

Briefing

MEMORANDUM

TO: Government Operations and Fiscal Policy Committee
FROM: Justina J. Ferber, Legislative Analyst 
SUBJECT: First Quarterly Meeting with the Chief Innovation Officer

Chief Innovation Officer Dan Hoffman joined the Executive's office in November 2012. He developed a Montgomery County Innovation Program Vision which was included in the GO budget packet of April 13 and is attached at ©4.

Those who may attend this worksession:

Dan Hoffman, Chief Innovation Officer
Fariba Kassiri, Assistant Chief Administrative Officer

At its meeting on the County Executive Office budget in April, the GO Committee and the Chief Innovation Officer (CInO) agreed that quarterly updates on the work of the CInO would take place beginning in September 2013. Briefing materials entitled "Overview of Montgomery County's New Innovation Program" are attached at ©1.

Attachments: Overview of Montgomery County's New Innovation Program 9/9/13 ©1
Montgomery County Innovation Program Vision, 2/12/13 ©4

Overview of Montgomery County's New Innovation Program

What is the Purpose of the County's New Innovation Program?

The Montgomery County Innovation Program, led by the Chief Innovation Officer (CInO), is designed to promote, facilitate, and coordinate a variety of activities and new ideas intended to institutionalize and support the culture of innovation in Montgomery County. The CInO serves as a consultant and/or advisor to department directors and their staff, a resource broker and coordinator for cross-department collaboration, and an advocate and point-of-contact for County employees, residents, and businesses with new ideas. The Innovation Program's four primary objectives include: (1) building organizational capacity; (2) leveraging ongoing initiatives and resources; (3) facilitating continuous improvement; and (4) communicating ideas and lessons learned. For additional information, please refer to the Innovation Program [Vision Document](#). The Innovation Program has been working with many departments and has some projects already underway. This is the vehicle for all County departments to try out new ideas in a safe, coordinated manner.

The Innovation Program's current list of activities and projects includes:

Building Capacity to Support a Platform for Innovation

- *Innovation Program Website and Regular Updates on MyMCMedia.com*
 - Website is now live with methods for County employees, residents, businesses, and other external organizations to submit ideas for projects and updates on projects in progress
 - The program is providing regular updates on <http://www.mymcmmedia.org/>
- *Innovation Fellows Program*
 - Eleven volunteer Innovation Fellows were interviewed and selected to work on specific projects for the Program; three new Fellows have joined the program this fall
- *Community Events : Two Big Firsts*
 - First ever Montgomery County Hackathon was a success (June 2013)
 - First ever Montgomery County Data Science Meet-up held at Universities at Shady Grove (July 2013); a second Meet-Up, themed as a "data town hall", is being planned for this fall
- *engageMontgomery*
 - Biweekly planning meetings are being held with PIO and County Council Public Information Officer to coordinate response to any community suggestions and also to develop topics for the portal (engage.montgomerycountymd.gov)
 - Work is currently underway, in coordination with DTS, to develop internal, employee-only topics using MindMixer. These employee-only topics would be used to obtain feedback on specific topics and solicit ideas from employees.
- *Innovation Labs*

- Wheaton High School: Six students worked all summer on two projects, lab is now transitioning to a different operating model during the school year
- Pre-Release Center: Initial research phase of the Justice Reinvestment Pilot is complete, but work is on hold pending the selection of another suitable Fellow
- Universities at Shady Grove: A special “active learning” lab is being designed with input from the Innovation Program; the lab should be complete some time during the Spring of 2014

Coordinating Cross-Departmental Collaboration and Facilitating Discussions among County Employees, Residents, and Businesses with new ideas (Descriptions of all projects can be found in the Projects section of the Innovation Program website)

- *Autism Technology and Communication Pilot*
 - MCPS Para-educators have been trained on new methods using a consultant from Syracuse University; Tablet devices with special applications have been acquired and students have been selected for a test group beginning this school year
- *Food Related Projects*
 - Food Truck Catalyst Program: A draft list of food truck friendly sites has been developed and is being vetted with relevant County departments
 - Farm to Freezer: A Fellow was assigned to provide some initial support to the organization that was preparing to launch the initiative. The Farm to Freezer initiative is now operational and being piloted by a private entity.
 - Food Recovery: The working group has completed its work and the Innovation Program is working with members of the working group, Health and Human Services, and the Food Council to prepare the data for a potential technology solution.
 - Community Farm/Food Hub/Kitchen Incubator: Two Fellows researched and developed a report regarding the development of several components to a sustainable food system in Montgomery County. The Innovation program is also actively looking into the development of a kitchen incubator that could support initiatives like the ones above.
- *Interactive Touchscreen Kiosks*
 - Working with the Regional Service Center Directors and the Bethesda Urban Partnership, tentative sites and fiscal impact has been calculated
 - A decision memorandum will soon be provided to the CAO outlining the expected benefits and costs associated with the kiosks
- *Body Worn Camera Pilot*
 - Initial research complete and awaiting for guidance on next steps from County Attorney and MCPD
- *Firefighter Wayfinding and Location Tools*
 - The wayfinding component of this project is delayed due to resource constraints; current plan is to work with GIS groups in DTS and MNCPPC to move project forward
 - Initial research for the locator component of this project was completed and some demos are being arranged with technology providers
- *Maker Space Prototype*

