

Sustainovation

The image features a hand reaching upwards from the bottom left towards a cluster of glowing blue and yellow cubes. The background is a dark blue field with a network of white lines and dots, suggesting a digital or data environment. The word "Sustainovation" is written in a bold, orange font across the top. To the right of the word, there is a blue icon consisting of a central circle with several lines radiating outwards to smaller circles, resembling a network or a molecular structure.

TRANSFORMATION AND SUSTAINOVATION
VIRGINIA LOCAL GOVERNMENT MANAGEMENT ASSOCIATION



TRANSFORMATIONS

ACKNOWLEDGING, ASSESSING, SURVIVING TO ACHIEVING CHANGE
PERSONAL AND PROFESSIONAL

▶ 08:40 16AUG12 | LEAD II X1.0 HR=51



I DIED

ACKNOWLEDGE

PHY 804700

A large, weathered, cylindrical tombstone made of dark grey stone, showing signs of age with some moss and lichen. It sits on a rectangular base. The background is a cemetery with other tombstones and green trees, slightly out of focus.

THE TOMBSTONE TEST

ASSESS

A dramatic scene of several people jumping from a dark, rocky cliff edge. The background is a sunset sky with soft orange and yellow hues near the horizon, transitioning to a darker blue at the top. The silhouettes of the jumpers are captured in mid-air, creating a sense of motion and risk. The overall mood is one of adventure and courage.

20 SECONDS OF INSANE COURAGE

ACHIEVE



FIND YOUR PERSONAL CURRENCY

ACHIEVE



300 SUNRISES/SUNSETS

SURVIVE

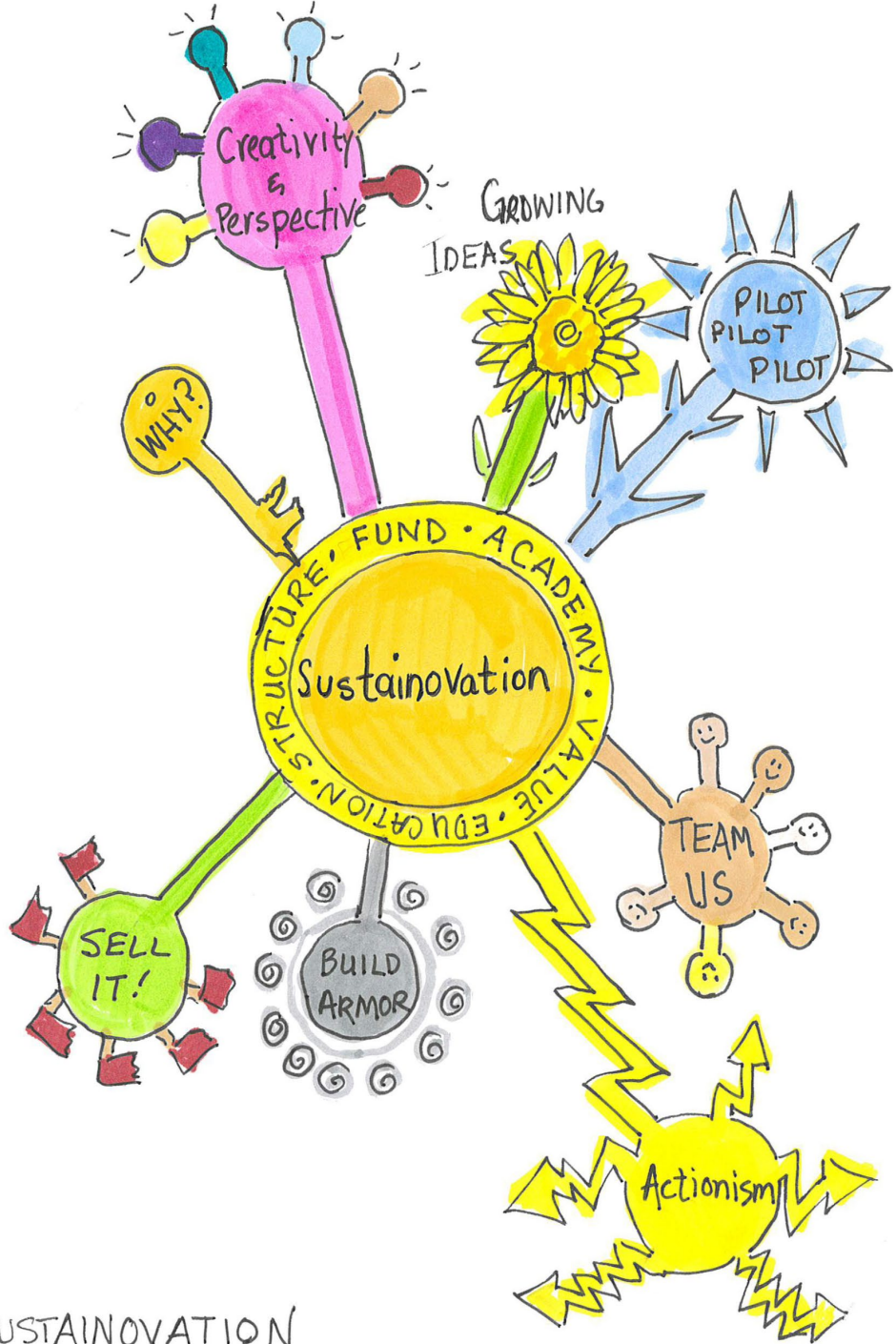


WILDLY DIFFERENT LIFE

WROTE A TOP-SELLING BOOK, CONNECTED HUNDREDS WITH THEIR MISSION, TEDx SPEAKER, STRUCK OUT ON MY OWN, JUMPED OUT OF PLANE, RODE WORLDS LARGEST SWING, MADE MY LIVING AS AN ARTIST FOR A YEAR, DRANK ALL TOP 5 BEERS IN THE WORLD AT THE BREWERY, NEARLY 50 KEYNOTE SPEECHES, CLIMBED TALLEST MOUNTAIN IN ROCKIES, CLOSER WITH MY FAMILY, RAN IN A SPARTAN RACE, MENTORED NEARLY 100 YOUNG GOV LEADERS, BECAME A KICK-ASS FATHER TRAVELED TO NEW ZEALAND, WORK OUT OF THE BOTANIC GARDENS, BUILT A DISC GOLF COURSE, PERFECTED MY BBQ, PLUNGED IN FROZEN RIVER, AND ON

Sustainovation





Sustainovation

EXIT 24

Innovation Way
Western Bow Rd

GOVERNMENT

Is "INNOVATION WAY" CLOSED?

EXIT
CLOSED
EXIT ONLY

A photograph of an astronaut in a white spacesuit standing on the lunar surface. To the left, an American flag is planted in the ground. To the right, a large satellite dish is visible. The background shows the dark, cratered landscape of the moon under a black sky.

GOVERNMENT AND INNOVATION

A vintage steam-powered tractor with large spoked wheels is shown on a dirt road. The tractor is dark-colored and has a prominent horizontal boiler. It is positioned in the center of the frame, facing slightly to the right. The background shows a dirt road curving to the left and a wooden fence or structure in the distance. The overall scene is in black and white, giving it a historical and industrial feel.

REAL INNOVATION

INNOVATION VS TECH VS EFFICIENCY

PROCESS VS PHILOSOPHY



WHY IS INNOVATION HARD?

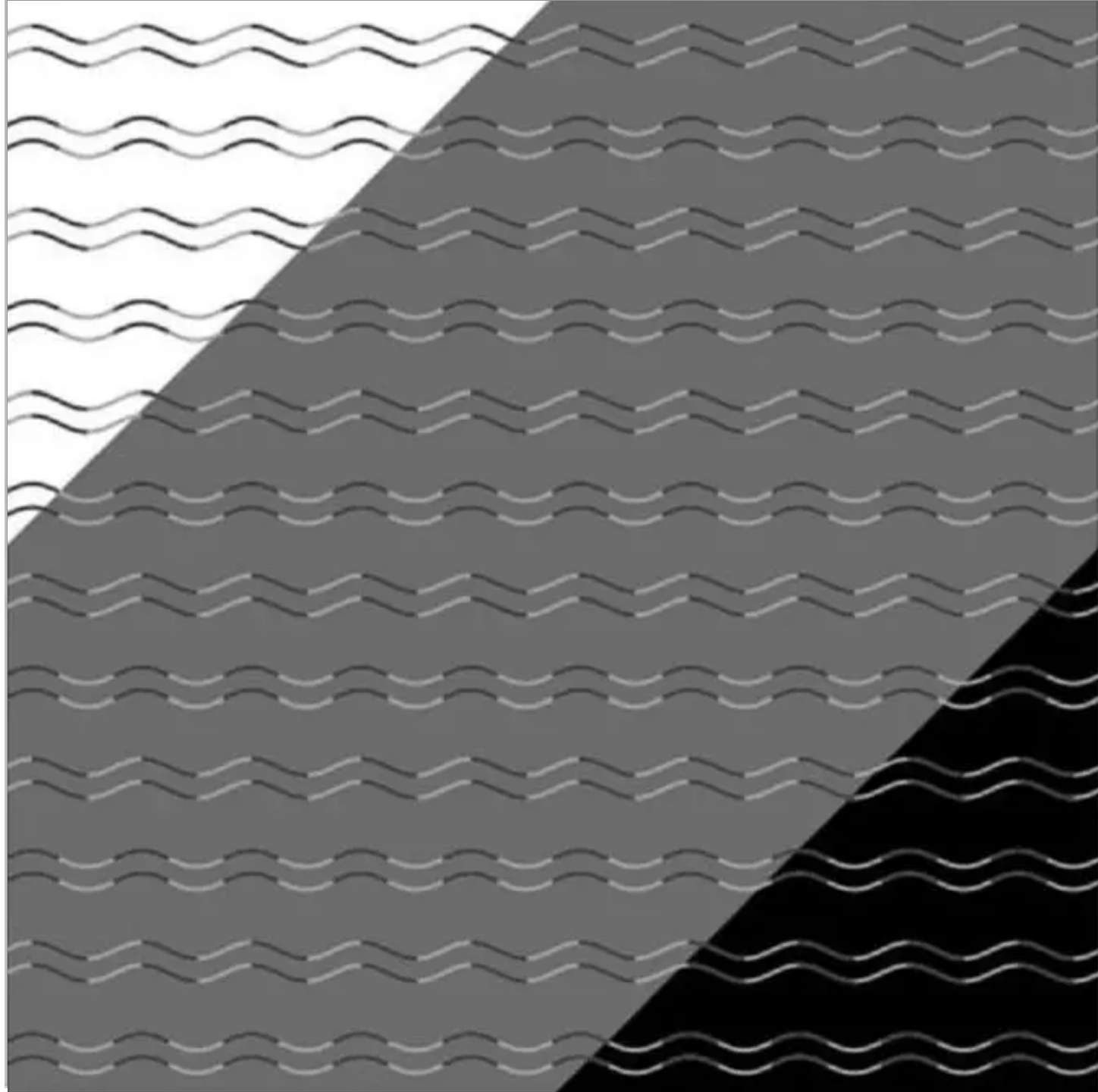
“RIVER OF OUR EXPERIENCE”

BRAIN GETS LOCKED INTO PATTERNS

An aerial photograph of a vast, arid landscape. The ground is a mix of light tan and brown, showing a complex network of deep, winding cracks and fissures that create a grid-like pattern across the terrain. The perspective is from a high angle, looking down on the cracked earth. The sky is a pale, clear blue with a few wispy white clouds near the horizon.

