The Cloud

Using Information to engage your community

Dennis Harward & Robert Tipton
ICMA Conference Presenters

#ICMA2018

Presenters

Dennis Harward

Founder: HTE

- 50+ Successful applications
- 1,000+ customers

Co-Founder: TownCloud

- Creating new generation of cloud apps for local government
- Focus on citizen engagement and transparency

Served on Broomfield, CO City Council &
Denver, CO Regional Council of Governments

Presenters

Robert S Tipton

Founder & CEO: Team Tipton

- Internationally-recognized leader in high performance organizational cultures, employee engagement, and leadership strategies in public sector
- Has led engagements for federal, state, and municipal agencies involved in utilities, transportation and mobility, infrastructure, community development, public safety, legal, environmental, and public involvement.
- Has written 4 books and is an award-winning leadership keynote speaker

Citizen Engagement – Why?

It's the #1 Issue for City Managers.

- Communities are divided
- There is a lack of trust in their government
- Lack of visibility (Gov't is a black hole)
- Citizens feel disconnected / disenfranchised
- There is a lack of civility
- Communication is broken
- **There is a disconnect**

Citizen Engagement – What is it?

What is Citizen Engagement?

- Is it software?
- Is it a strategic initiative?

Citizen Engagement – What is it?

Every interaction with a citizen is a point of engagement

- Website
- Requesting a permit
- Paying a water bill
- Contacting the police
- Paying your taxes

Citizen Engagement – What is it?

Real Citizen Engagement also requires… **Authenticity**

- People know the difference between authenticity and inauthenticity
- This requires a shift in the way that everyone in the organization thinks
- It’s about how we look at our citizens

Citizen Engagement

Real Citizen Engagement requires the right culture and tools.

Citizen Engagement – Culture

Culture

- In many cases, the way that we engage the public depends on the job we do.

How do we engage?

Examples:

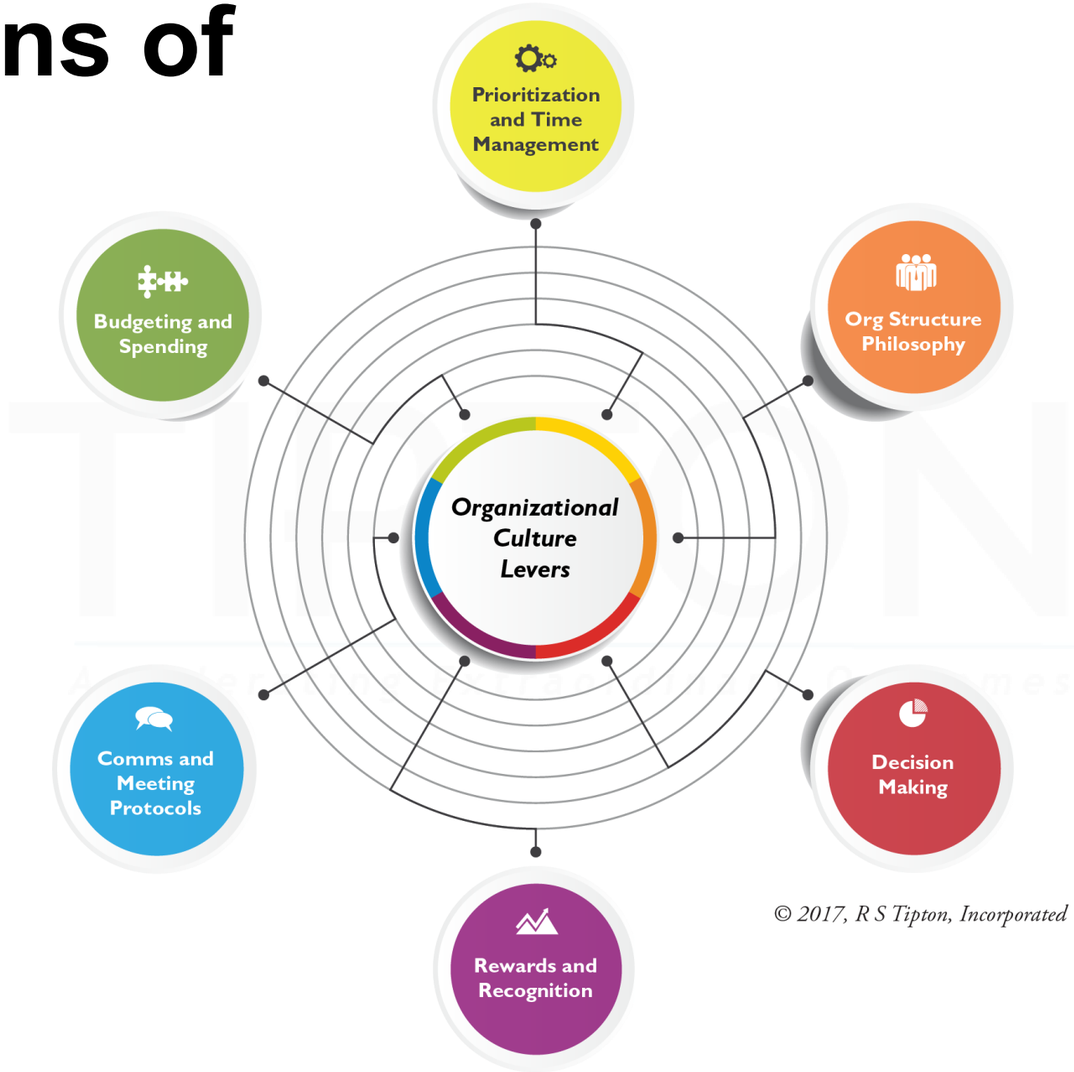
- Council
- Utilities

Citizen Engagement – Culture

Introducing…Bob Tipton

“Significant Six” Dimensions of Culture in Driving Change

1. Decision Making
2. Communications and Meeting Protocols
3. Organizational Structure Philosophy
4. Budgeting and Spending
5. Rewards and Recognition
6. Prioritization and Time Management



