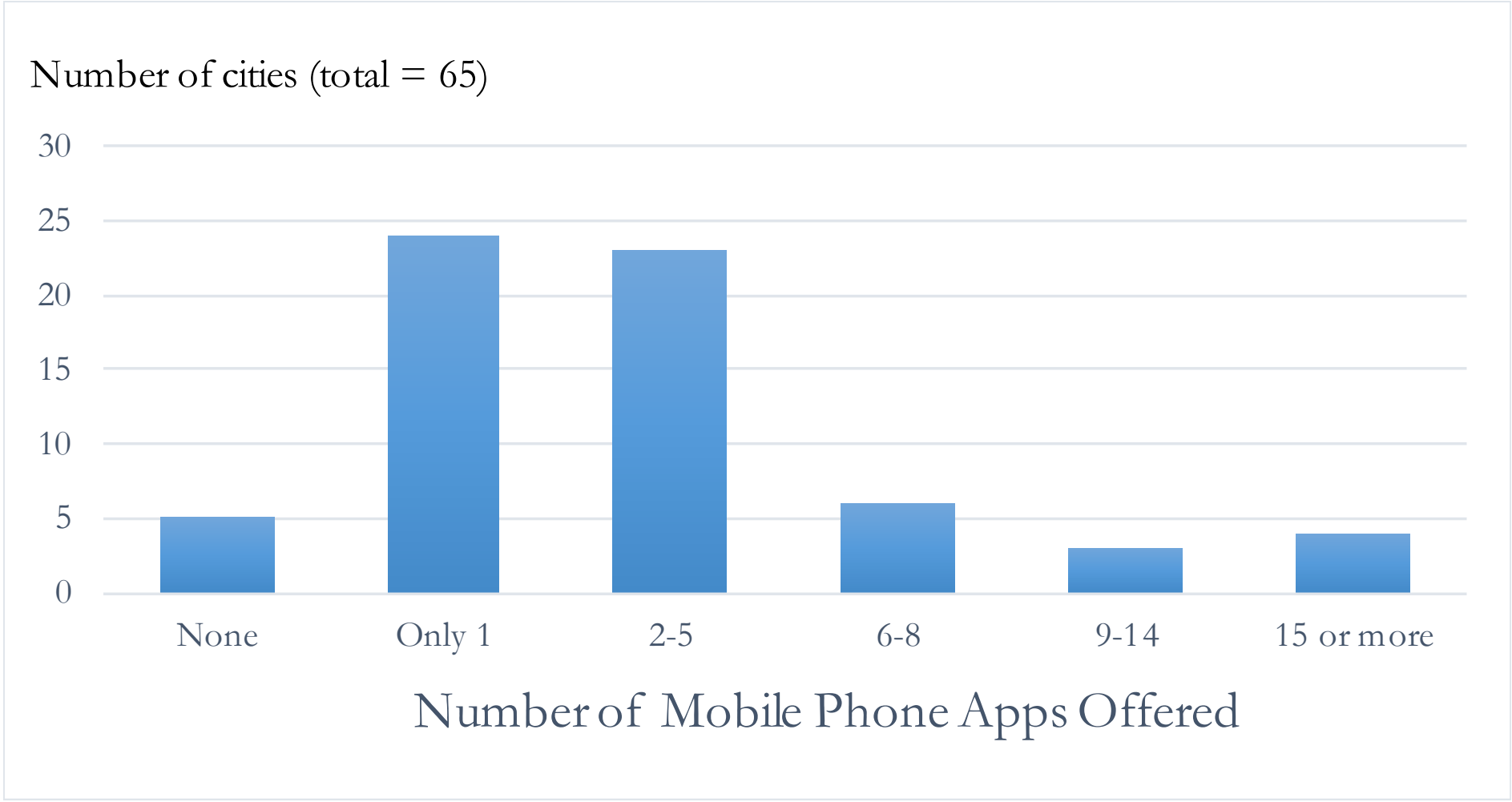
Screenshots from Android phone





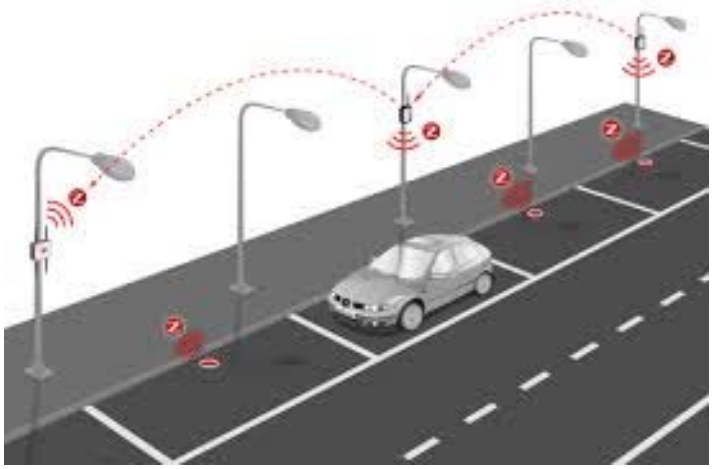
Screenshots from iPhone

Big Data practices:

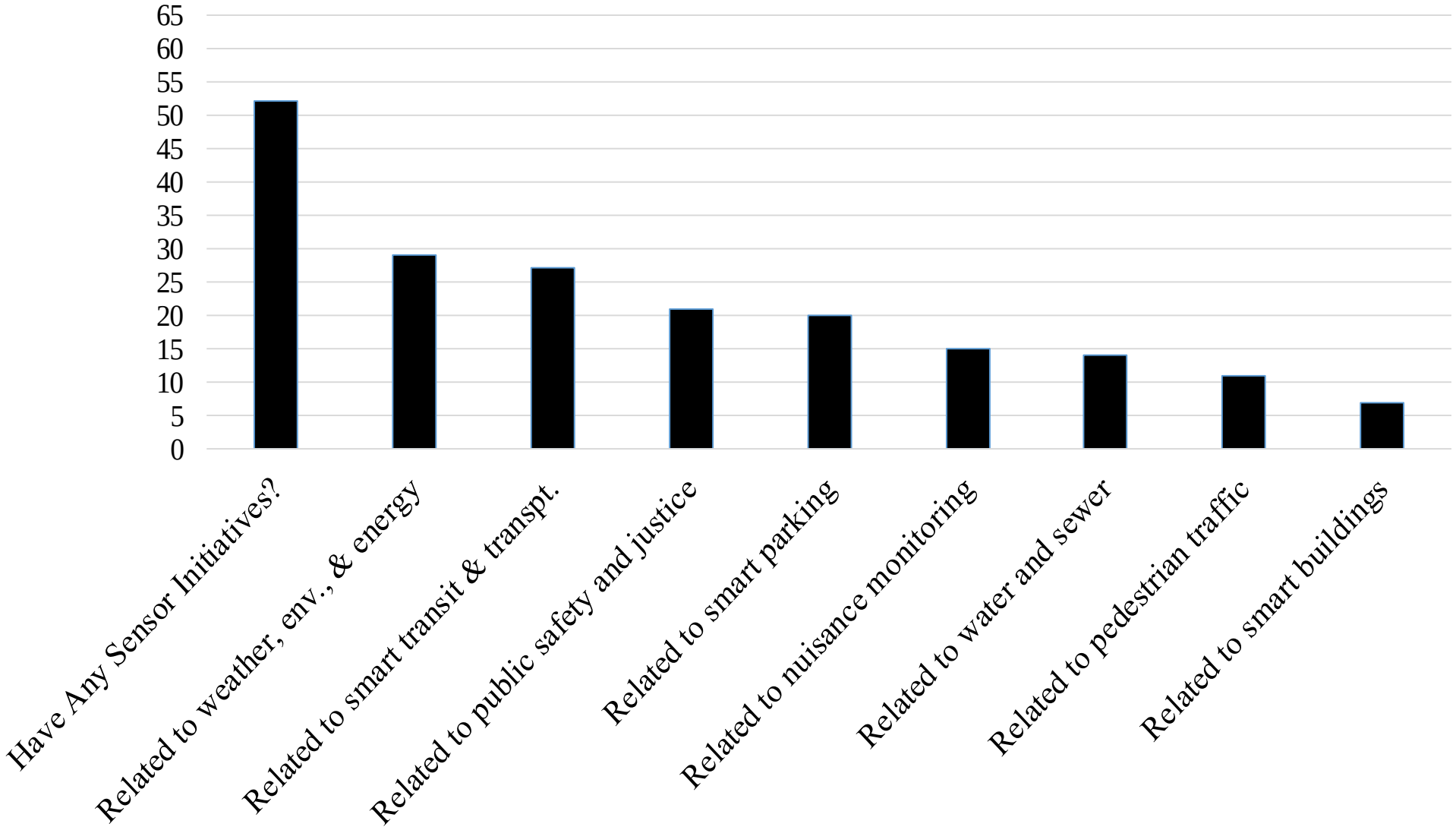


Big Data practices include …

- Use of sensors, connected video cameras ….