SHAKE ON IT...

WITH THE OPPOSITE HAND



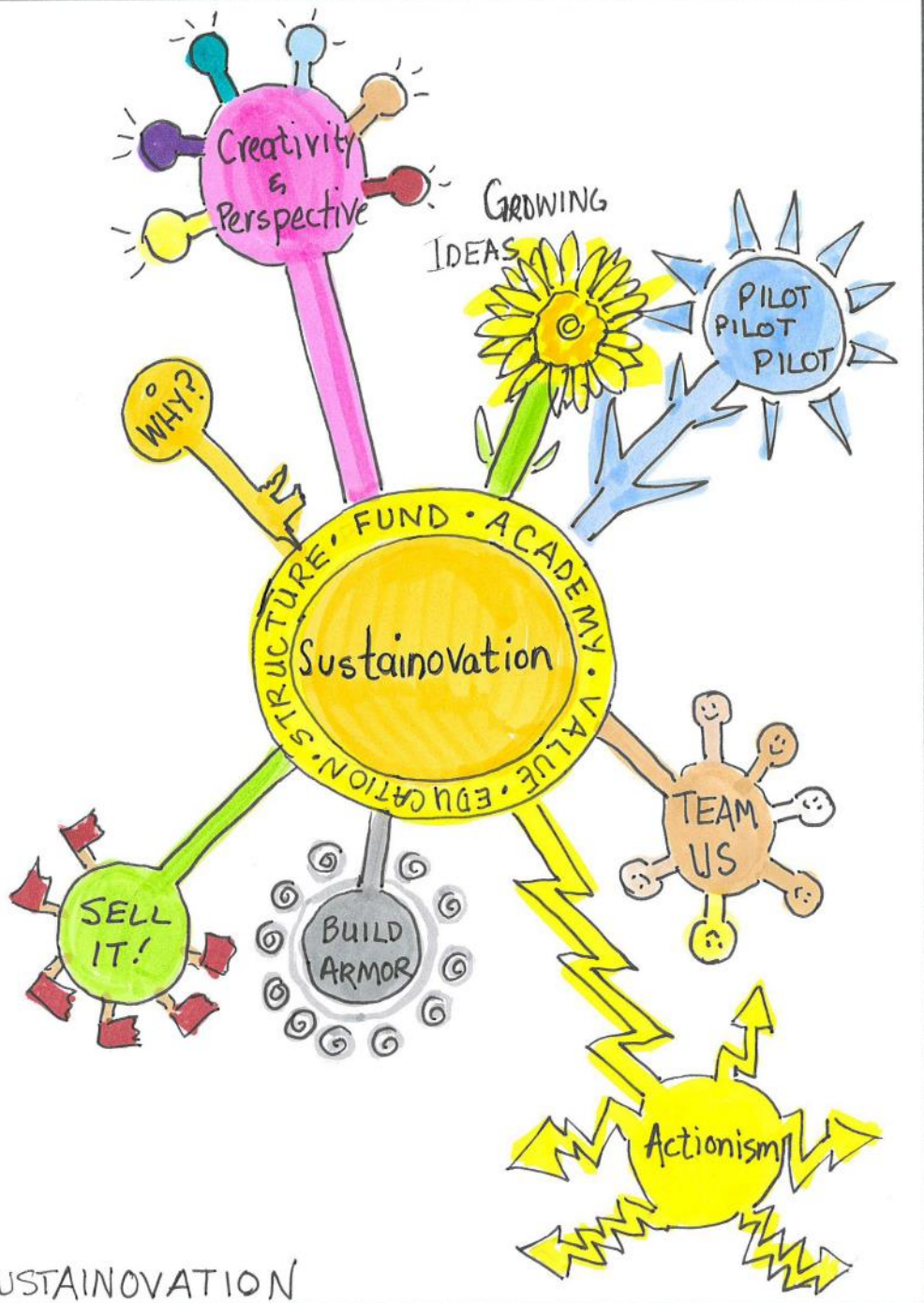
A top-down view of various spices and ingredients arranged on a dark wooden surface. The items include several white ceramic spoons filled with different colored powders (yellow, orange, red, brown), several brown ceramic bowls containing whole spices like peppercorns, red berries, and seeds, and a few whole ingredients like an onion and garlic. The text 'SUSTAINOVATION' is overlaid in the center in a large, bold, white font, with 'INGREDIENTS IN YOUR KITCHEN' in a smaller font below it.

SUSTAINOVATION

INGREDIENTS IN YOUR KITCHEN



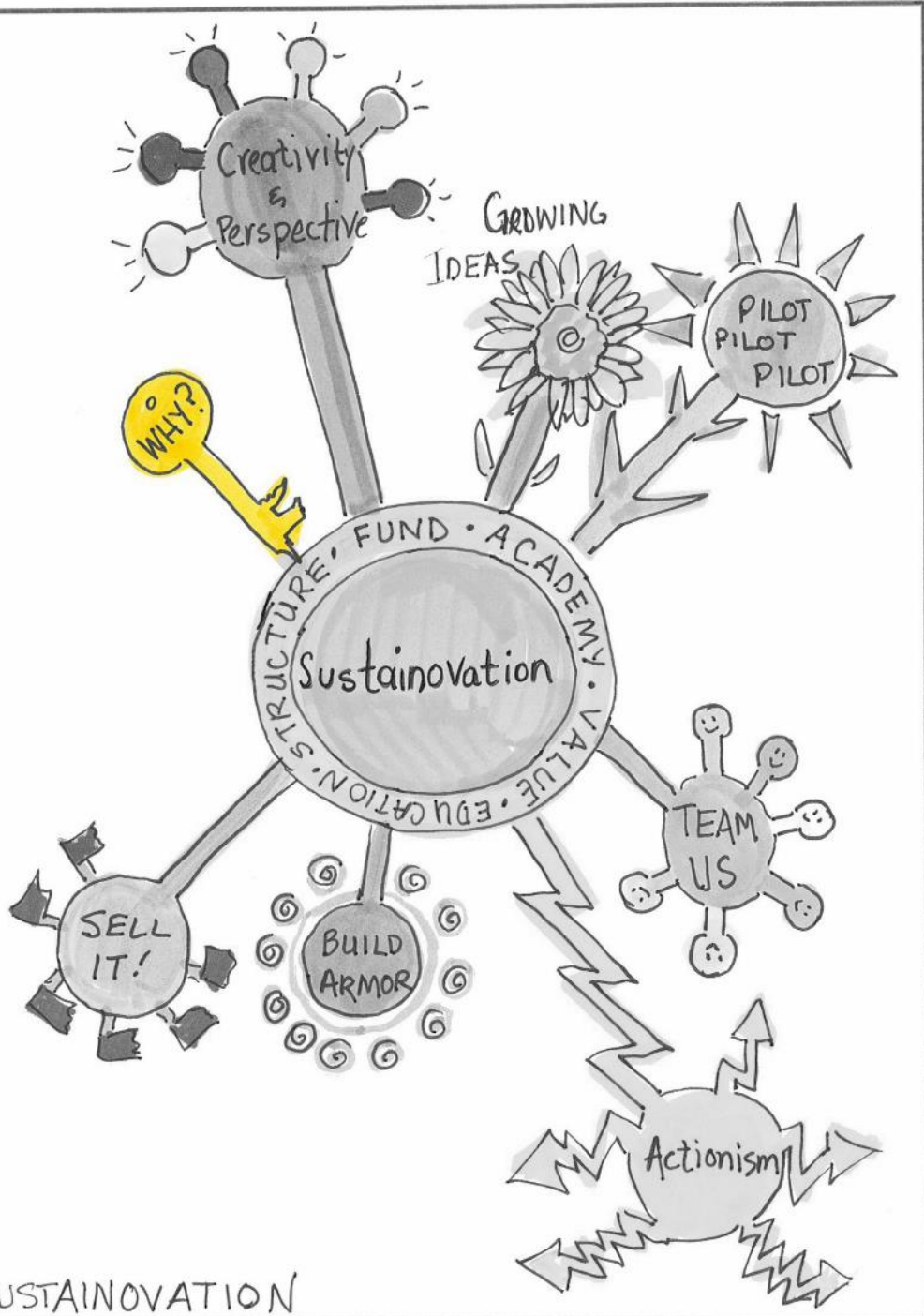
INNOVATION IS CREATIVITY IMPLEMENTED



CREATIVITY
 WHY?
 PERSPECTIVE
 GROWING IDEAS
 PILOT. PILOT. PILOT.

Sustainovation

IMPLEMENT
 TEAM US
 ACTIONISMS
 BUILD YOUR ARMOR
 SELL IT!



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WHY IS THE KEY

WHY FINDS THE ROOT CAUSE

LINCOLN MEMORIAL

A wooden sign with the text "WHY IS A FOUR-LETTER WORD." and a question mark. The sign is made of dark wood and has a rustic, weathered appearance. The letters are carved into the wood and are arranged in a single line. The word "WHY" is on the left, followed by "IS A", "FOUR-LETTER", and "WORD." on the right. A large question mark is on the far right. The sign is set against a dark background.