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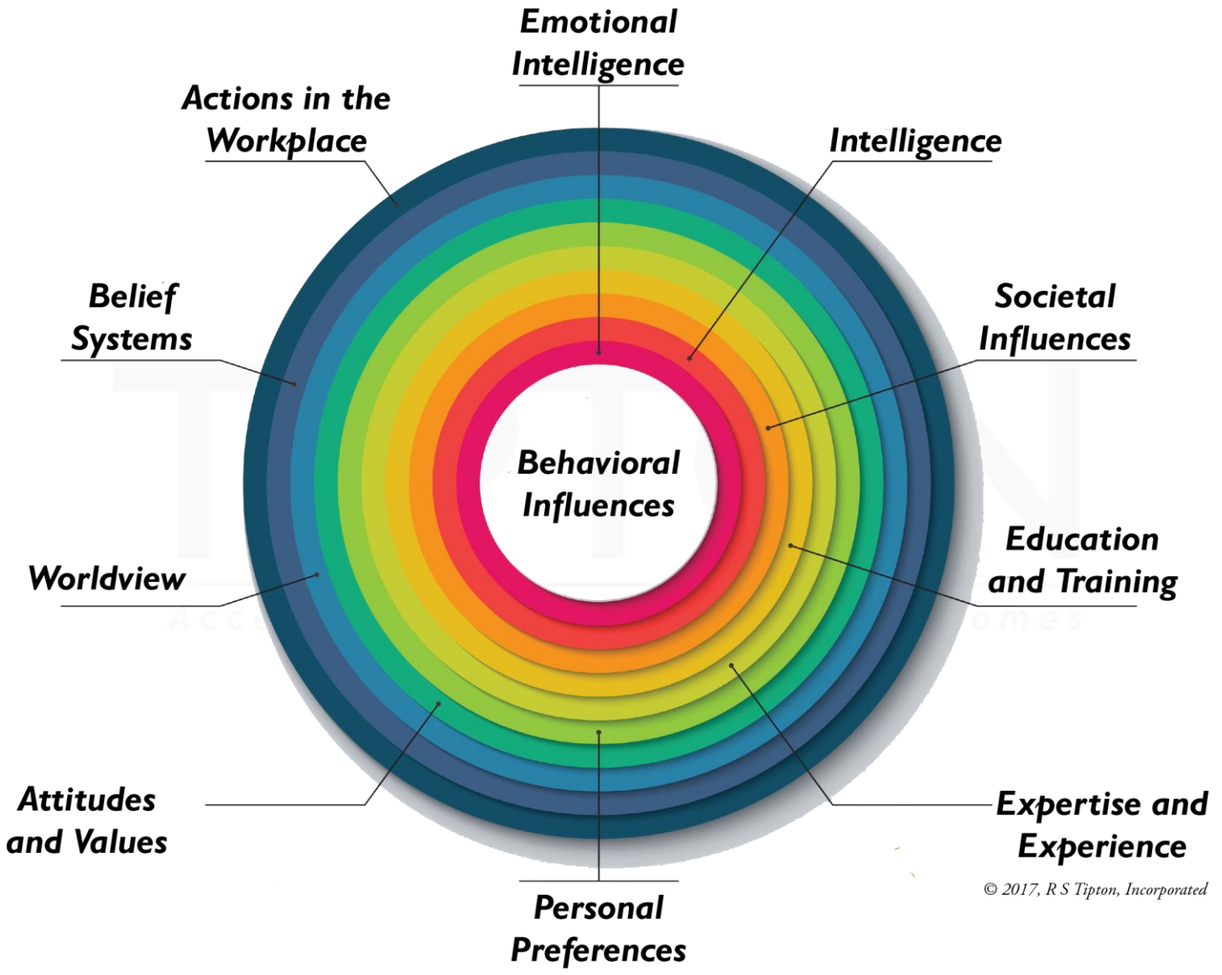
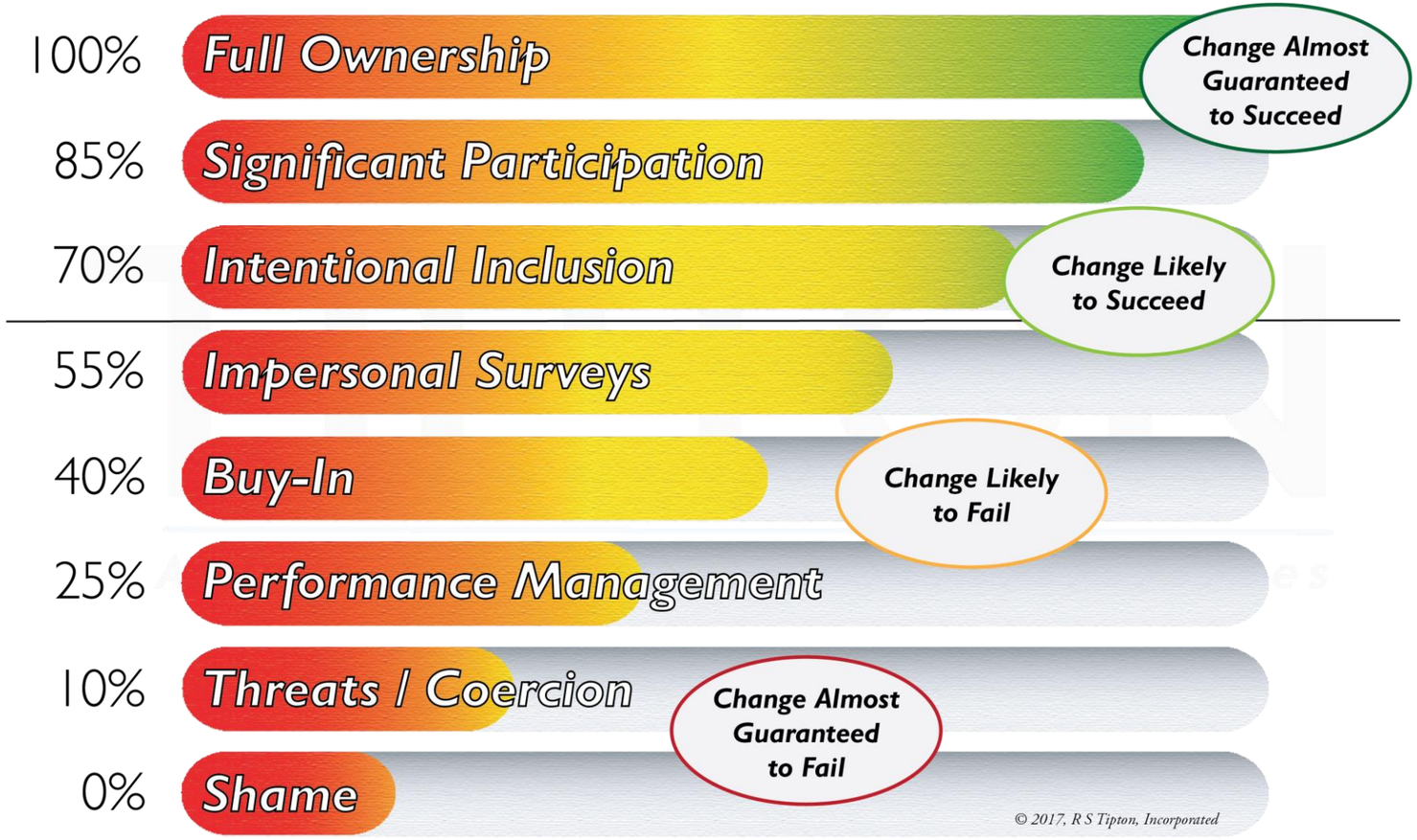
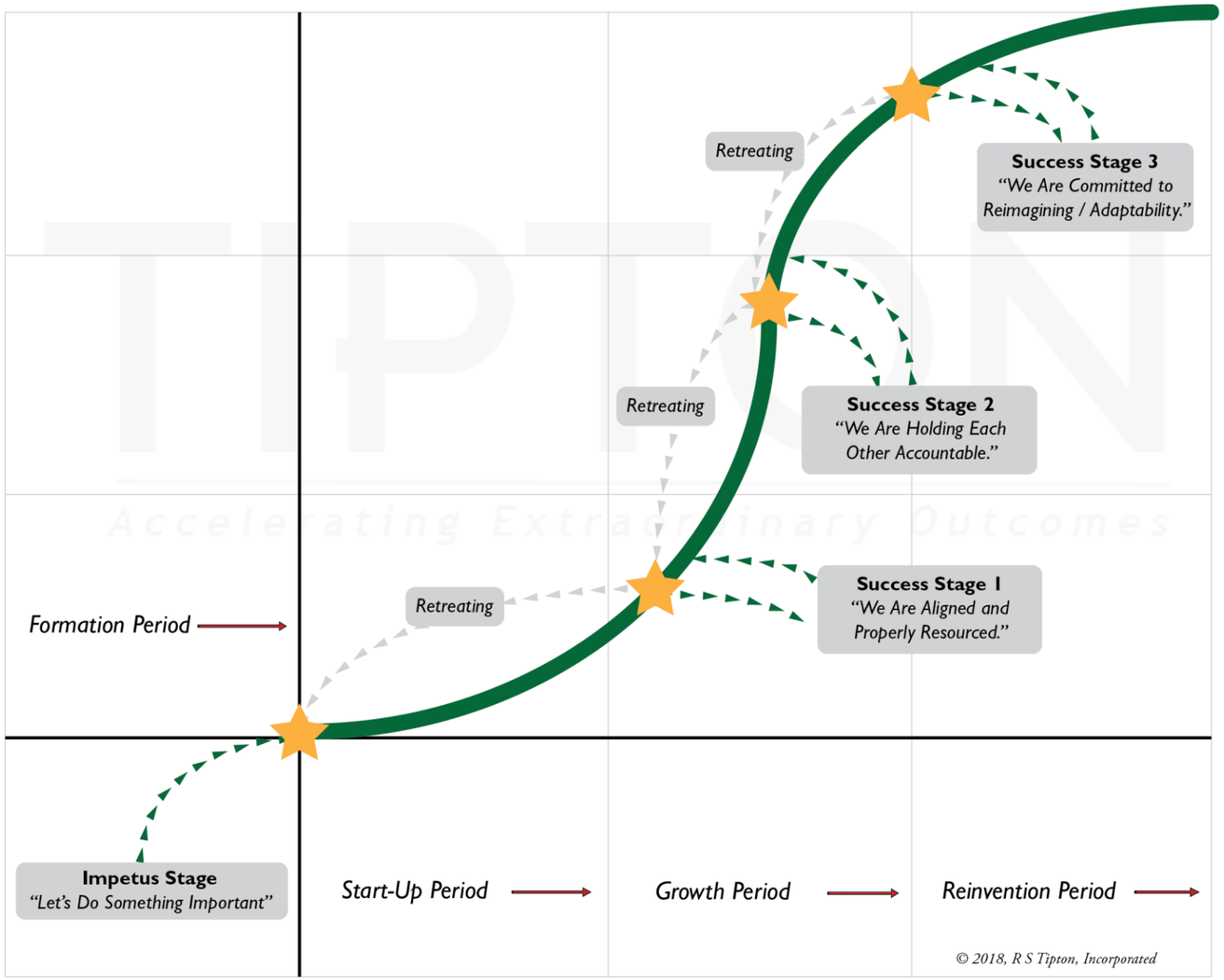
You Can't "Performance Manage" Your Way into Culture Change