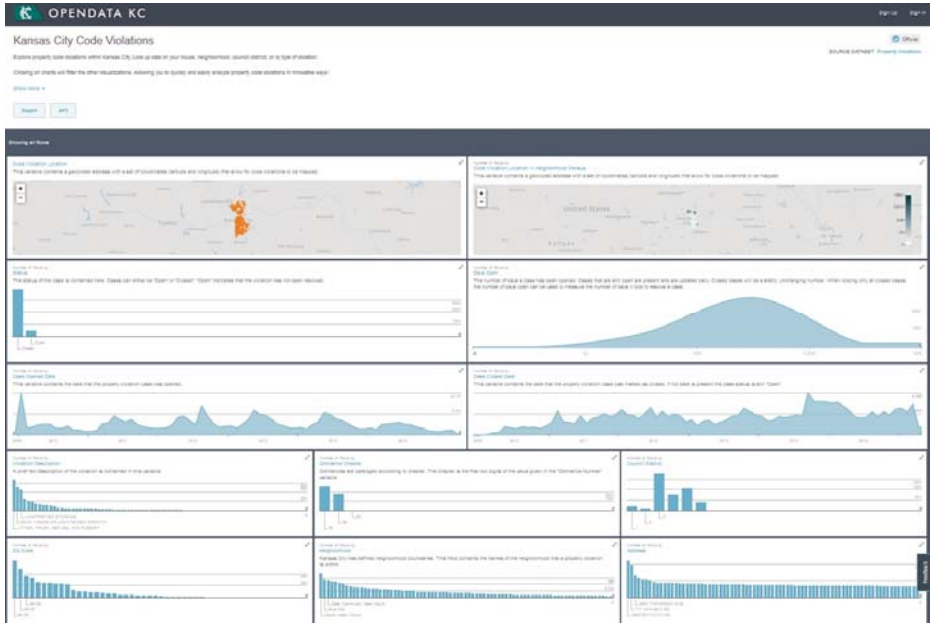


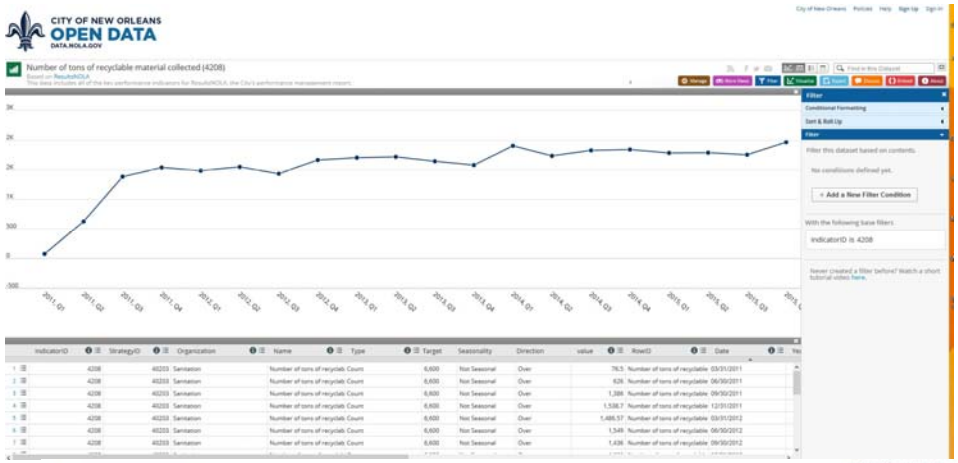
Use of sensors (n =65)