“WHY IS A FOUR-LETTER WORD.”

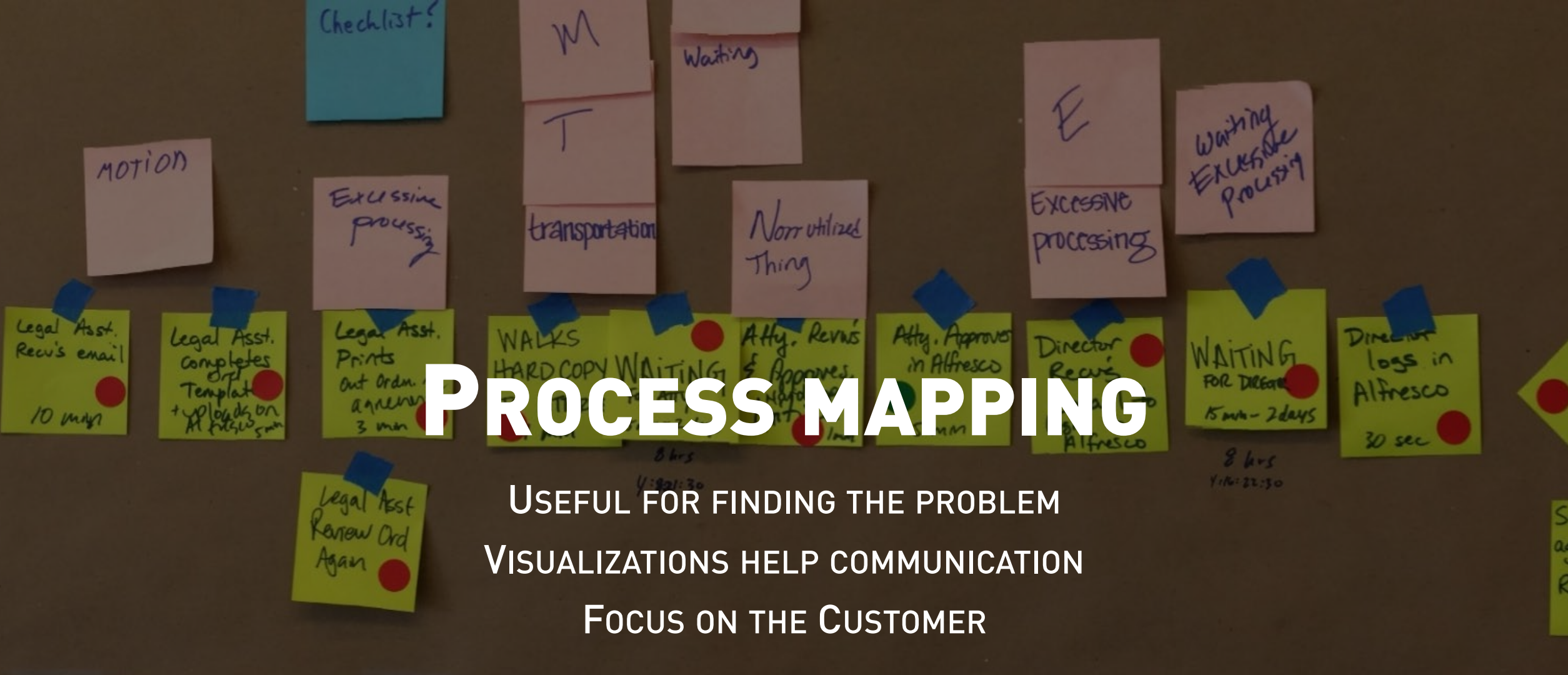
TRY HOW

A close-up photograph of a man's face in profile, facing right. His hand is cupped behind his ear, suggesting he is listening intently. The lighting is soft and natural, highlighting the texture of his skin and the details of his ear. The background is a plain, light-colored wall.

LISTEN HARD

PROCESS MAPPING

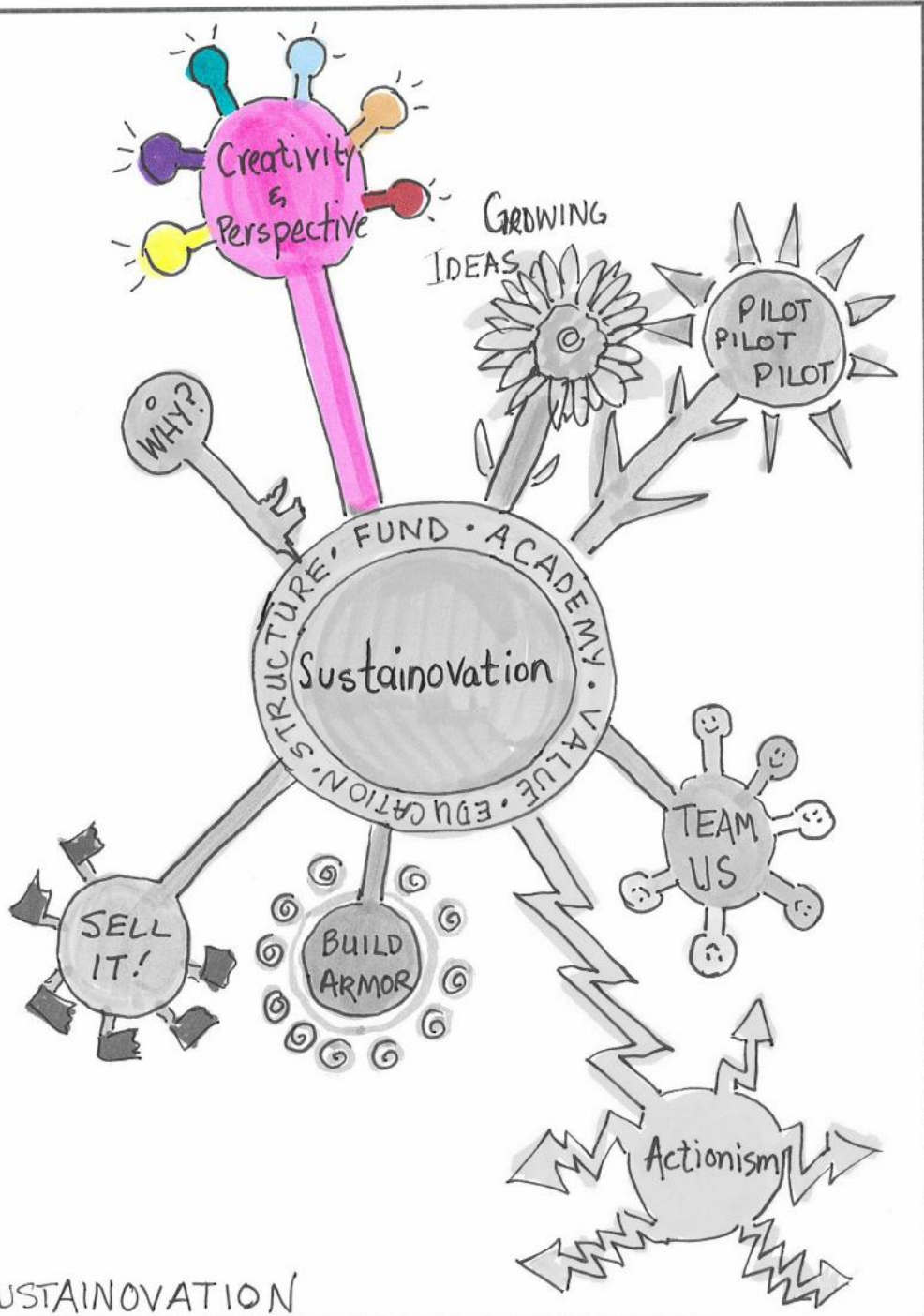
USEFUL FOR FINDING THE PROBLEM
VISUALIZATIONS HELP COMMUNICATION
FOCUS ON THE CUSTOMER



BY AUTHORITY
COUNCIL BILL NO. 08-08
COMMITTEE OF REFERENCE
A BILL
CITY AND COUNTY OF DENVER

ORDINANCE CHECKLIST
Contract/Case No. _____ Date: _____
Contract Name: _____
ITEMS TO CHECK PRIOR TO DRAFTING ORDINANCE

Item No.	CHECK	COMMENTS
1	Are the contract name and address "public contracts"?	
2	Does the name of the contract match the amount proposed in the contract amount?	
3	Does the name of the contract match the date proposed in the contract amount?	
4	Is the contract provided by the vendor name?	
5	Make sure contract description is City Clerk provided.	
6	When using this program use the name of the contract as the contract check for spelling.	
7	Use description of Agreement in the contract for contract Agreement, Amendment Agreement, Type Amendment Agreement, Amendment Agreement as a	
8	Are 8 AUTHORITY and A BILL (ordinance) captioned, bold, underlined & centered?	
9	Is the order AMBLED, bold, single spaced, left aligned?	



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CHANGE PERSPECTIVES

NOUMENA AND PHENOMENA

LENS ON LIFE



FALSIFYING TRAUMA

SMALL "TRAUMAS" IMPROVE RESILIENCY

REFORESTATION OF BURN AREAS

A photograph of a paved road with yellow double lines, receding into the distance. The sky is overcast with a faint rainbow visible. Utility poles line the right side of the road. A white fence is on the left. The overall mood is one of hope and forward-looking.

PREDICT THE FUTURE

THEN MAKE IT HAPPEN.

“What does the local government workforce in Virginia look like in 2060?”

~~The workforce will be highly specialized due to increasingly specialized training patterns.~~

Local government employees will feel a deeper sense of connection with their communities and top talent will be easier to recruit because of a shared sense of purpose.

~~Employees will be replaced almost entirely by AI for all functions and a regional Hunger Games will decimate the remaining employees fit to serve.~~

2050 goals

2040 goals

2030 goals

2025 goals

2020 goals

When you arrive at 3-5 years out, how can you make those a reality? Do they fit within your current paradigm? What has to change to make them possible? Set strategies, and create actions items to achieve them.

A large, stylized lightning bolt graphic in shades of grey and white, striking from the top left towards the bottom right, set against a dark blue background.

FORCE CONNECTIONS

REVOLUTION-EXTREMES

RANDOMNESS-CONNECT



USE ALL YOUR SENSES

HOW MANY SENSES?