Behavior Changes Directly Correlate to the “Energy of Participation”

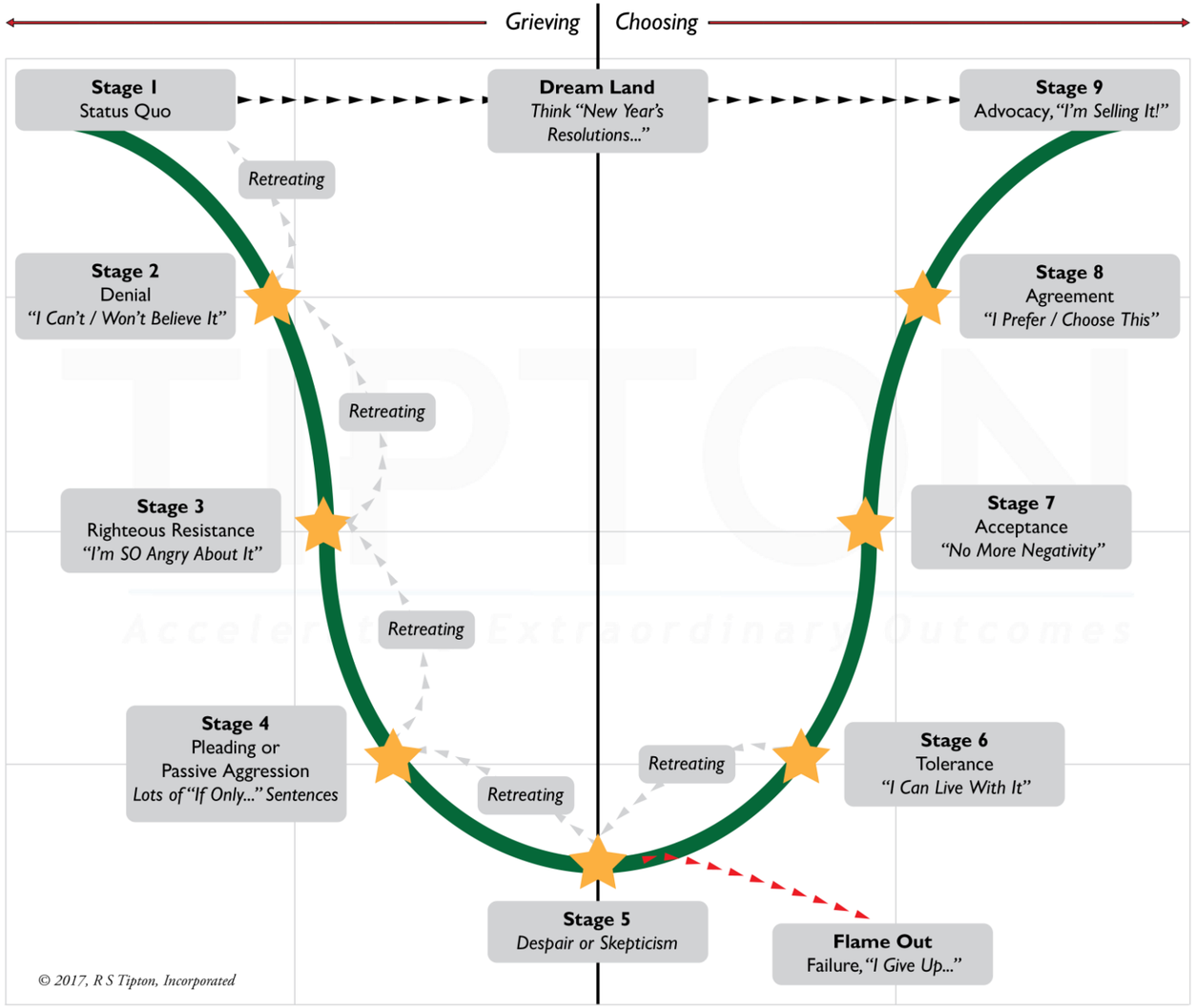


Organizational Reinvention is a Typical, Predictable Stage

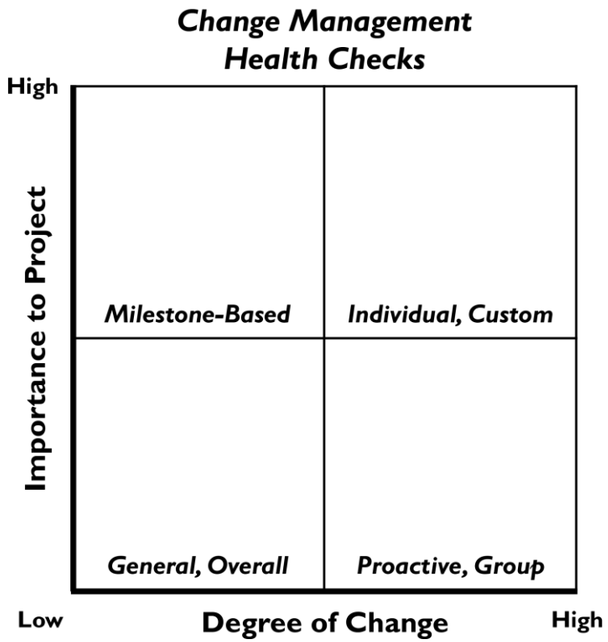


The Nine Stages of Transformational Change

(what it “feels like”)



Use the Right Communications Tools (not the "Typical Ones…")



Focus	Big "C" Communication	Little "c" Communication
Purpose	• Drive awareness and inform	• Drive understanding, change behavior
Audience	• Mass communication, one-size-fits-all	• Individuals and smaller groups
Responsibility	• Leadership	• Everyone
Focus	• The "What." The "News."	• Customized WIIFM content (why, how)
Vehicles	• Newsletters, intranet, leader emails	• Team meetings, 1:1, hallways, ad hoc
Direction	• Mostly one-way (telling)	• Mostly two-way (dialog)
Results %	• 10-20%	• 80-90%

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Success Stories

The largest, most complex capital project ever undertaken by the City of Aurora required the services of some 20+ different outside firms (engineers, consultants, etc.), and nearly all aspects of Aurora Water as well as most departments with in the City.

Old rules needed to be reshaped, historic relationships needed to be reimagined, and the power of the team needed to be unleashed to the benefit of the City. There was no time or appetite for infighting, power-playing, or political posturing.

Team Tipton was responsible for the overall project-related culture, team and project chartering, as well as strategy and organizational development. Through our organizational transformation design and facilitation, the Prairie Waters Project enjoyed an ultra-high performance team environment, effective communication, and significant reduction in overall project costs.

Not only was the Prairie Waters Project awarded the Project of the Year in 2011 for both APWA and the Project Management Institute (PMI), the project was cited more than 20 times in a study performed by MIT, PMI and INCOSE related to best practices in lean enablers for engineering projects.

(https://dspace.mit.edu/handle/1721.1/70495)

Aurora Water, Prairie Waters Project

$101M under budget APWA & PMI 2011 project of the year

Success Stories

From the initial meeting of the Fleet Analysis and Optimization Project (FAOP), which looked more like a middle school dance (each fleet in their own “pod”), to the end of the project where the combined team was operating seamlessly, transparently, and eagerly, the FAOP delivered more than 300% more benefit than the City mandated.

Team Tipton designed and facilitated the FAOP in response to an external mandate to save at least $1M annually (which demanded 18 jobs were to be lost, and where major disruptions to the missions of the fleet were likely). Two key factors were included in the FAOP: 1) it must be employee-led, and 2) no negative impacts to the missions of the departments of public works and public safety could result.

The FAOP examined internal optimizations, areas to improve partnering / sharing across the shops and processes, and ways to leverage external optimization whenever practical. In the end, the FAOP identified opportunities to save more than $16 million (over five years) which involved an employee-led restructuring of the parts operation, and resulted in zero job loss.