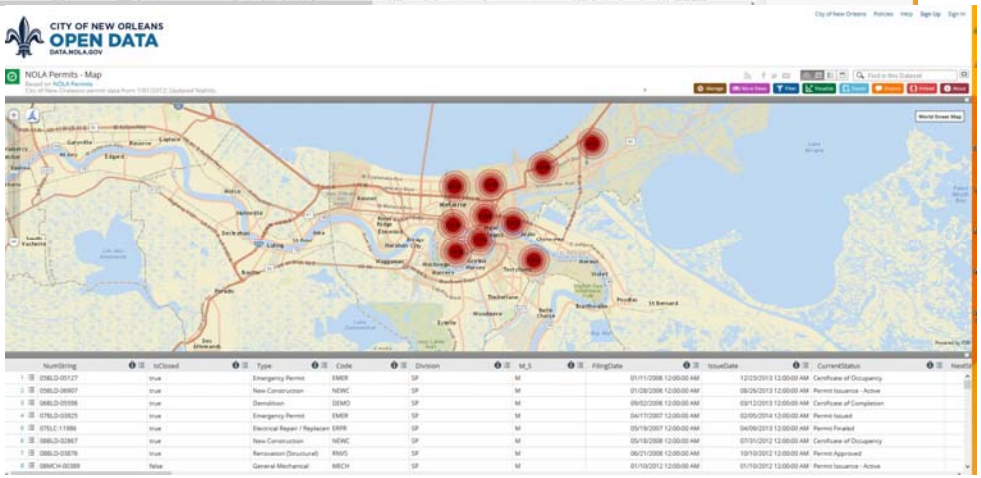


Big Data practices include …

- Use of data analytics and statistical modeling

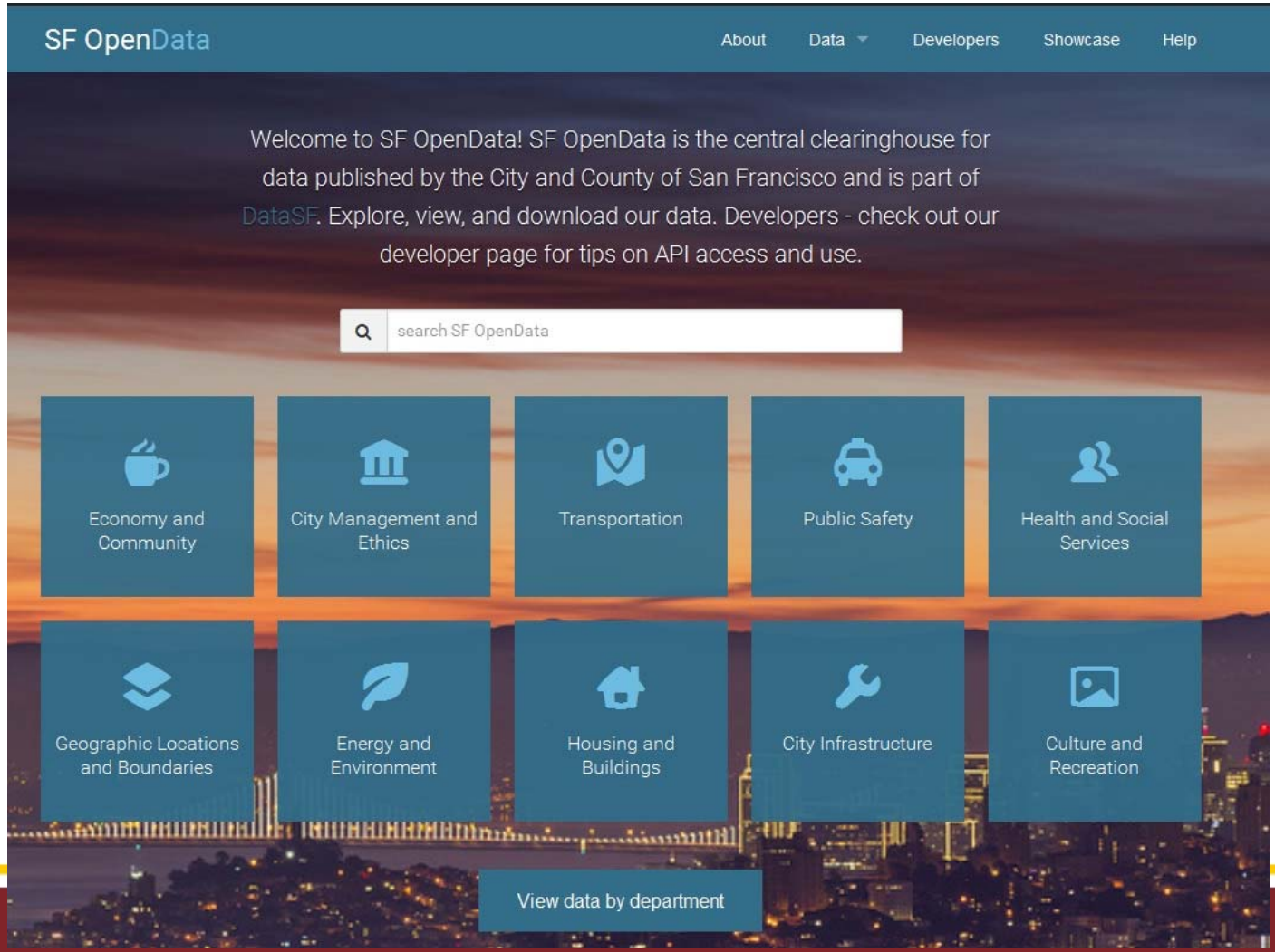