SNIGLETIZE YOUR WORLD

ANY WORD THAT SHOULD BE IN THE DICTIONARY...

BUT ISN'T

10 item limit

express

A black and white cow with large black patches is standing in a field of green grass and yellow wildflowers. The cow is looking towards the camera. In the background, there is a line of trees and a blue sky with some clouds. Another cow is visible in the distance to the right.

BOVILEXIA

THE UNCONTROLLABLE URGE TO LEAN OUT THE CAR WINDOW AND YELL MOO AT A COW AS YOU PASS.

A close-up photograph of a hand pressing a green elevator button. The button is surrounded by other buttons, some of which are numbered (3 and 4 are visible). The background is dark and slightly blurred.

ELLECELLERATION

THE MISTAKEN BELIEF THAT THE MORE YOU PRESS
THE ELEVATOR BUTTON THE FASTER IT WILL ARRIVE

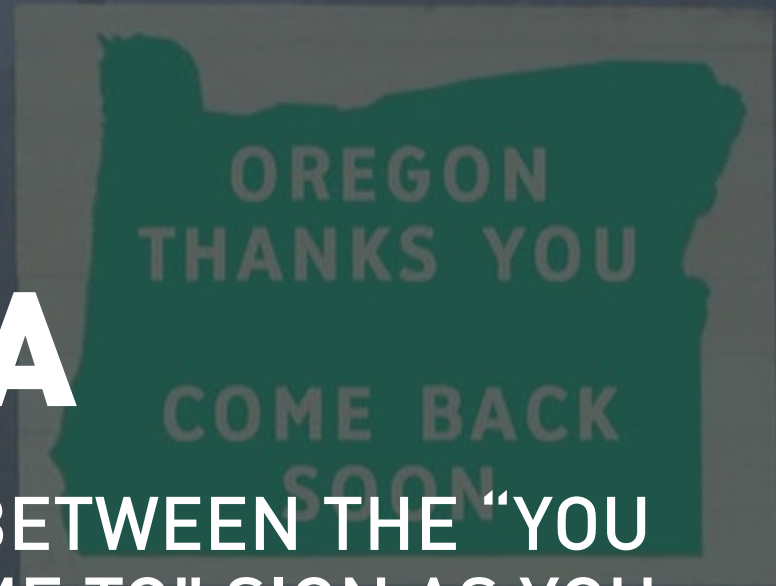
EXPRESSHOLE

THE PERSON WITH MORE THAN 10 ITEMS IN THE 10
ITEM OR LESS LINE



GAPIANA

THE UNCLAIMED STRIP OF LAND BETWEEN THE “YOU ARE NOW LEAVING” AND “WELCOME TO” SIGN AS YOU PASS BETWEEN STATES





SOLAR ARRAYS

OREGON

A wide-angle photograph of a field filled with numerous yellow flowers, likely a biofuel crop. The flowers are densely packed and have a dark brown center. The background shows a green field and a line of trees under a clear sky. The text 'BIOFUEL MEDIANS' is overlaid in the center in a bold, white, sans-serif font.

BIOFUEL MEDIANS

TENNESSEE



POCKET PARK BIOSWALES

WASHINGTON



TEAM TRANSITIONS

“YOU ARE NOW LEAVING” AND “WELCOME TO”



SUSTAINOVATION

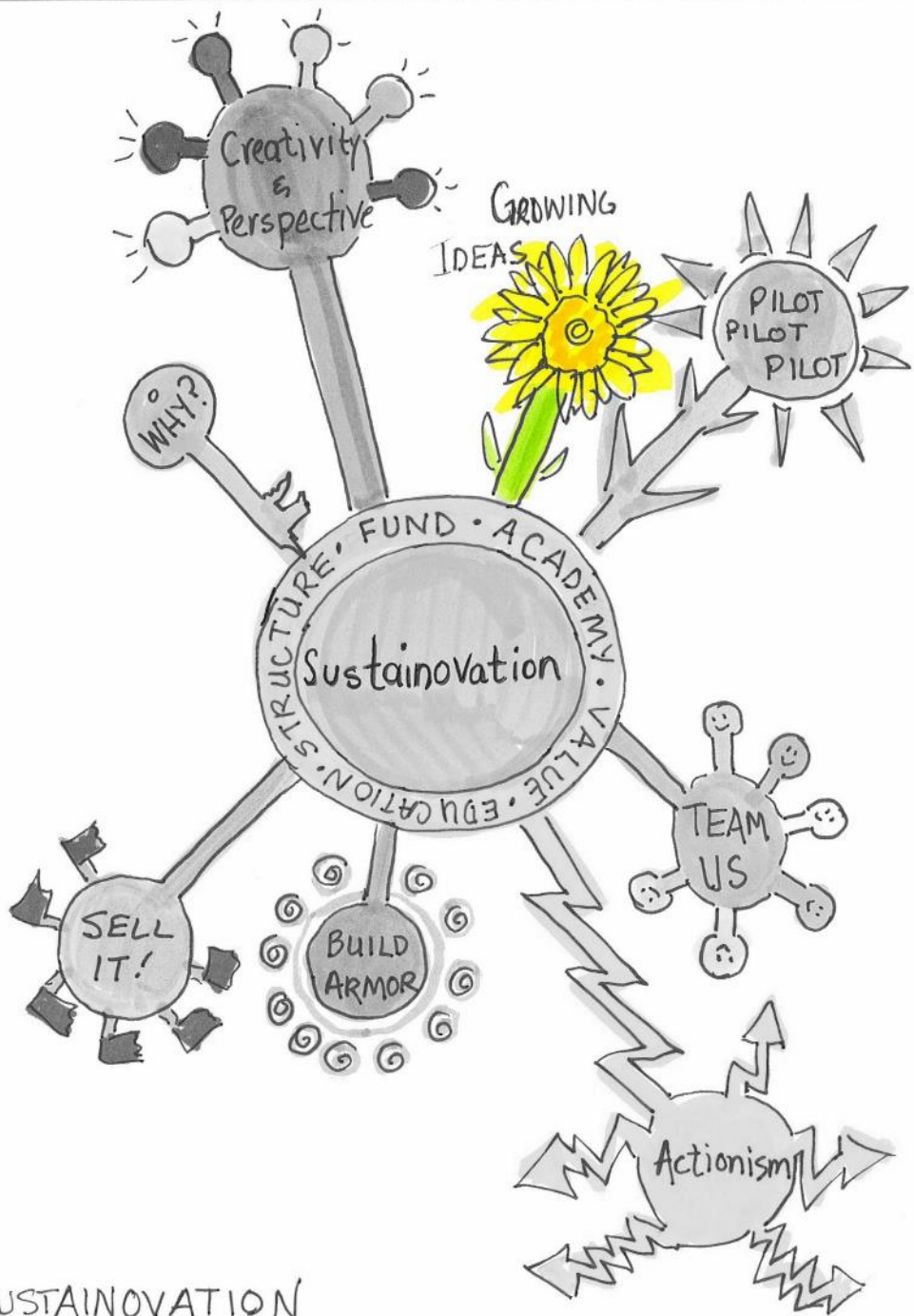
**BUILDING SUSTAINABLE INNOVATION INTO
GOVERNMENT, ONE WILDLY CREATIVE IDEA AT A TIME**



POWER OF WORDS

WORDS SHAPE THOUGHTS

PIRAHA TRIBE



CREATIVITY
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GROWING THE BEST IDEAS

FLOWER VS WEED

PLUCK IDEAS CAREFULLY

NETHERLANDS EXAMPLE



RAIN vs SUN

REACT. ASSUME. INSIST.

SUSPEND. UNDERSTAND. NURTURE.



THE FACILITATOR

INVITING
DEMANDS RESPECT
ANY WORK GROUP



RULES

“BRULES”