City and County of Denver, Fleet

300% Higher Return than mandated by an external study, 100% jobs retained

Citizen Engagement

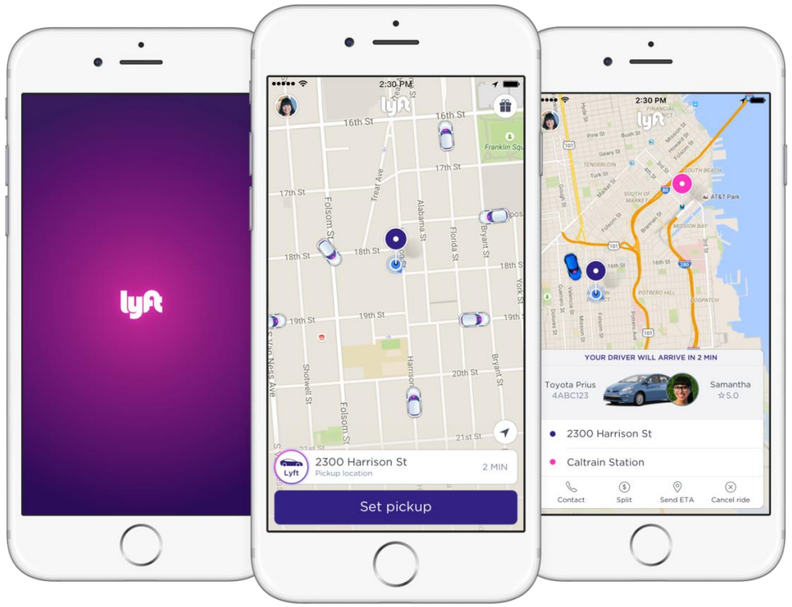
Real Citizen Engagement requires the right culture and tools.

The Right Tools

Having the wrong tools can hamper even the best efforts:

- How many steps for a citizen to contact council?
- How long does it take to get a permit?
- How easy is it to pay a tax bill?

The Right Tools



Every effective online tool works because it’s simple and integrated.

Example: Lyft

- One app
- Manage your profile
- Schedule service
- Pay your bills
- Report problems
- Anyone can use it
- No training required.

The Right Tools

Every effective online tool works because it’s simple and integrated.

Example: **iTunes**

- Search, Buy, and Download music
- Manage your profile
- Play / Stream music on multiple devices
- Convert music
- Replaced multiple software / hardware solutions
- **No training required.**

The Right Tools

What is the right tool?

- Is it Social Media?
- Is it a Customer Relationship Management (CRM) tool?

The Right Tools – Social Media?

Question: Is Social Media the right tool for authentic Civic Engagement?

The Right Tools – Social Media?

Answer: Social media often makes things worse…not better

- Name calling
- Trolls
- Bullies
- Political activism
- Fake news
- Trust issues

The Right Tools – CRM?

Question: Can a Customer Relationship Management (CRM) system be the right tool?

Answer: No, not if it's just another information silo.

- Not integrated to existing systems
- Separate interface
- Requires someone else to administer the system
- Have to figure out how to integrate CRM into the culture
- It compounds the problem.

The Right Tools

So what does the right tool look like?

- It’s convenient (make City Hall accessible)
- Provides a safe place for meaningful dialogue
- Provides measurable results
- Provides increased transparency

The Right Tools

How could this work?

- City-managed platform
- Controlled Channel
- No distractions, no noise (ads, politics, bullies)
- No advertisements
- Resident verification & input
- Municipal Feedback
- A direct connection to the people

The Right Tools – The Profile

Individual Profiles

- Verified resident
- Legitimate, authenticated stakeholder
- No anonymous accounts

The Right Tools – Preferences

Preference-based engagement

- Channel / Medium: text, app, email
- Method of communication
- Frequency of communication
- Topics of interest
- **It’s push & not pull**

The Right Tools – Examples

Provide mechanisms to consume information & conduct business

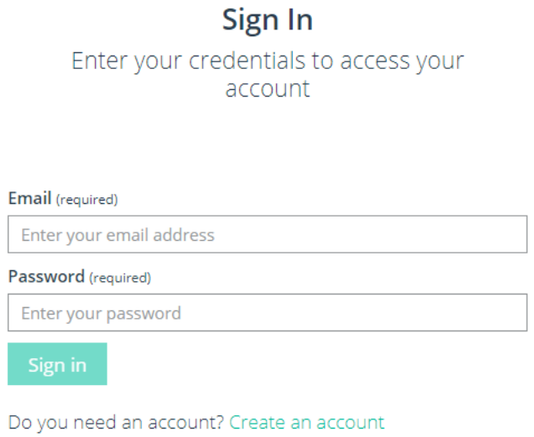
- Access agendas & packets
- Watch live or archive videos
- Renew licenses
- Submit permits
- Pay taxes
- Manage utility accounts
- Etc.

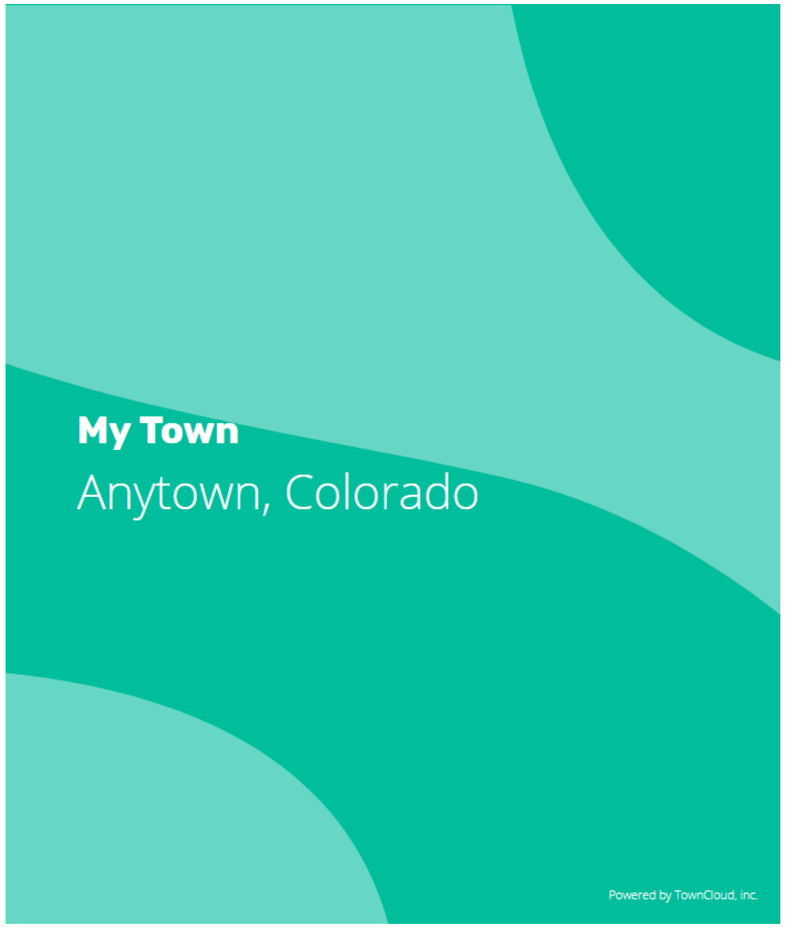
The Right Tools – Examples

Additional feedback ideas:

- Submit civic initiatives
- Vote on civic initiatives
- Provide feedback on initiatives
- Vote on agenda items
- Feedback on agenda items

Success Stories





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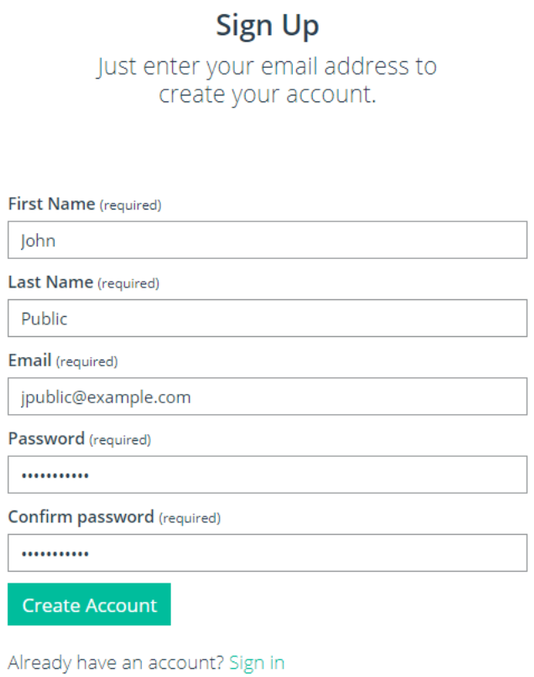