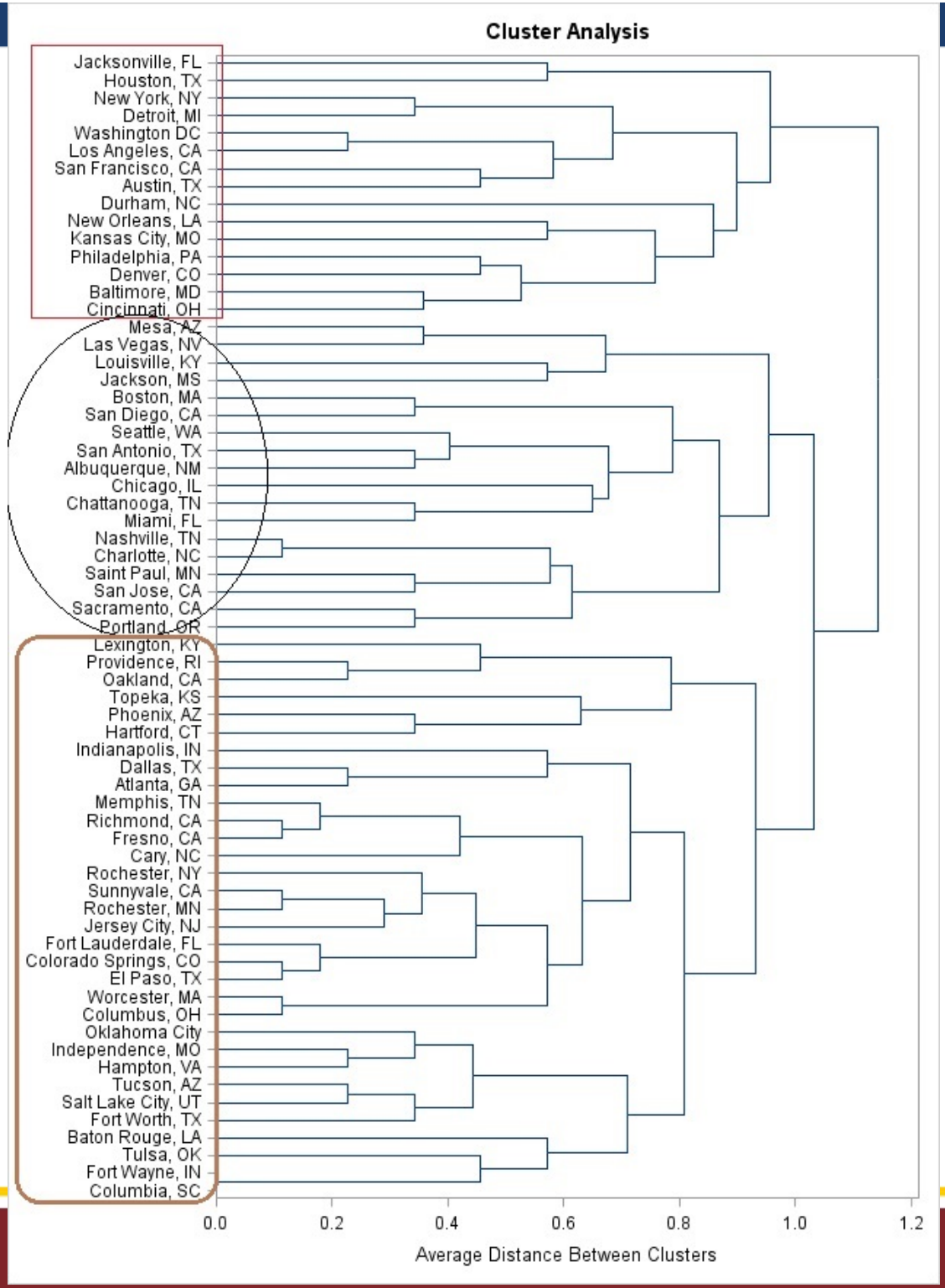




Big Data practices include …

- Open data with regular updates to empower “citizen science”