APPLY

LIVE AT THE EDGES

RESPECT IS A RIGHT

ALL IDEAS MAKE THE BOARD

NO RANKS IN THE ROOM

TAKE AN ELECTRONICS DIET

VOTE WITH YOUR FEET

FACILITATOR IS EMPOWERED

HAVE FUN OR HAVE FOOD

SLOW DOWN TO GO FAST

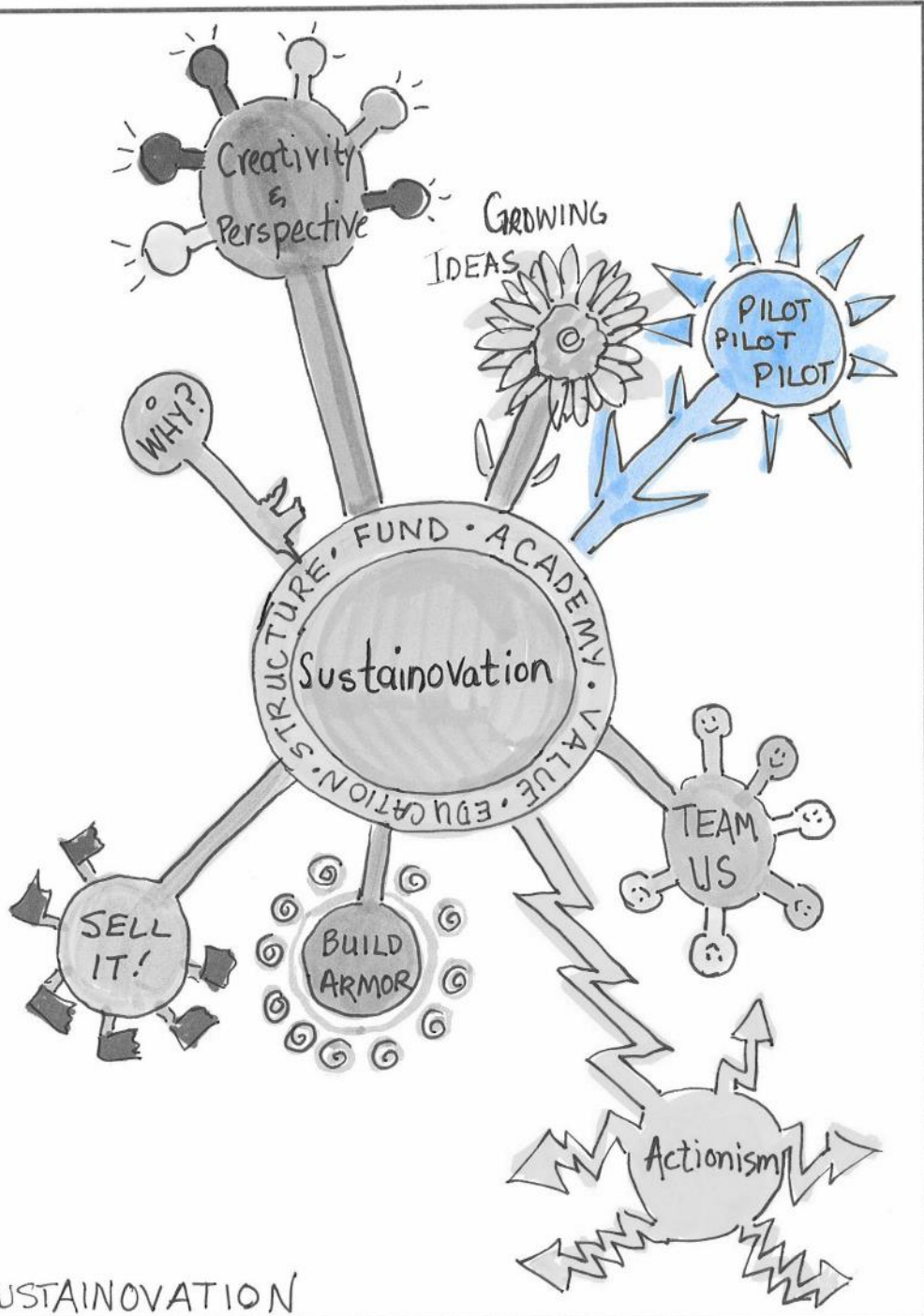
ONE WEEK

ALLOW INPUT

ADD NEW IDEAS

Break





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A high-angle photograph of a lush green lawn. Scattered across the grass are numerous white paper airplanes, some in various stages of flight or landing. The scene is brightly lit, suggesting a sunny day. The text is overlaid on the lower half of the image.

PILOTS LET YOU FLY

PILOT EVERYTHING

PILOTS DON'T FAIL

ADJUST DURATION SIZE OR SCOPE

A line of black dominoes is arranged in a slightly curved path across a grey background. The dominoes are positioned such that they appear to be falling or about to fall. The text 'SUCCEED FASTER' is overlaid in large, bold, white capital letters across the middle of the dominoes.

SUCCEED FASTER

FAIL SMART

FAIL OFTEN

FAIL FAST

FAIL FORWARD



MEASURE. MAKE IT MATTER.

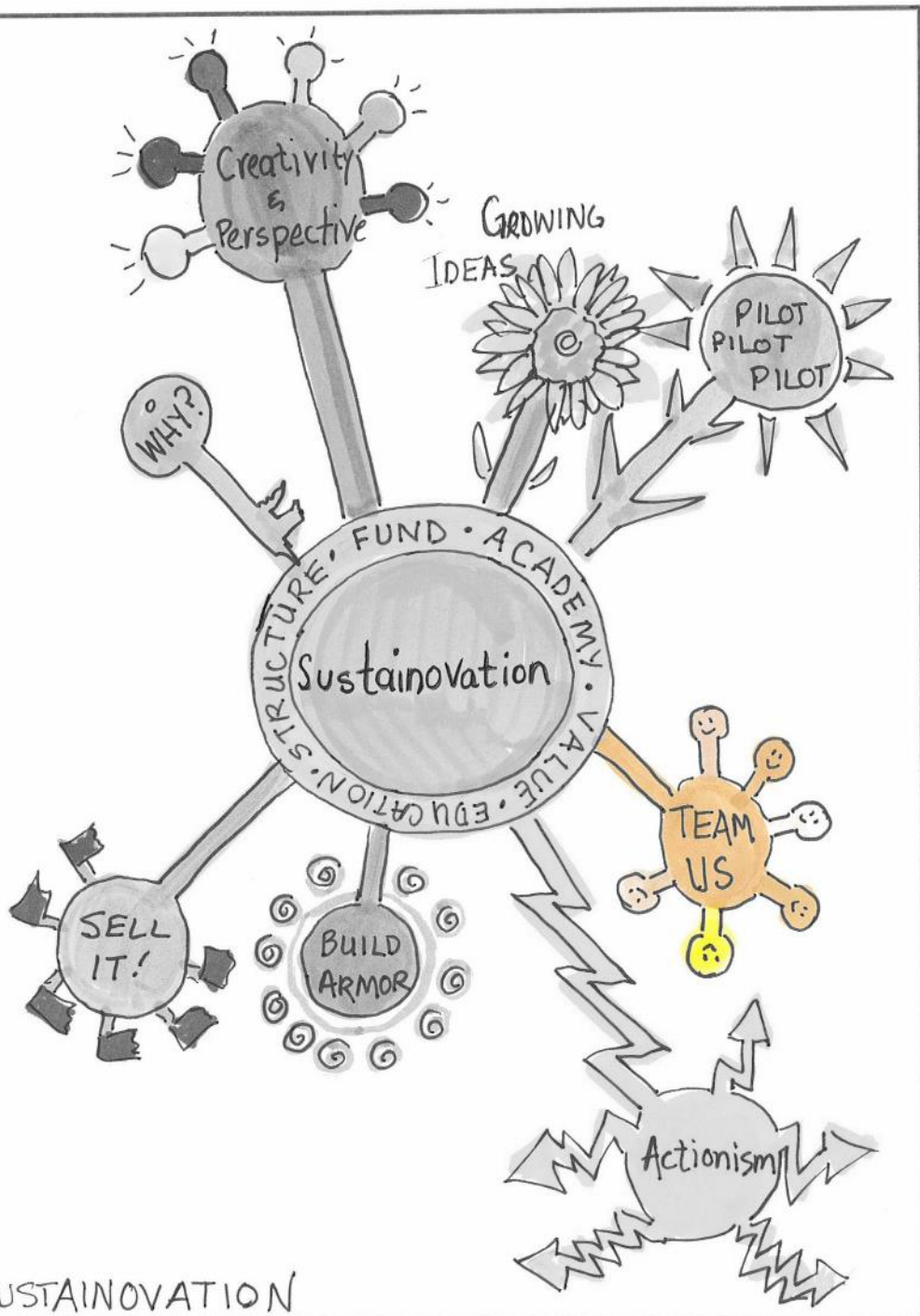
AND *BE HONEST* ABOUT RESULTS.

FACTS AND HONESTY ARE CURRENCY



BLAME FREE AUTOPSY

EVERY PILOT-WIN OR LOSE
WHAT WORKED, WHAT DIDN'T?
BE FORENSIC WITHOUT BLAME



SUSTAINOVATION

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TEAM US

LEAD BY INFLUENCE

THAT WHICH UNITES US IS GREATER THAN THAT WHICH DIVIDES US

A RISING TIDE LIFTS ALL BOATS

A silhouette of a person with their arms outstretched, standing against a bright sunset or sunrise. The sun is low on the horizon, creating a lens flare effect. The background is a warm, golden-brown color. The person's arms are spread wide, and their head is slightly tilted back.

CONNECT PEOPLE WITH PASSION

“WHAT’S YOUR PASSION?”

A group of Chicago Cubs players in blue jerseys and grey pants are celebrating on a baseball field. They are jumping, shouting, and embracing each other. The background is a large, blurred crowd of spectators. The text "CELEBRATE WINS" is overlaid in large white letters, and "HOW DO YOU CELEBRATE VICTORIES?" is overlaid in smaller white letters below it.

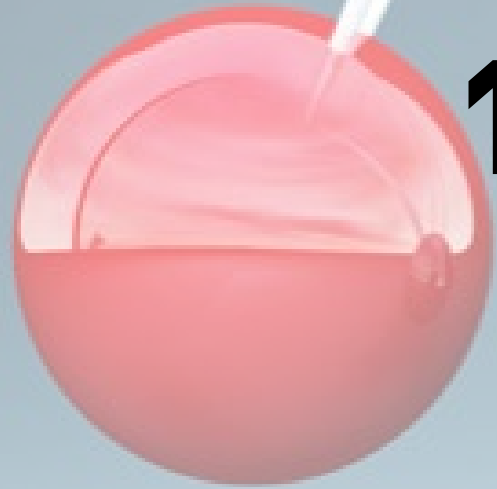
CELEBRATE WINS

HOW DO YOU CELEBRATE VICTORIES?



FIND A WAY TO GET TO YES

IF "PLAN A" DOESN'T WORK, THERE ARE STILL 25 MORE LETTERS IN THE ALPHABET



15 MINUTE BREAK





THE LINE

ASSESS



JUDGEMENT OF OTHERS
Appearance, weight, age, race, gender identity



ENVIRONMENT
Global warming, overpopulation, pollution



DAILY LIFE
Romantic rejection, ridicule, talking to strangers



TECHNOLOGY
Artificial intelligence, robots, cyber-terrorism



PERSONAL ANXIETIES
Tight spaces, public speaking, clowns, vaccines



NATURAL DISASTERS
Earthquakes, droughts, floods, hurricanes



CRIME
Murder, rape, theft, burglary, fraud, identity theft

CHAPMAN UNIVERSITY

SURVEY ON AMERICAN FEARS



GOVERNMENT
Government corruption, drones, gun control, immigration issues



MAN-MADE DISASTERS
Bio-warfare, terrorism, nuclear attacks



PERSONAL FUTURE
Dying, illness, running out of money, unemployment

#1 Corruption of government officials





#1 FEAR IN AMERICA

...BY 50% MORE...

Above are the 10 fears for which the highest percentage of Americans reported being "Afraid," or "Very Afraid."