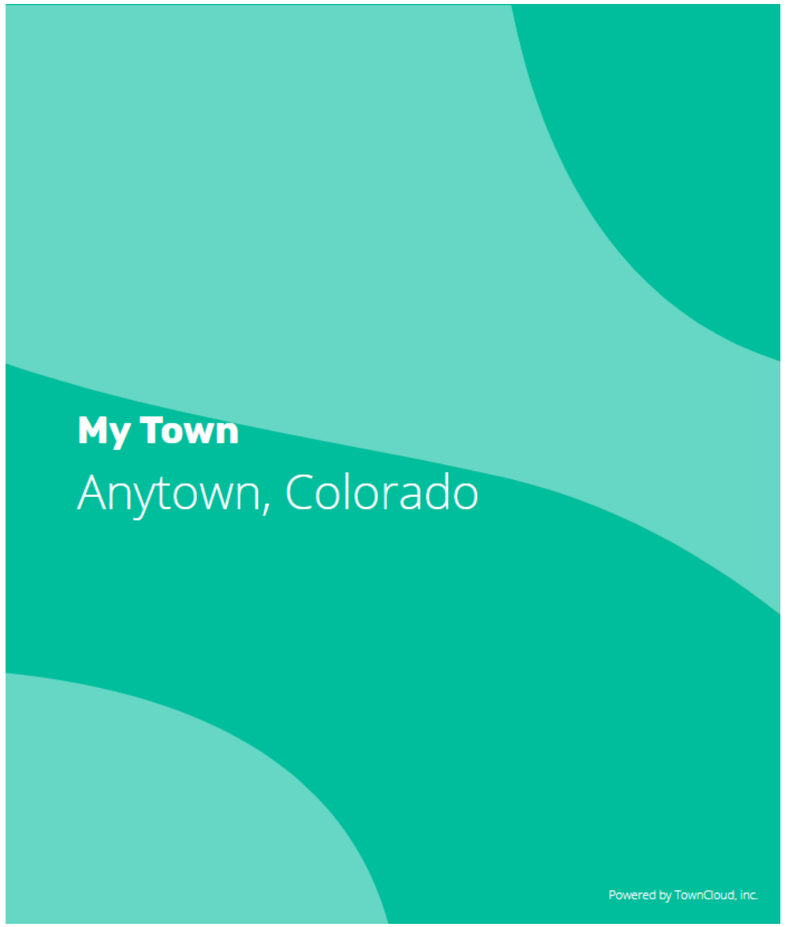

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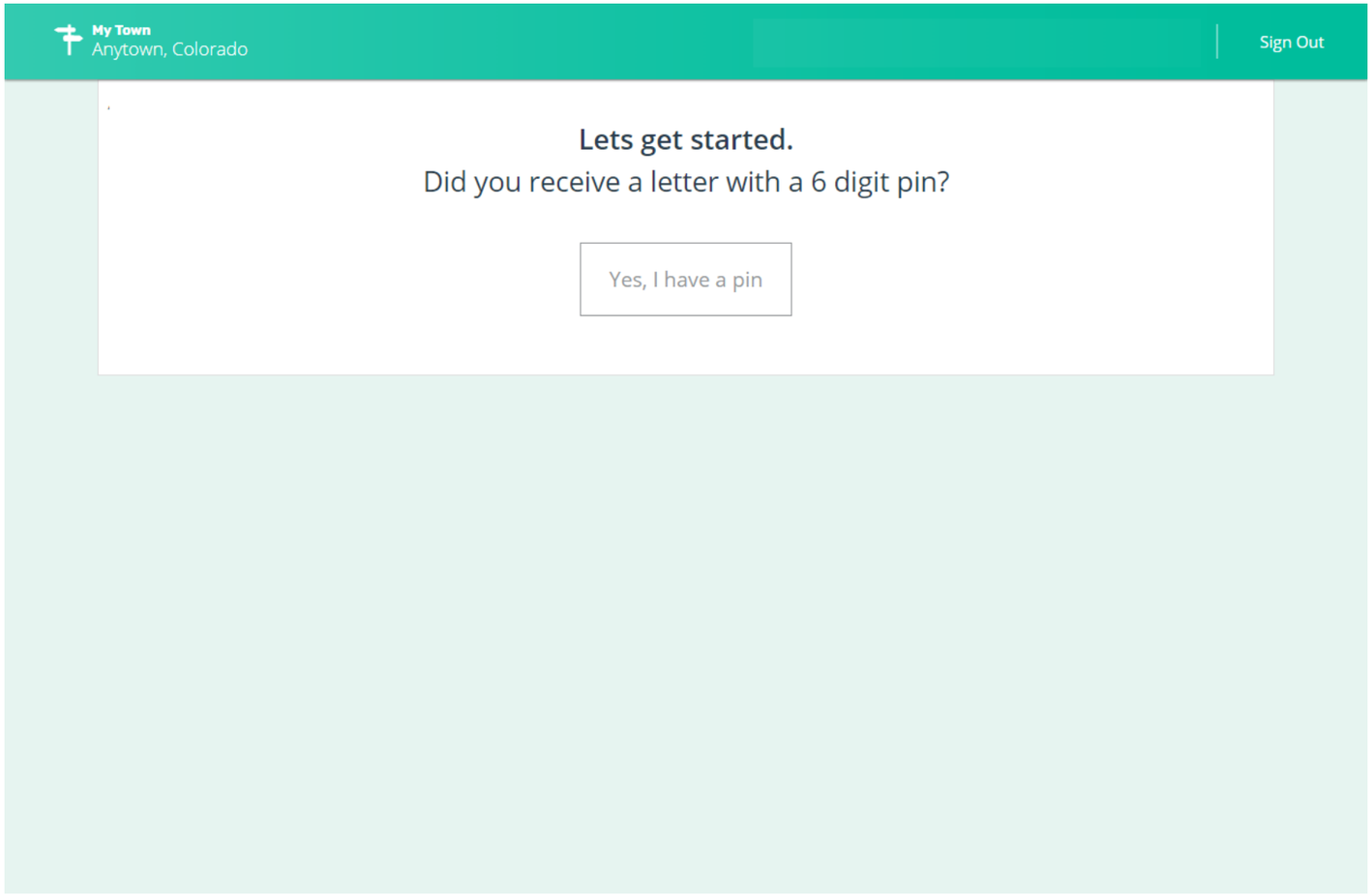

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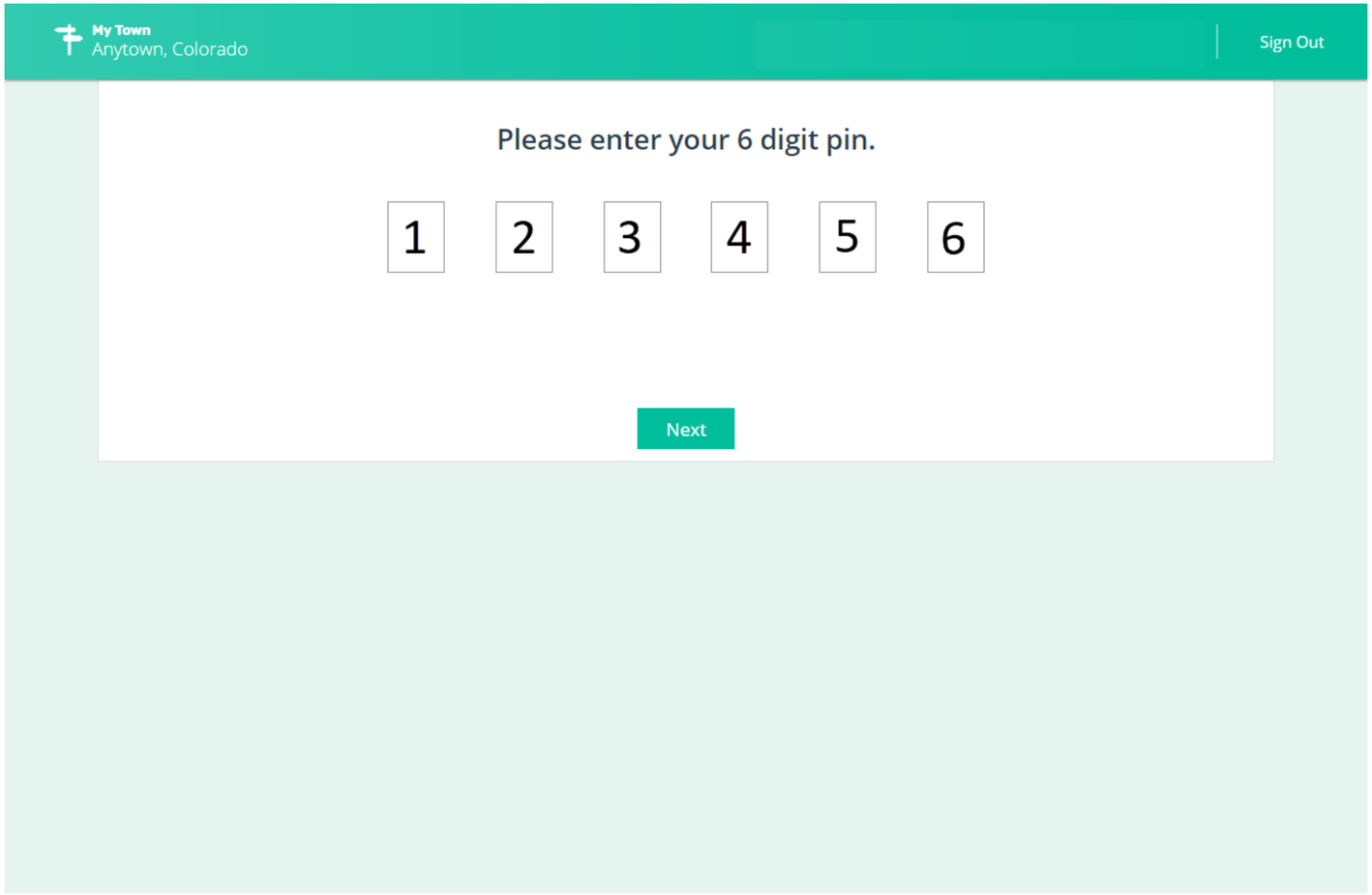