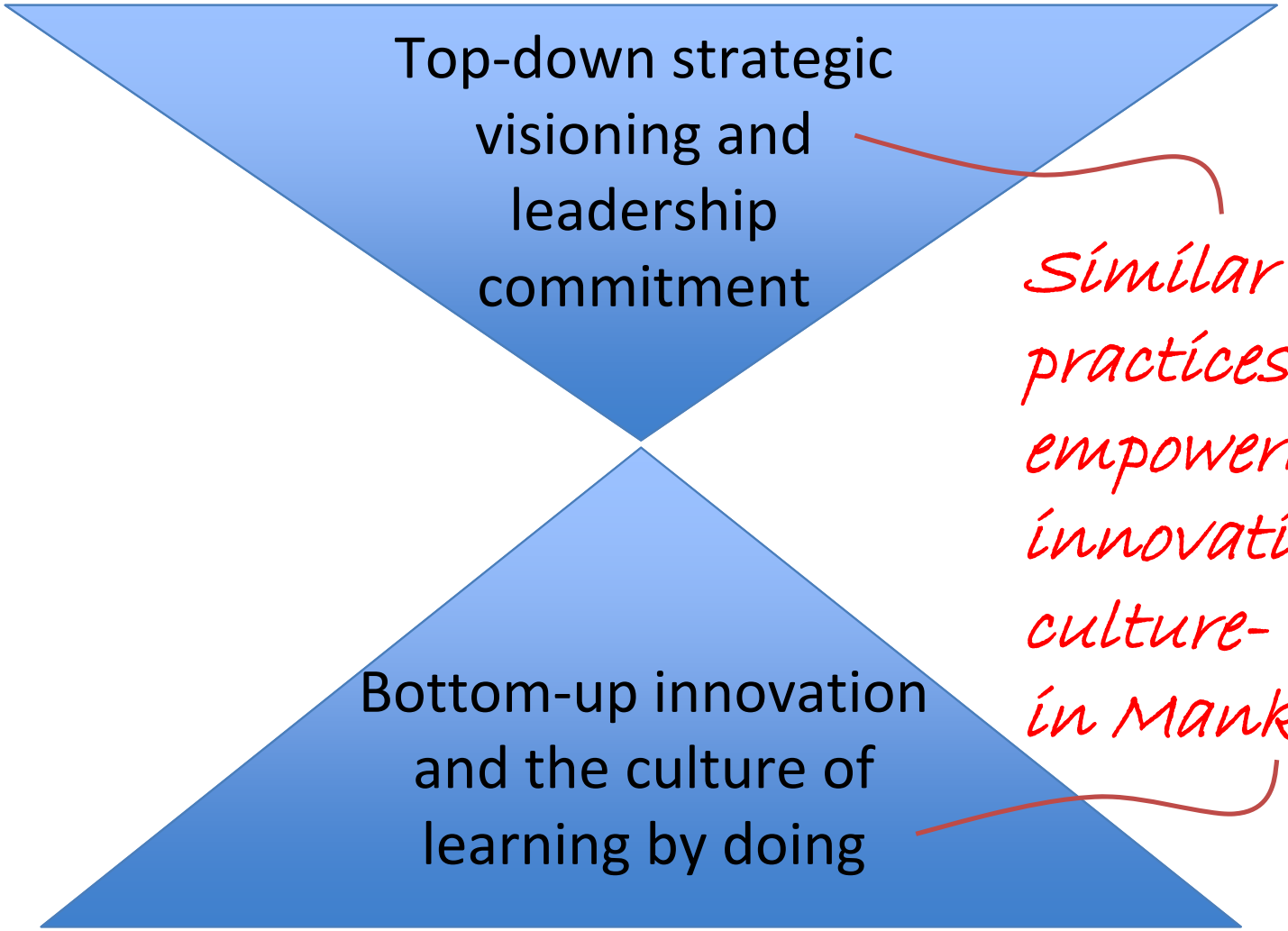




The results of a hierarchical cluster analysis of city practices show three distinct grouping of cities.

Based on regression analysis and interview results, key factors influencing the adoption of Big Data practices are found.

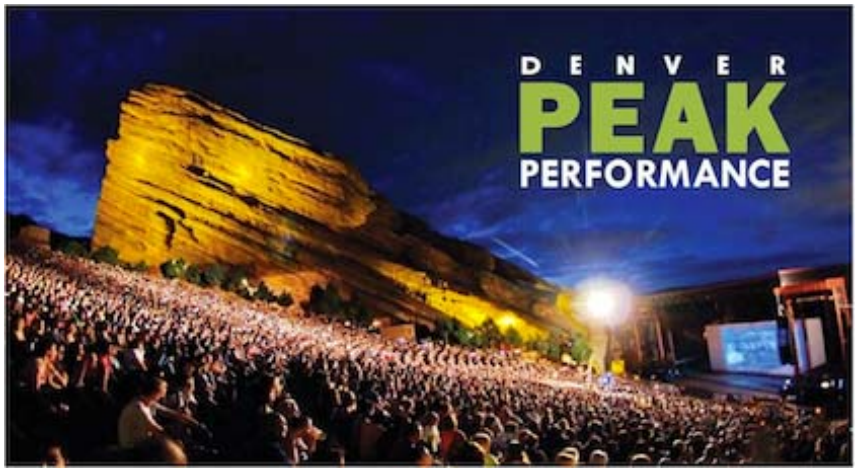
Key Factors that Influence Innovativeness



Similar to the practices of staff empowerment and innovative culture- building in Mankato

Key Factors that Influence Innovativeness

- **Example: Denver, CO**



Mayor Michael Hancock

Peak Performance team

Peak Academy

Employee-driven innovation projects

Key Factors that Influence Innovativeness

- Use of a multi-departmental team or committee to formulate strategic data planning and oversee its implementation
- The team requires both management leadership and IT expertise
  - **Similar to the executive and subject matter team ideas in Fort Collins**

Key Factors that Influence Innovativeness

- **Team Building Example: Austin, TX**
  - The **Department Directors Advisory Council**, which focuses on data strategies, information technology management concerns, and customer needs of different policy areas
  - The **Chief Information Officer (CIO) Council**, which is consisted of the CIO and IT leadership from various departments
  - Under the two councils, there are also **capabilities boards**, such as the asset management board, the human resources management board, and the case management board

Key Factors that Influence Innovativeness

- Leverage inter-departmental, inter-sectoral, and intergovernmental collaboration to pursue capacity building and foster organizational learning
  - **Similar to the idea of "community governance" in Mankato**

Key Factors that Influence Innovativeness

- **Collaboration: Example: Kansas City, MO**

Code for Kansas City Brigade

Key Factors that Influence Innovativeness

- Institutionalize a data-driven and results-oriented culture
  - After controlling for various factors, ***performance budgeting*** is positively related to the progressiveness of Big Data practices and the relationship is statistically significant.
  - **Consistent with Fort Collins' emphasis on measurement**

Questions/Comments?

Dr. Alfred T. Ho
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Forthcoming research report:
"Ten Actions to Implement Big Initiatives: A Study of 65 Cities"
by
the IBM Center for the Business of Government
(http://www.businessofgovernment.org/)

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