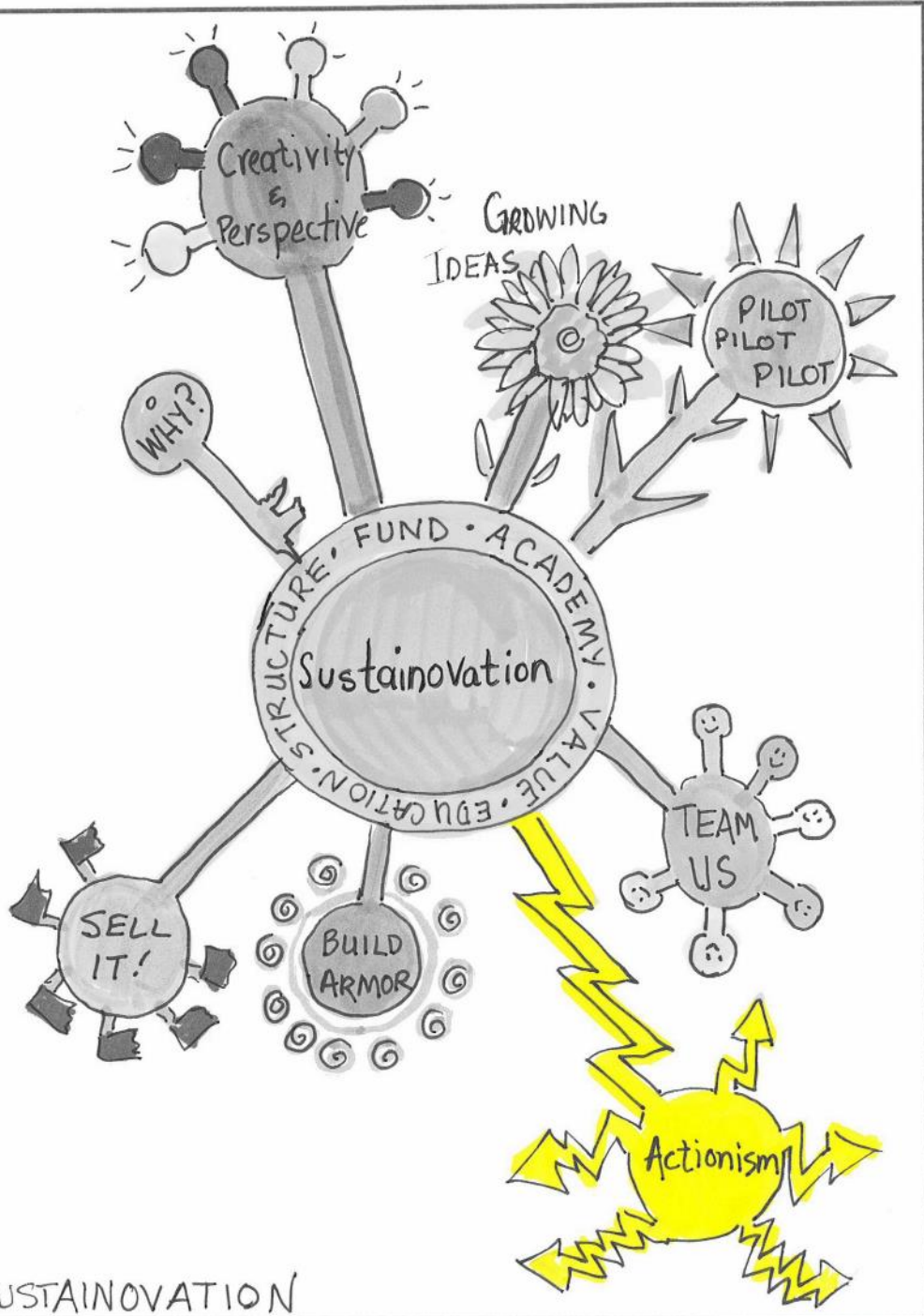
A person in a dark suit is shown from the chest up, pointing their right index finger directly at the viewer. The background is a blurred, dark blue-grey color. Overlaid on the image are several glowing lightbulb icons and numerous interlocking gears of various sizes, all in a light blue-grey color. The text "WE FEAR WHAT WE DON'T UNDERSTAND." is centered in the middle of the image in a bold, white, sans-serif font.

**WE FEAR WHAT WE DON'T
UNDERSTAND.**



TRUE ENEMY

APATHY



CREATIVITY

WHY?

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GROWING IDEAS

PILOT. PILOT. PILOT.

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RISK

ACTIONISMS

REDEFINE RISK

REWARD

A black and white historical photograph of a town square. In the foreground, a large wooden wagon with two large spoked wheels is being pulled by a team of dark horses. The horses are harnessed together. In the background, there are several multi-story buildings with windows and doors. The scene is set on a dirt or cobblestone street. The overall tone is historical and somewhat somber.

FUTURE LOOKS DIFFERENT THAN THE PAST

LESS THAN 150 YEARS AGO

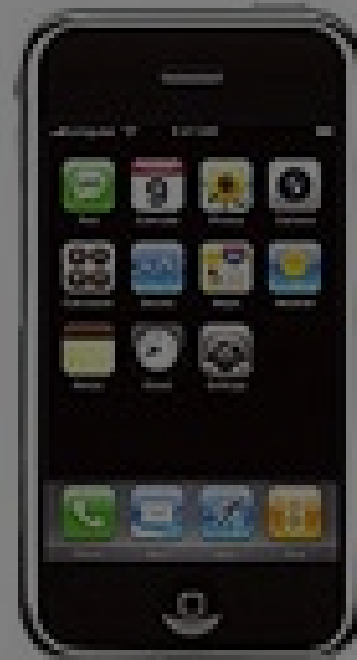


FUTURE LOOKS DIFFERENT THAN THE PAST

LESS THAN 140 YEARS AGO



**FUTURE LOOKS DIFFERENT
THAN THE PAST**
LESS THAN 100 YEARS AGO



FUTURE LOOKS DIFFERENT THAN THE PAST

LESS THAN 30 YEARS AGO

An aerial photograph showing a large concrete bridge that has collapsed into a river. The bridge's structure is broken, with sections of the roadway and support pillars submerged in the water. The surrounding area includes green trees, a parking lot with several cars, and some industrial or commercial buildings. The overall scene conveys a sense of disaster and the potential consequences of structural failure.

DOING NOTHING HAS CONSEQUENCES

REDEFINE RISK

A dirt path leads through a field of colorful succulent plants, likely sea purslane, towards a rocky hill in the background. The plants are in shades of red, orange, and green. The path is sandy and slightly uneven. The sky is a pale, overcast grey.

MAKE A DECISION

EVERY JOURNEY, GREAT OR SMALL, BEGINS WITH ONE STEP

A photograph of a spotted leopard standing in a savanna. The leopard is the central focus, facing left. Its body is covered in dark spots on a lighter background. To the left, the large, textured side of an elephant is visible, partially cut off by the frame. The background consists of dry, brownish vegetation and trees. The overall lighting is somewhat dim, giving the scene a natural, slightly somber feel.

EATING THE ELEPHANT

THE FIRST BITE
LARGE SYSTEMS



CONSENSUS VS. CONSENT

WHICH DO YOU WANT? WHY?

CONSENSUS = "AGREEMENT" OR "ACCORD"

CONSENT = "NO SIGNIFICANT OBJECTION"



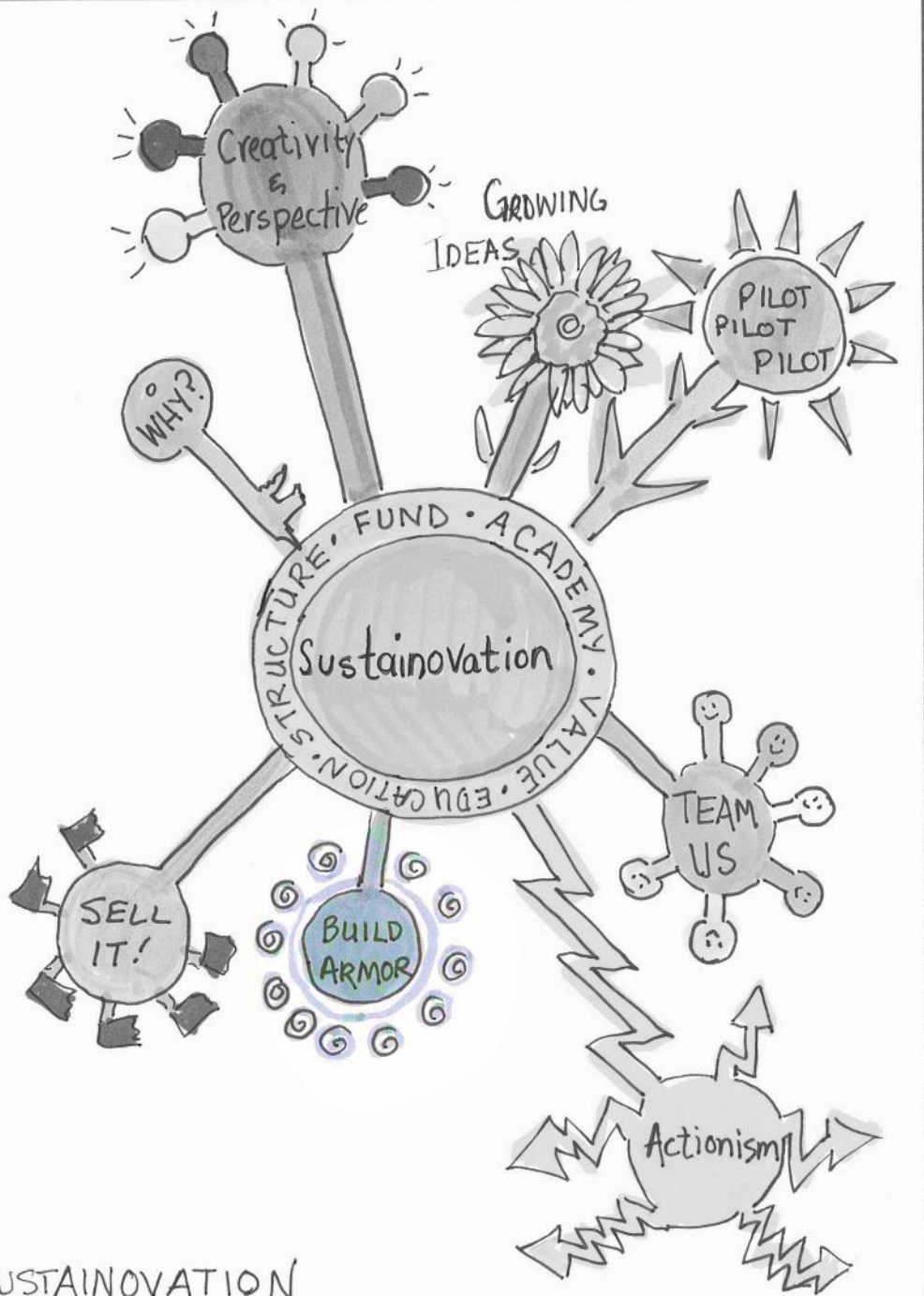
FLIP IT

TURN DISADVANTAGES INTO ADVANTAGES



TROY, MI

|



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BUILD YOUR PERSONAL ARMOR

EXPECT RESISTANCE

A man in a light blue shirt and tie is smiling and pointing at a whiteboard. On the whiteboard, there is a drawing of a stick figure running towards a door. The text "NEVER BE AFRAID TO GET FIRED" is overlaid on the image in large, bold, white letters. Below it, the text "LOSE THE FEAR OF FAILURE" is written in smaller, white letters. At the bottom of the whiteboard, the words "YOU'RE FIRED!" are written in a hand-drawn style.