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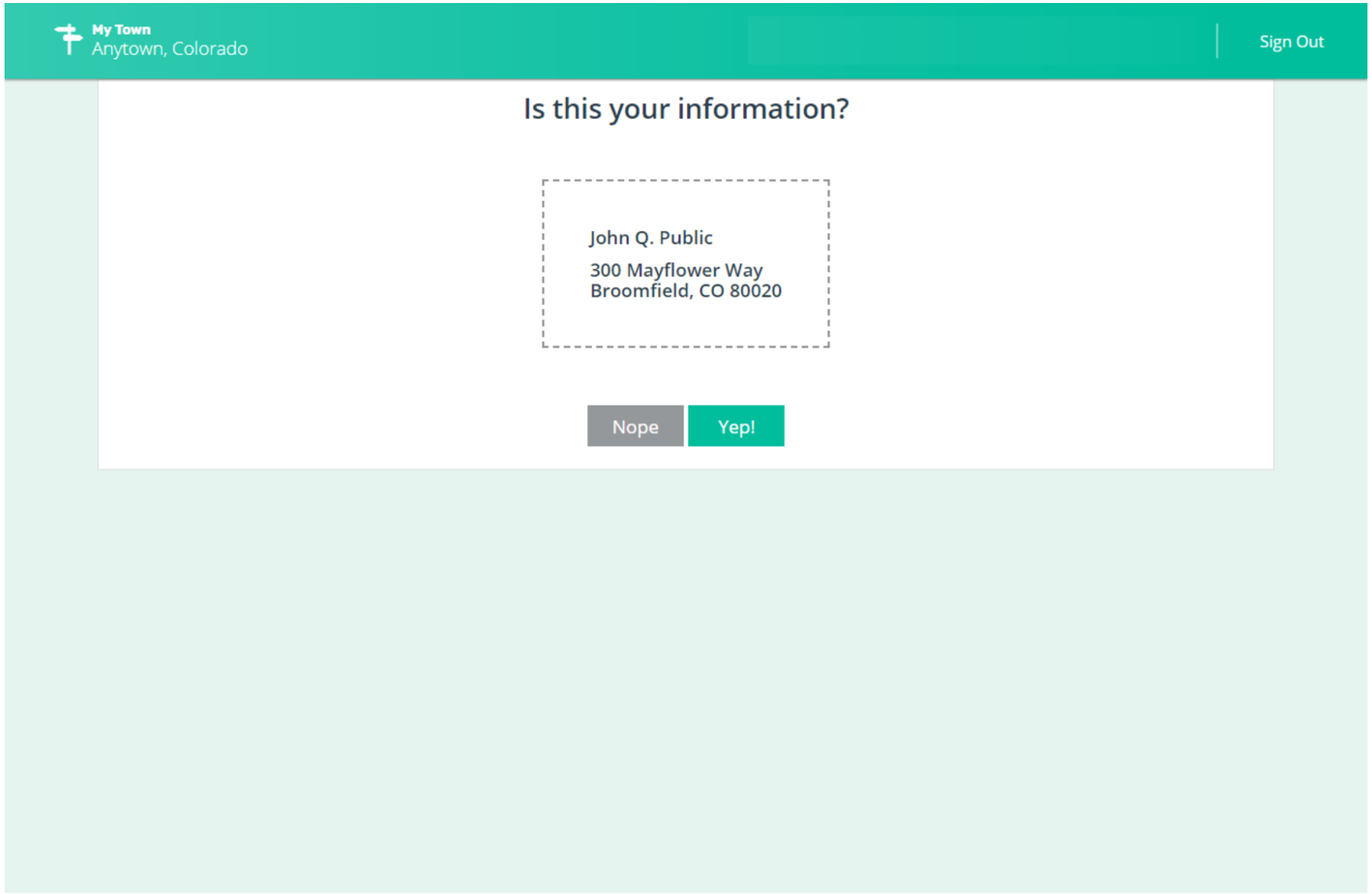

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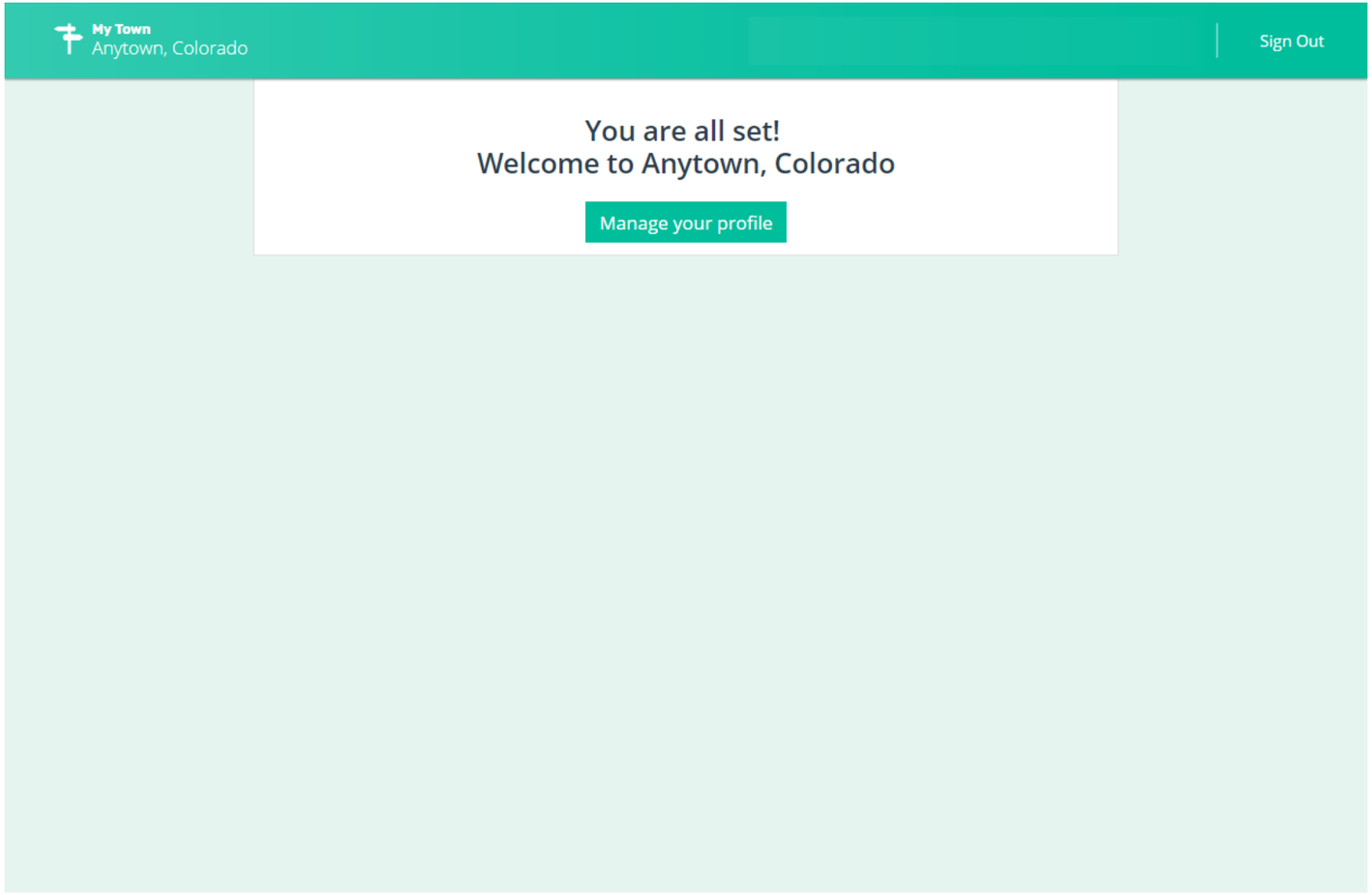