- In collaboration with MCPL, several potential “alternative” library uses are being investigated, the primary one being a Maker Space Prototype. Terms and conditions are being finalized now by the county attorney’s office and project is anticipated to begin this fall.
- A 3-D printer lab or “Fab Lab” is also being investigated as a joint project with MCPL, Montgomery College and Universities at Shady Grove
- *Text to Give Campaign*
 - In coordination with the Community Foundation for Montgomery County, the Department of Health and Human Services and the Public Information Office the Innovation Program is establishing a text to give function for homelessness prevention.
 - The campaign is about to go live. The text to give function will be active on all major cell providers in the next 2-3 weeks.
- *Nighttime Economy Task Force*
 - Working with the staff lead for the Task Force, Ana Lopez Van Balen, the Chief Innovation Officer (CInO) is one of the staff supporting the task force, taking the lead for covering the Public Space and Amenities and Transportation issue groups.
- *dataMontgomery*
 - The CInO is serving as one of the staff governing the open data portal, dataMontgomery. The focus of the CInO in this capacity is to engage the public and external stakeholders in identifying and prioritizing data sets for publication.
- *Technology Strategic Plan*
 - The CInO is assisting the Department of Technology Services in developing their strategic plan by participating in facilitated interviews with all County departments.
- *Rewarding Excellence*
 - The CInO is working with the Office of Human Resources to involve the existing Rewarding Excellence program with Innovation Program activities. The CInO will assist in identifying new Rewarding Excellence teams and facilitate the development of ideas by those teams.

Other Activities

In positioning the County as an innovation leader nationally and internationally the CInO has spoken about Montgomery County’s newly developed program and projects at the following events:

- “The Role of the Chief Innovation Officer” - National Association of Counties, IBM Electronic Government Institute
- Google Innovation Summit, U.S. Conference of Mayors
- “Crowdsourced Placemaking” - Vivre en Ville, Montreal
- “Innovation and White Flint” – Congress for the New Urbanism
- “Building Innovation in Government” - NextGen Government Conference
- “Crowdsourcing Innovation” – Urban Land Institute, ULI Trends Conference

Montgomery County Innovation Program

Montgomery County Innovation Program Vision Version 1.0

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Vision Document	Date: 2/12/2013

Document Revision History

Date	Version	Description	Author
11/27/2012	<0.1>	Draft initial version	Dan Hoffman
12/17/2012	<0.2>	Second iteration based on discussions with department heads, other jurisdictions and the private sector	Dan Hoffman
1/3/2012	<0.3>	Third iteration containing resource diagram, idea maturity and selection models, and idea pitch template.	Dan Hoffman
1/3/2012	<0.4-0.5>	With edits from Jenna Agee and Fariba Kassiri	Multiple
1/7/13	<0.6>	Minor proofreading and grammatical changes	Multiple
2/12/2013	1.0	With edits from CAO and Fariba Kassiri; version presented to SMT	Dan Hoffman

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Vision

1. Introduction

1.1 Purpose

The Chief Innovation Officer (CInO) is responsible for a portfolio of projects that build and support a platform for innovation in Montgomery County. This role serves as a consultant/advisor to department directors and senior management, a resource broker and coordinator for cross-department collaboration and an advocate for front line staff and citizens with new ideas. Beyond serving as program manager, the CInO is assigned to special projects as needed by the Chief Administrative Officer.

1.2 Background

Across the country several innovation officers and innovation programs exist. These positions are used in different ways. Some are more technology centric and others are more broadly focused on organization development and the creation of a 'laboratory' environment where ideas can be developed and tested. More importantly the culture of "innovation" is institutionalized and supported by the top leadership. These environments are seen as a safe and welcoming place for employees and residents to suggest ideas that can be tested. Although all these ideas may not ultimately be implemented, they still results in valuable lessons and knowledge. The vision for the Montgomery County Innovation Program is more akin to this approach.

1.3 Scope and Criteria

The Montgomery County Innovation Program, led by the CInO, coordinates, promotes, identifies, educates, manages, and executes a variety of projects and ideas designed to institutionalize and support the County's Innovation Program objectives.