NEVER BE AFRAID TO GET FIRED

LOSE THE FEAR OF FAILURE

YOU'RE FIRED!

A hand-operated water pump in a rural setting. The pump is black metal with a curved handle. A bucket is placed under the spout, and water is being dispensed into it. The background shows a stone wall, a path, and some vegetation.

CONSIDER THE SOURCE

SURVIVE

A large sunflower is in the foreground on the left, with a field of smaller sunflowers extending to the horizon. The sky is a mix of blue, purple, and orange, suggesting a sunset or sunrise. The text is overlaid on the image.

BUILD POCKETS OF POSITIVITY

POSITIVE VS NEGATIVE

BUILD YOUR OWN SUPPORT SYSTEM



OBLITERATE ENERGY VAMPIRES

ATTACK!

FIGHT FOR THE SOUL OF OUR ORGANIZATION



GOWG SYNDROME

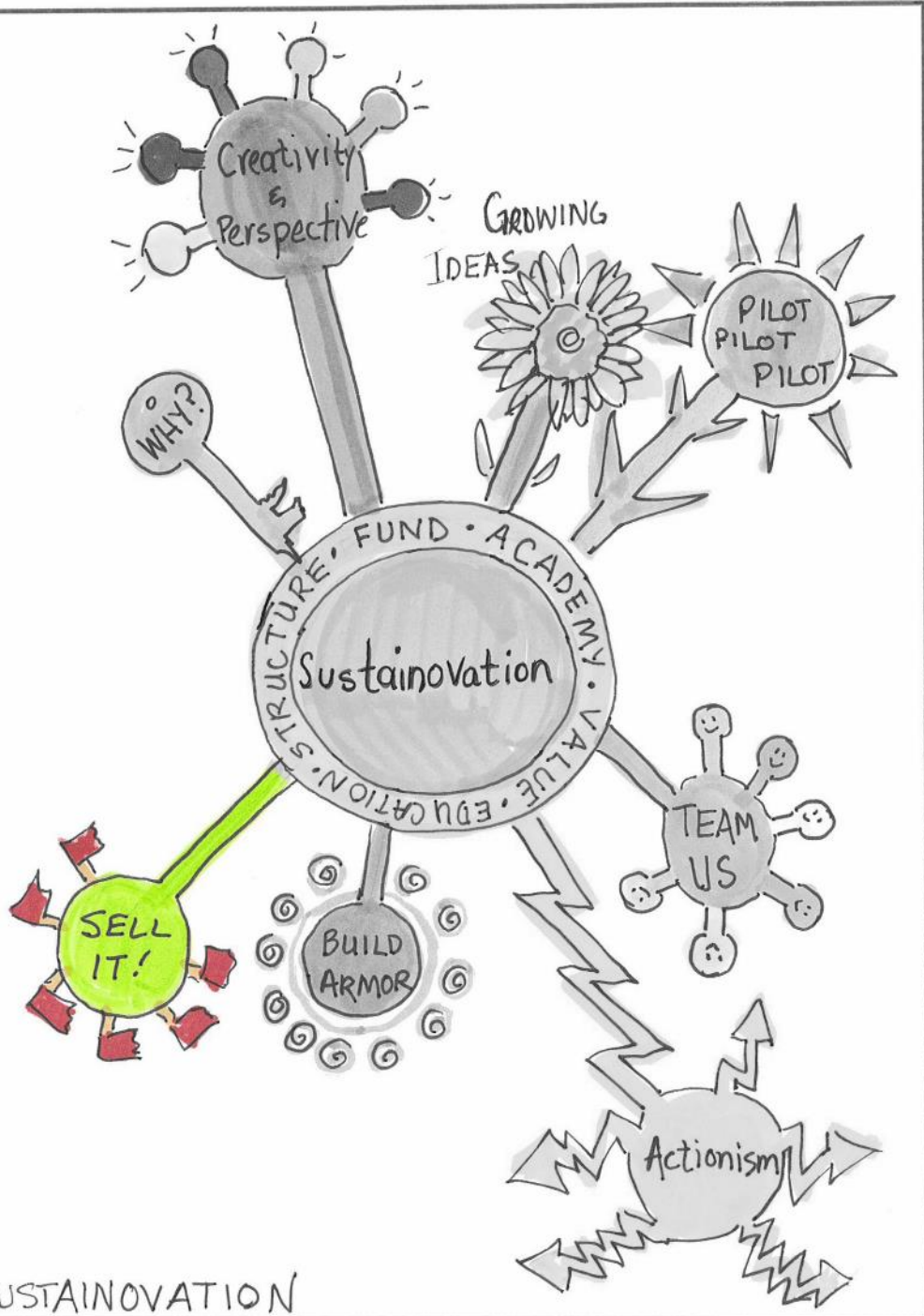
LACK OF VISION

NEED FOR CONTROL



HATERS GONNA HATE

TAYLOR SWIFT RULE



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BECOME A STORYTELLER

ENGAGE EMOTIONS

DEVELOP A NARRATIVE

SPEAK LIKE A HUMAN

A man in a dark pinstriped suit jacket and light blue shirt is shown from the chest up. He has a pained and angry expression, with his eyes squeezed shut and his teeth bared. A large, red boxing glove is striking his face from the left. The background is a plain, light gray.

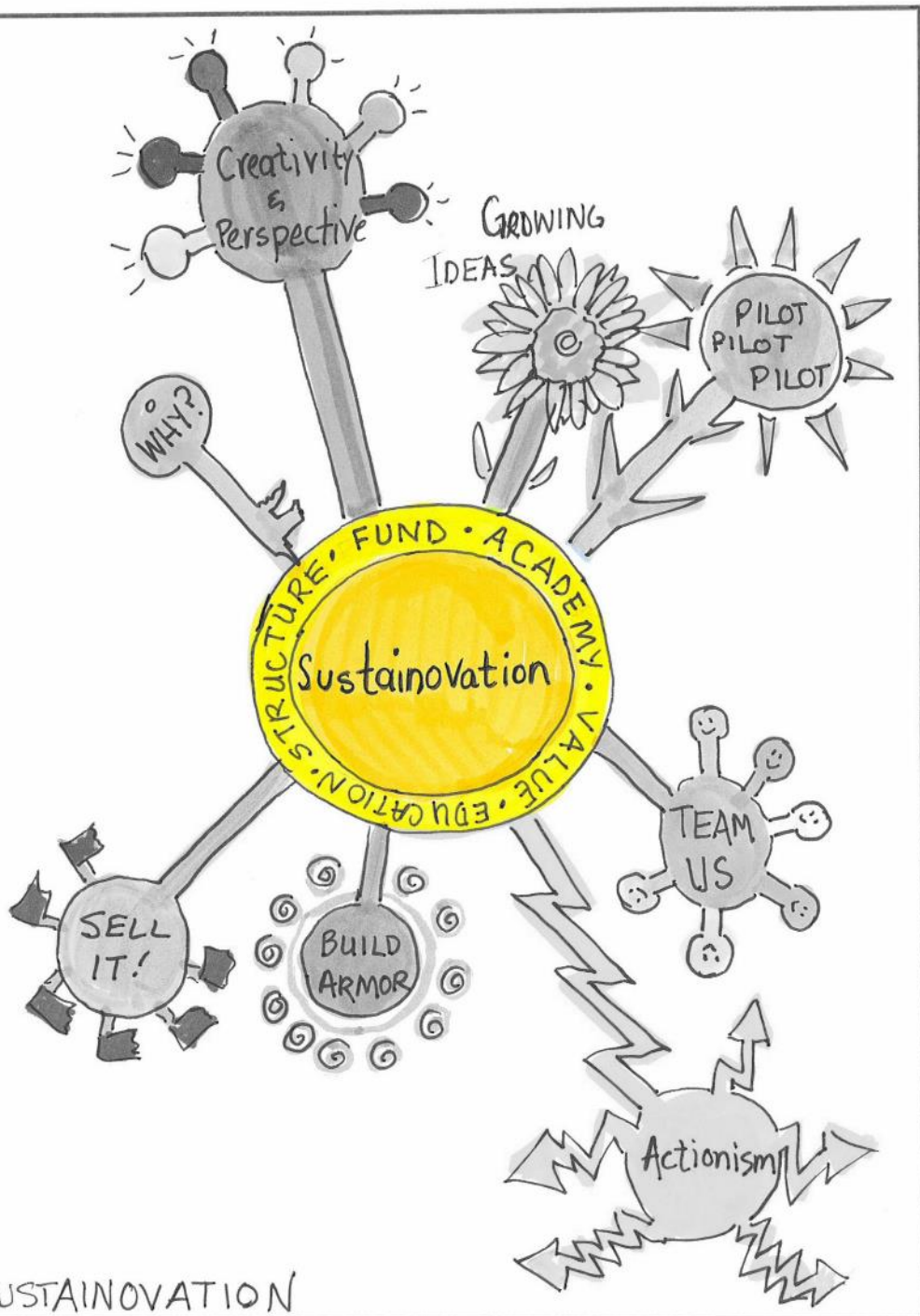
THE RED TEAM

WHO IS ON YOUR TEAM?

BLOODY ME NOW, NOT LATER

A blurred background image showing several business professionals in suits walking away from the camera. The image is out of focus, emphasizing movement and a fast-paced environment.

BE BRIGHT. BE BRIEF. BE GONE.