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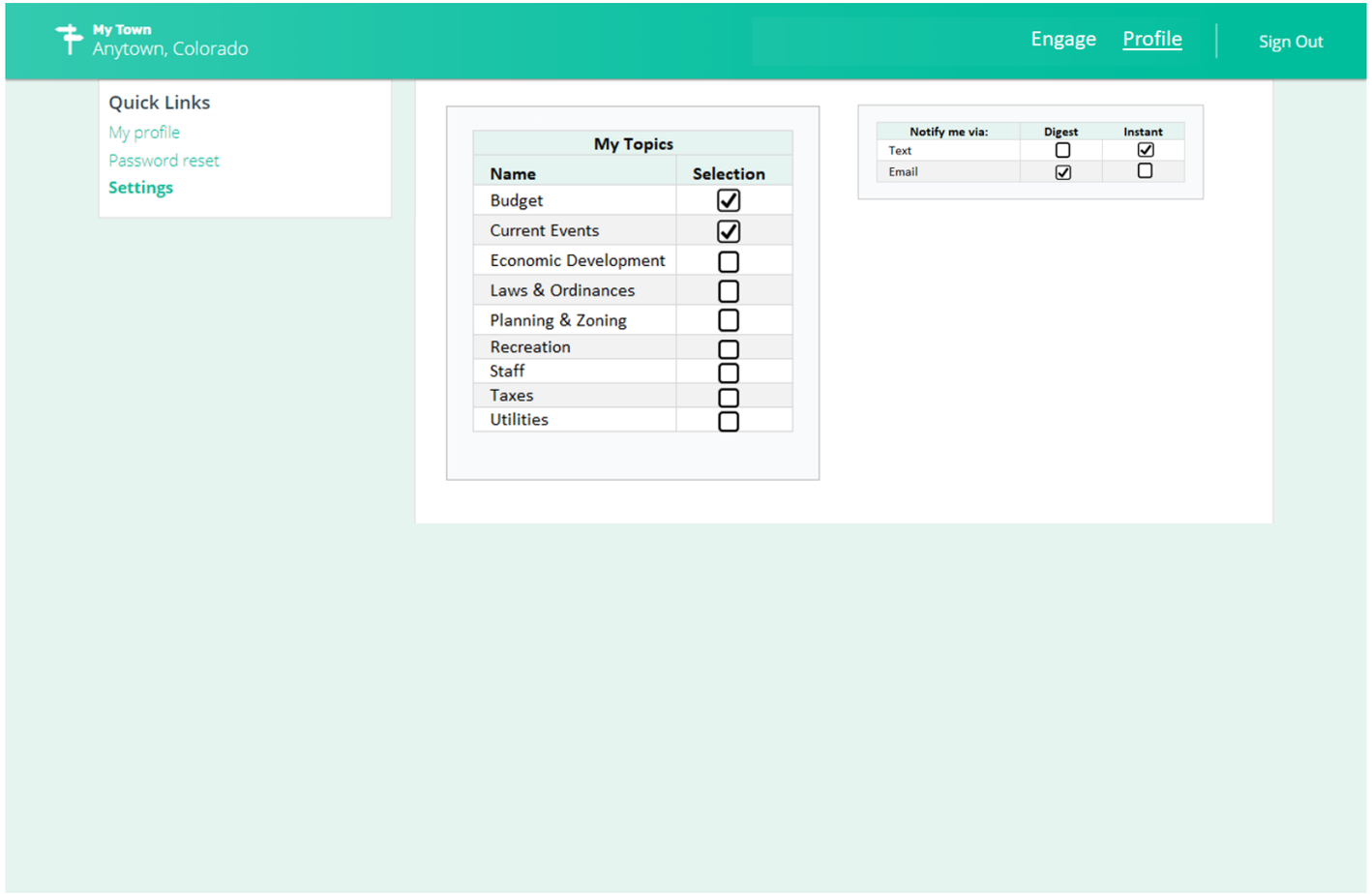

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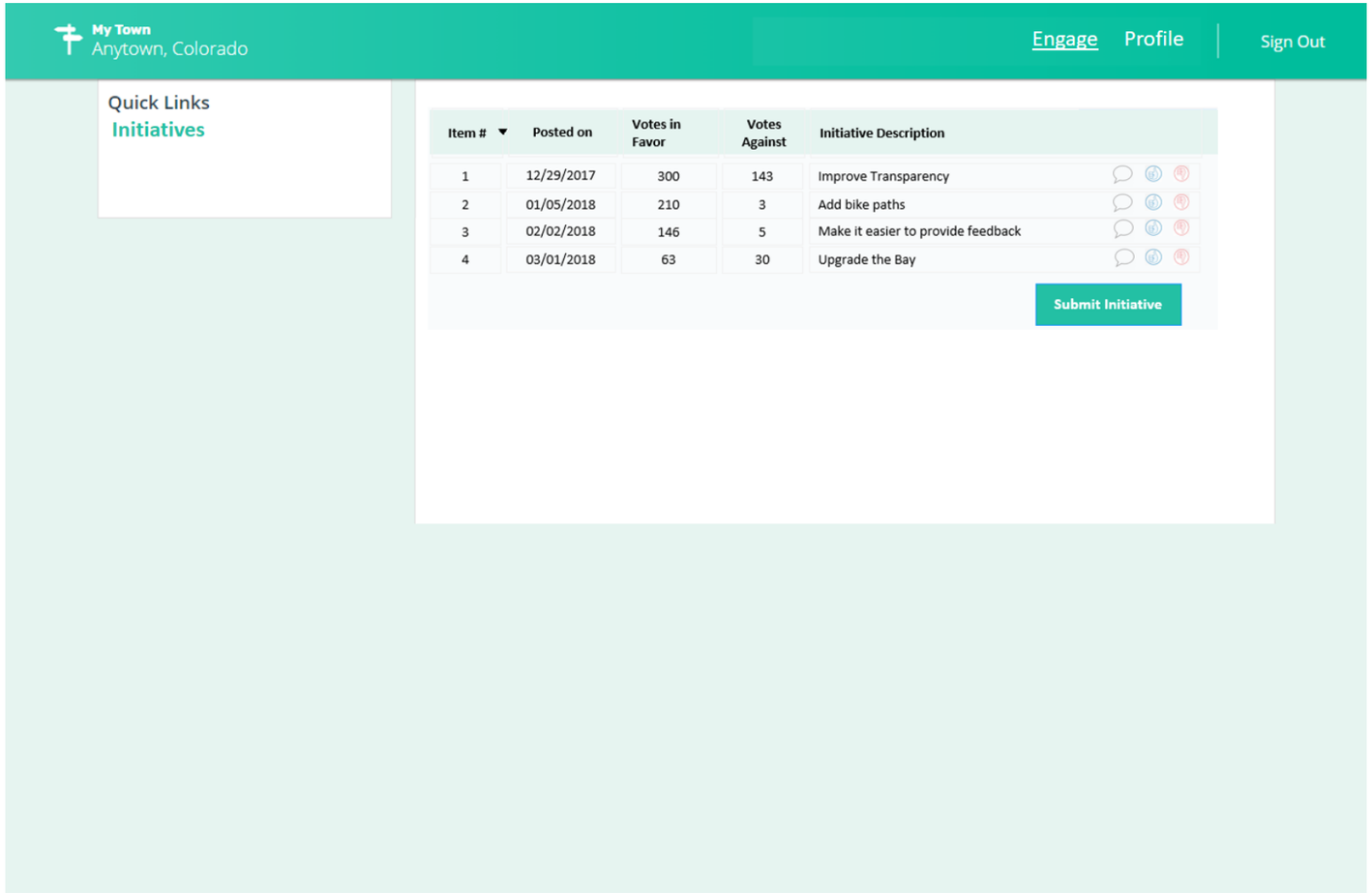

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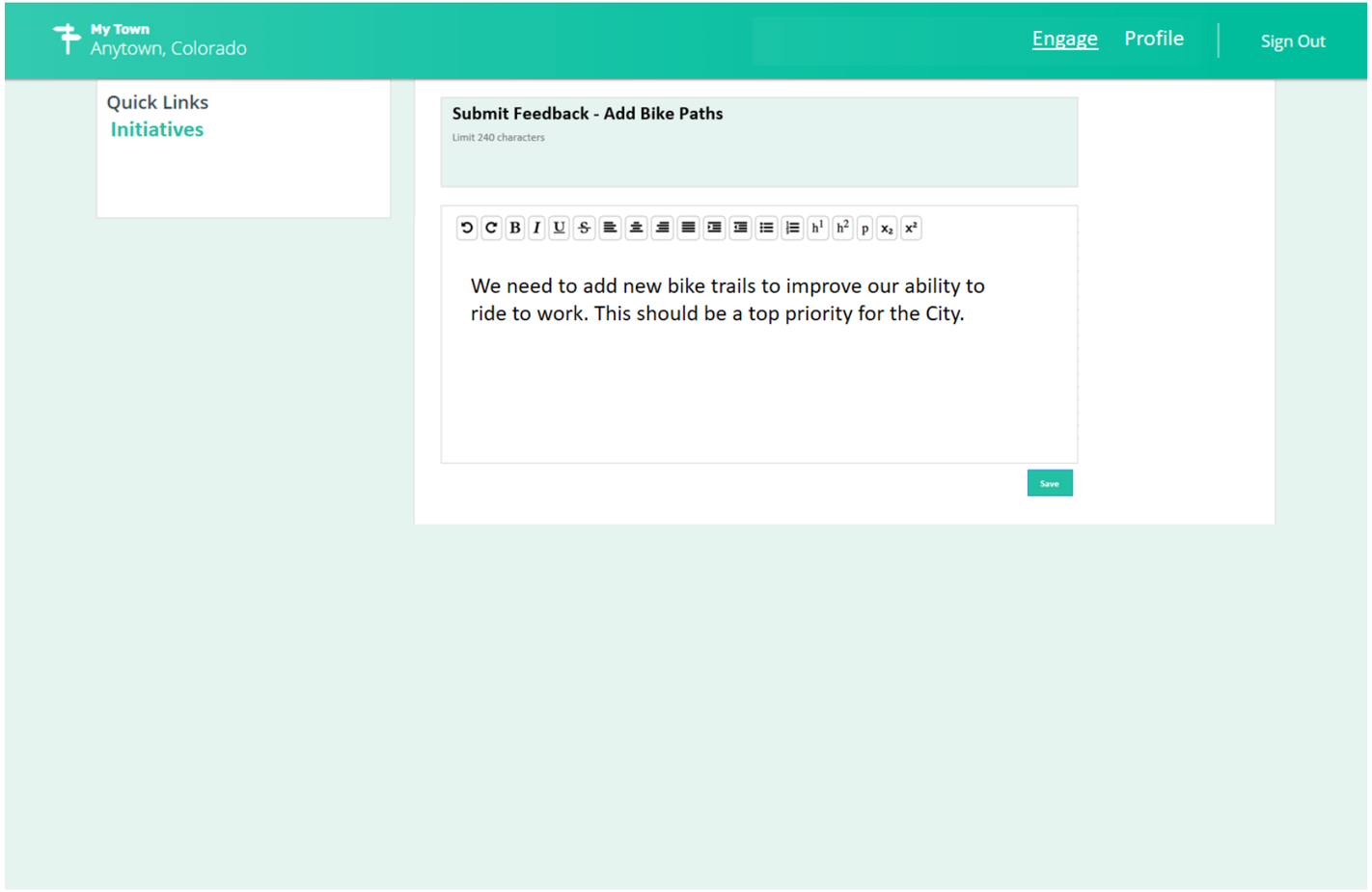

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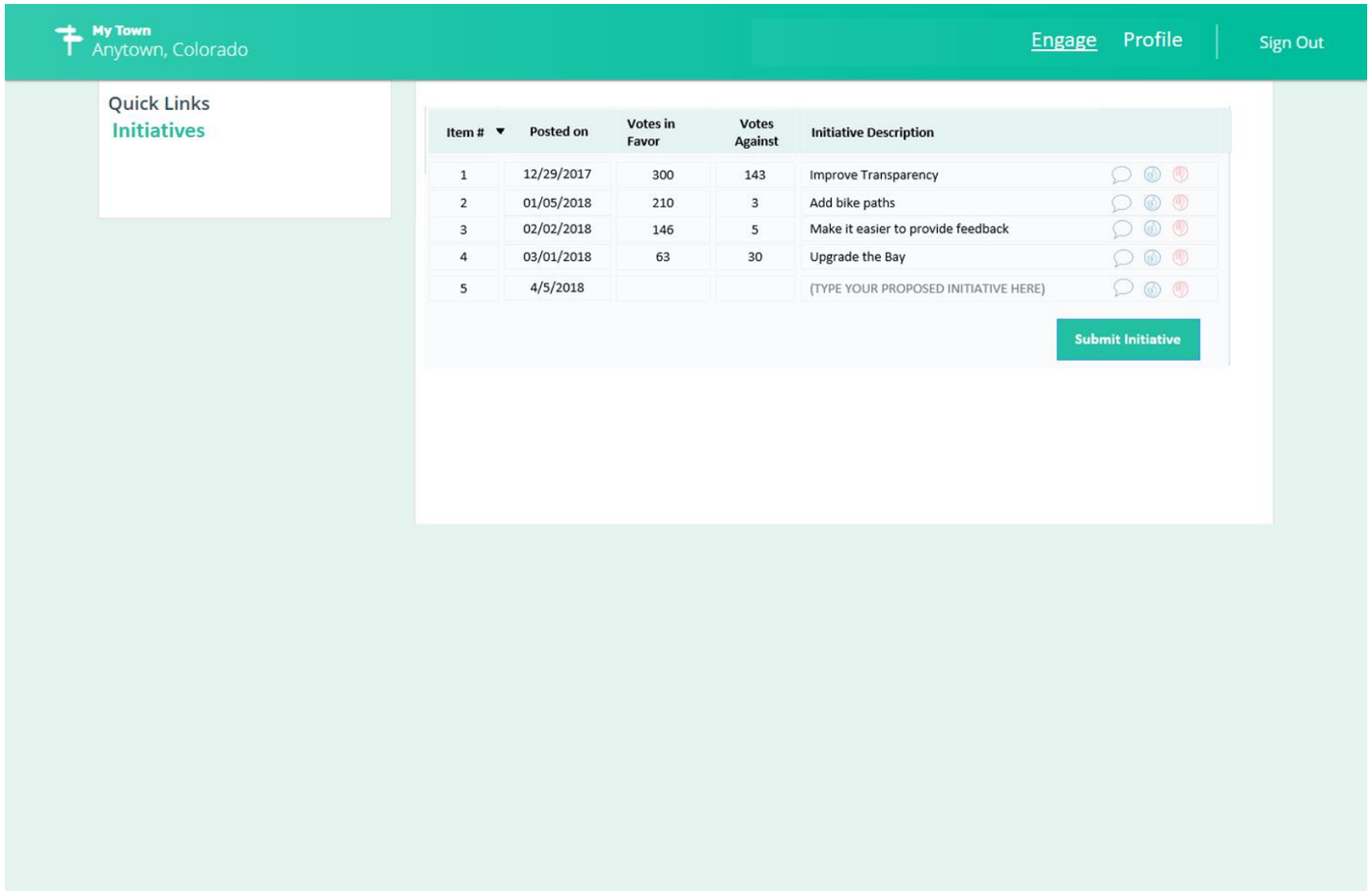

Where do we go from here?

Culture

- See the organization from the perspective of the citizen
- Shift to a culture of responsiveness
- Embrace change

Tools

- Look to the cloud
- Simplify processes, don’t add layers
- Improve the engagements you already have

Build trust through authenticity.

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