Sustainovation

- FAVES
- FUND
- ACADEMY
- VALUE
- EDUCATION
- STRUCTURE

SUSTAINOVATION TOOLS

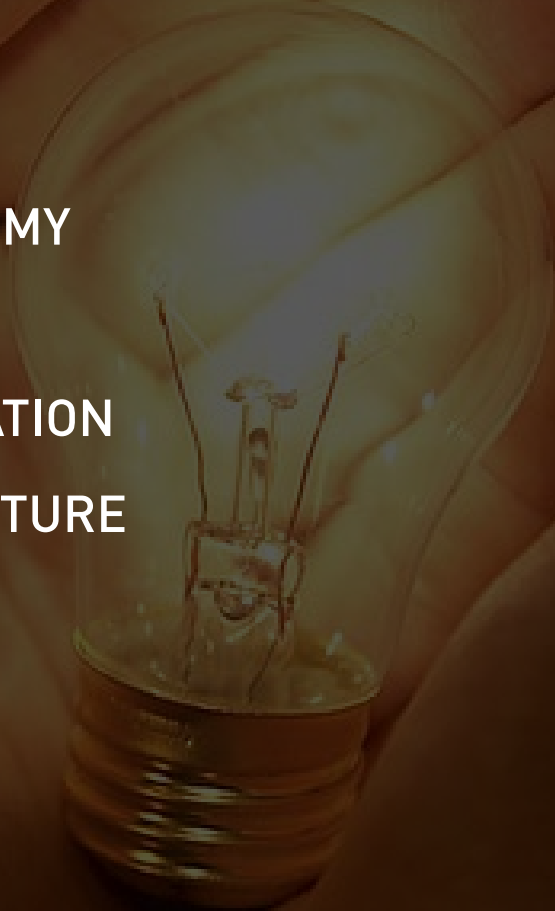
FUND

ACADEMY

VALUE

EDUICATION

STRUCTURE





BUILD AN INNOVATION FUND

AGGREGATE ORGANIZATIONAL INNOVATION RISK

ESTABLISH URGENCY AND COMPELLING "WHY"

SELECT FUND SIZE

- WHAT'S THE RIGHT SIZE FOR YOUR ORG?

SELL THE CONCEPT

- PREP ELEVATOR PITCH AND EXEC SUMMARY
- "MOST CREATIVE, MOST EFFECTIVE EMPLOYEE"

PITCH TO LEADERSHIP-HAVE A SENIOR SPONSOR

REASONABLE CONTROLS

FUND OVERSIGHT, PROJECT SELECTION

APPLICATION PROCESS

- EASY FORM
- CLEAR SCORING CRITERIA

PILOT PROJECTS ONLY



5 YEAR RESULTS:

38 IDEAS SUBMITTED

30 IDEAS ACCEPTED

24 IDEAS "SUCCESSFUL"

- iPad RENTAL PROGRAM FOR BOARDS AND COMMISSIONS ELIMINATED 64,000 PRINTED PAGES PER YEAR.
- TREADMILL DESK SAW A SPIKE IN USAGE AND THEN A DECLINE DUE TO PERCEPTION ISSUES.
- C.A.S.H. CLOSET PROGRAM PROVIDED KEY HYGIENE SUPPLIES AND INTERVIEW CLOTHES TO 38 UNDERSERVED MEN AND WOMEN APPLYING FOR JOBS. PROGRAM EXPANDED FOLLOWING YEAR.
- BACKDROP/SUPPLIES FOR ANIMAL SHELTER PHOTOS & BETTER PROCESS LED TO A DOUBLING OF SOCIAL MEDIA PRESENCE IN 3 MONTHS

A yellow measuring tape is positioned diagonally across the frame, showing markings from 94 to 101. Above the tape, a series of wooden beads are arranged in a line, each with a black letter or symbol. From left to right, the beads are marked with '\$', 'U', '\$', 'C', 'E', '\$', '\$'.

MEASURE INNOVATION VALUE

INNOVATION VALUE (IV) = REASONABLE NET PRESENT VALUE OF ACTUAL
COST SAVINGS + EFFICIENCY VALUE (EV)

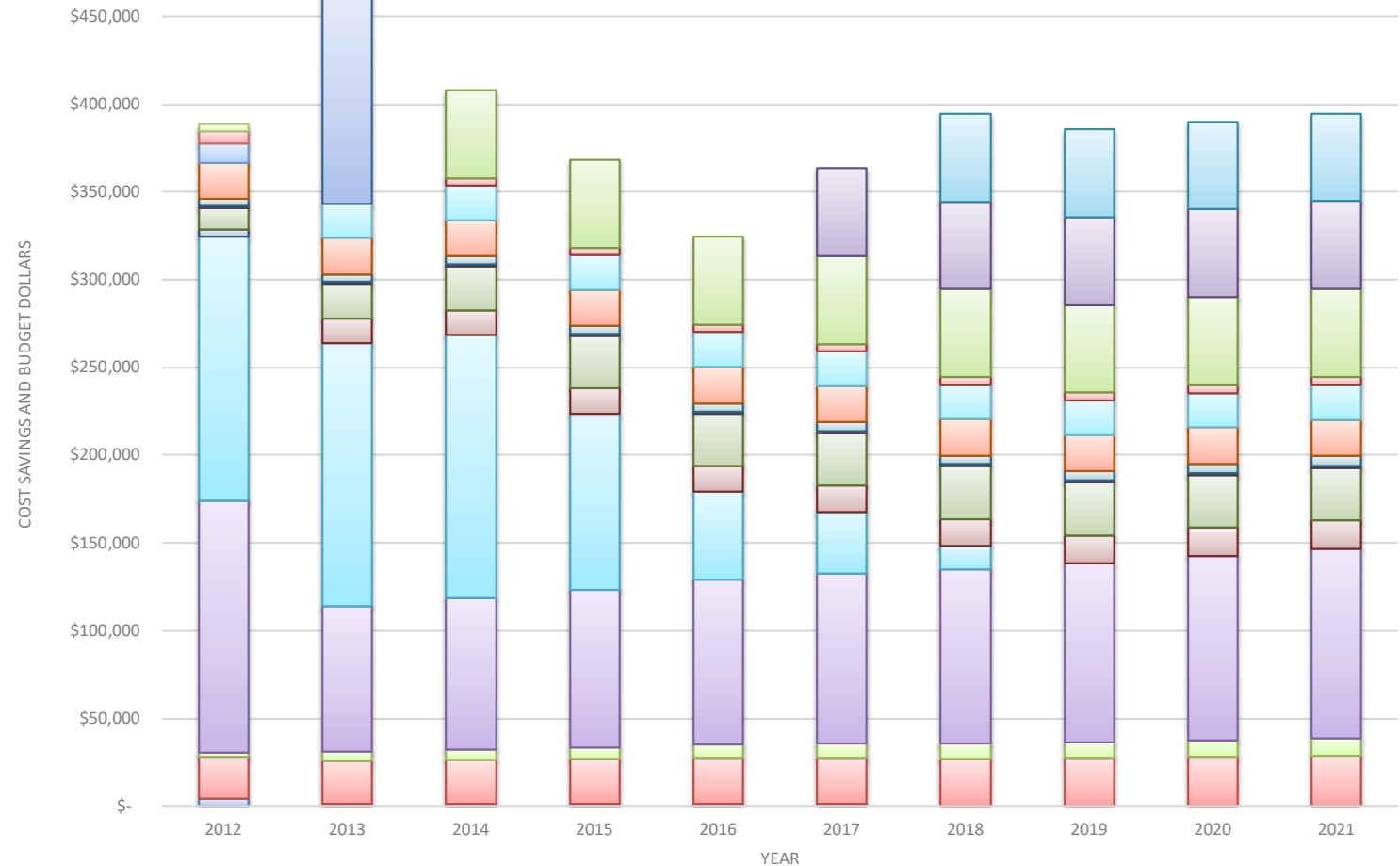
WHAT DOES YOUR COMMUNITY VALUE?

MEASURE INNOVATION VALUE

Innovation Value (IV) = reasonable Net Present Value of Actual Cost Savings + Efficiency Value (EV)

Efficiency Value comes from reinvested funds. These funds are not actually saved, but reinvested

“Reasonable” is relative to the project



MEASURE INNOVATION VALUE

VIPER PROGRAM

69 VEHICLES SOLD

\$150,000 PER YEAR IN REDUCED
O&M WHILE UNDER WARRANTY

\$590,000 IN EV



VIPER Program	Present Value	Year 0	Year 1	Year 2	Year 3
Efficiency Value	\$590,000	\$ 590,000	\$ -	\$ -	\$ -
Actual Cost Savings	\$378,256	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
Total Innovation Value	\$968,256				

**INNOVATION VALUE = (3 YR NPV OF \$150,000 O&M SAVINGS)
\$378,256 + \$590,000 = \$968,256**

A group of seven diverse people, including men and women of various ages and ethnicities, are captured in mid-air, jumping joyfully in a park. They are wearing casual to business-casual attire, and many are wearing sunglasses. The background is filled with lush green trees and foliage, creating a vibrant and energetic atmosphere. The overall scene conveys a sense of happiness, teamwork, and outdoor activity.

EDUCATION

EMPLOYEE-LED

ENGAGED AND EMPOWERED

HOLISTIC



IMPACT



YOU, US, WE



impact | adams



evolve | u

THE EVOLVE U PROGRAM IS A UNIVERSITY-STYLE PROGRAM. YOUR GROWTH AT YOUR FINGERTIPS.

THE DEVELOP US PROGRAM IS ABOUT GROWING THE NEXT GENERATION OF LEADERS.



develop | us



we | care

WE CARE IS THE COUNTY'S PARTNERSHIP WITH ITS COMMUNITY THROUGH VOLUNTEER EFFORTS.



RESULTS

2017 OUTSTANDING ACHIEVEMENT IN LOCAL GOVERNMENT AWARD

TRAINING HOURS UP 67% IN ONE YEAR

EMPLOYEE TRAINERS WENT FROM 7 TO 22

UNIQUE CLASS OFFERINGS FROM 18 TO 78

INTERNAL CONSULTING SAVED \$47,000 ANNUALLY



STRUCTURE

DECENTRALIZED



**“IT’S NO LONGER ENOUGH TO ACCEPT
THE THINGS WE CANNOT CHANGE.
IT’S TIME TO CHANGE THE THINGS WE
CANNOT ACCEPT.”**

Sustainovation



NICK KITTLE

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