Broadly stated, for any new or ongoing project/idea to be included in this program, it must meet the following base criteria:

- The concept is **entrepreneurial, iterative, and testable**. This means that desired outcomes can be identified and measured in a lean, focused way.
- The **project is experimental**, and thus has some degree of inherent risk. The project involves a new process, technology, or skill that is not yet fully understood in the context of County operations.
- The concept is **scalable to provide a meaningful return on investment**. If deemed viable the concept can be implemented more broadly.

Entrance into the Innovation Program will involve an application and screening process that will be defined in more detail in later sections.

1.4 Basic Principles

The Innovation Program will follow a small set of basic principles that will guide how it works:

- **Be the "Department of Yes"** – Test as many ideas as our resources will allow.
- **Use the best, invent the rest** – Take the best ideas and lessons from others whenever possible and go from there. Invent only when you have to.

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- **Work quickly and move on** – The Program is not meant to own other programs.
- **Understand the current state** – Spend time with departments and in the community.
- **Keep churning** – Avoid insular thinking by staying fluid; continuously bring outside resources in and shift inside resources out.

The Innovation Program is new to the County and questions about how it will operate will continually present themselves. These may be questions with no clear answer, but reflecting on the basic principles may help guide us to answers.

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2. Objectives

The Innovation Program has four primary objectives: build organization capacity, leverage ongoing initiatives and resources, facilitate continuous improvement and change management, and communicate ideas and lessons learned.

2.1 Building Organization Capacity

The Innovation Program will define processes for idea identification and incubation. By providing employees and residents an outlet for new ideas, the Program seeks to encourage participation and a more productive dialog. Ideas will be evaluated to identify root cause issues, potential impact, and feasibility. The goal is to create an open, transparent process that makes all participants feel heard.

The Program will also seek to increase organizational learning by executing projects with a fluid set of human capital. Those with ideas being tested will be able to work in the Innovation Program on temporary assignments, rotations, or as volunteers. Our approach will also reflect the concepts of "open innovation" which incorporates external resources contributing to the program via fellowships and internships. This objective will seek to continually ask the following questions:

What are we doing to...

create "stretch" goals that encourage break-out thinking?	leverage new social technologies to bring the best ideas to the fore?	accelerate the innovation process through rapid prototyping, simulation, and other means?
upgrade the innovation skills of every individual?	make experimental capital rapidly and easily available to anyone with a bright idea?	de-risk innovation through low-cost experimentation, partnering, and other strategies?
deploy innovation tools throughout the organization?	carve out space for innovation in the midst of all the "busyness" that chokes out the time for innovation?	organically grow "communities of passion" around new and promising ideas?
develop clear definitions and metrics for innovation?	create widespread accountability for innovation?	knock down bureaucratic hurdles that frustrate innovation?
make innovation an important component in compensation and reward decisions?	involve customers deeply in the innovation process?	better manage the tension between short-term operational goals and medium-term innovation goals?
build a foundation of distinct, widely shared innovation insights that is accessible by all?	dramatically improve the quality and quantity of innovative ideas?	ensure innovation efforts take full advantage of the organization's diversity of experiences, skills, and values?

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2.2 Leverage Ongoing Innovations and Resources

Some ongoing projects/initiatives/ideas will be identified or nominated for inclusion in the Innovation Program. The main objective will be to increase their impact and/or value by using their experience or expanding them beyond their current reach/limit.

In addition, the Innovation Program may offer the opportunity for internal and external individuals with certain skills or areas of interest to participate in a rotational or short-term internship to do data analysis and modeling, process and business analysis, or facilitation and training.

2.3 Constructively Challenge the Status Quo and Facilitate Continuous Improvement

The Innovation Program seeks to evaluation, generate, and drive innovative change through the following:

- Evaluate:
 - Opportunities to improve efficiency/effectiveness;
 - Opportunities to improve customer/stakeholder satisfaction (be the voice of the customer);
 - Opportunities to improve transparency and accountability (be the voice of the citizen);
- Generate:
 - Both incremental and disruptive change
 - Coherent, compelling vision for the future
- Drive:
 - Decisions/commitments (integrated with normal planning and budget processes)
 - Effective implementation (serve as consultant/advisor/resource broker)

2.4 Communicate Ideas and Lessons Learned

An important part of the Innovation Program will be to shed light on the good work being performed by County staff and our partners. Even when an idea does not bear the intended fruit, valuable lessons are always learned which in turn build our collective knowledge base. The Innovation Program will establish itself as a "safe place to fail" that will encourage creativity. To do this the Innovation Program will:

- Develop communication vehicles to disseminate information on projects and successes, and to build awareness.
- Create a standardized lessons learned process that:
 - Provides actionable information on how projects can be improved in the future;
 - Eliminates fear of failure on incremental, agile innovation projects;

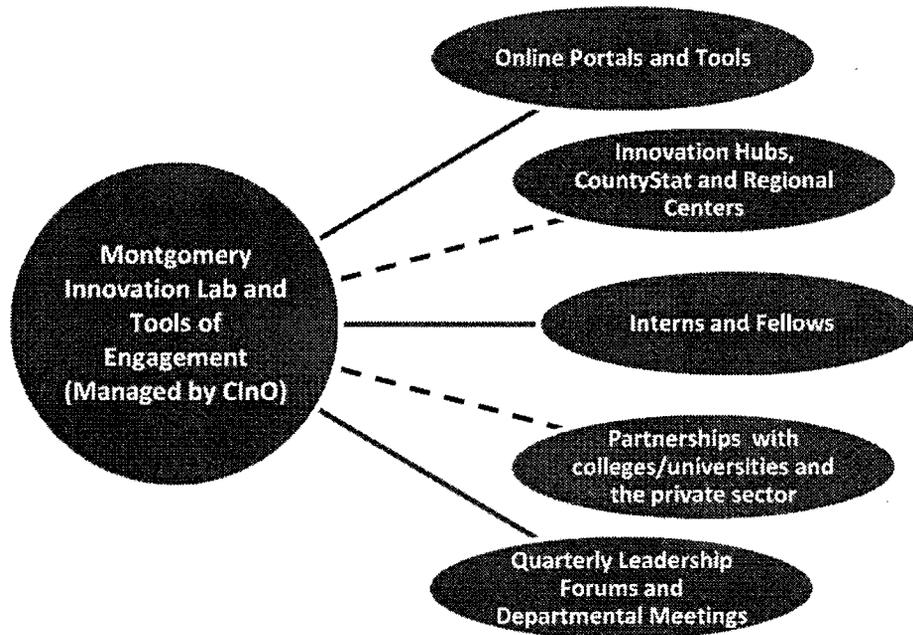
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- Incorporate diverse perspectives to understand project success/failure from multiple angles; and,
- Includes external expertise in identifying lessons learned.

3. Resources and Tools of Engagement

3.1 Resources in Alignment with Objectives

The following diagram and table outline the resources and tools of engagement that will be utilized to support the objectives of the Innovation Program. A solid line indicates direct oversight and a dotted line indicates mutual coordination.



Resource	Description	Objective Supported
Montgomery Innovation Lab and connected Innovation Hubs	The Montgomery Innovation Lab will be a physical space created in partnership with multiple stakeholders (public and private) where the Innovation Program will be based. This space will be specially designed with an open, human-centered floor plan. The Innovation Lab will be the central collaboration space for the Program but it will also connect to satellite Innovation Hubs in operated by potential partners such as MCPS, USG, Montgomery College and private sector partners.	<ul style="list-style-type: none"> • Leverage internal and external resources • Bring forward new ideas, facilitate group discussions, brainstorming and data sharing • Encourage, promote and foster a culture of innovation • Communications/Lessons Learned • Continuous Improvement & Change Management

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Internal-facing employee portal	A new site will be established that is available on the intranet and accessible to County employees. The site will provide information on how the Innovation Program operates and how employees can provide input and work with the program. The Program will also create employee-only topics on the engageMontgomery platform.	<ul style="list-style-type: none"> • Capacity building • Align internal resources • Communications/Lessons Learned • Encourage, promote and foster a culture of innovation • Gather new ideas
External-facing portal for residents and other partners (montgomerycountymd.gov/innovate)	A new site will be established that communicates and solicits feedback from external sources. The site may leverage the Mindmixer platform and will include a blog as well as integration with a Twitter and Facebook account.	<ul style="list-style-type: none"> • Leverage external resources • Communications/Lessons Learned
Montgomery Innovation Fellows and Internship Program	The Innovation Program will develop partnerships with local universities (focusing on County institutions) to bring in temporary support and resources. Also, other experienced resources from inside and outside County government will have the opportunity to join the Innovation Program for a temporary, defined period of time to learn, contribute and/or provide support to specific projects. These fellows or interns could consist of existing County employees or external resources funded by private sector resources. The Innovation Fellows and Internship program will be branded as a prestigious opportunity for high performing employees, college students or other partners to be involved in variety of high visibility assignments/tasks.	<ul style="list-style-type: none"> • Leverage external resources • Communications/Lessons Learned • Align internal resources • Continuous Improvement and Change Management • Gathering new ideas • Encourage, promote and foster a culture of innovation • Capacity building and institutionalize the culture of innovation

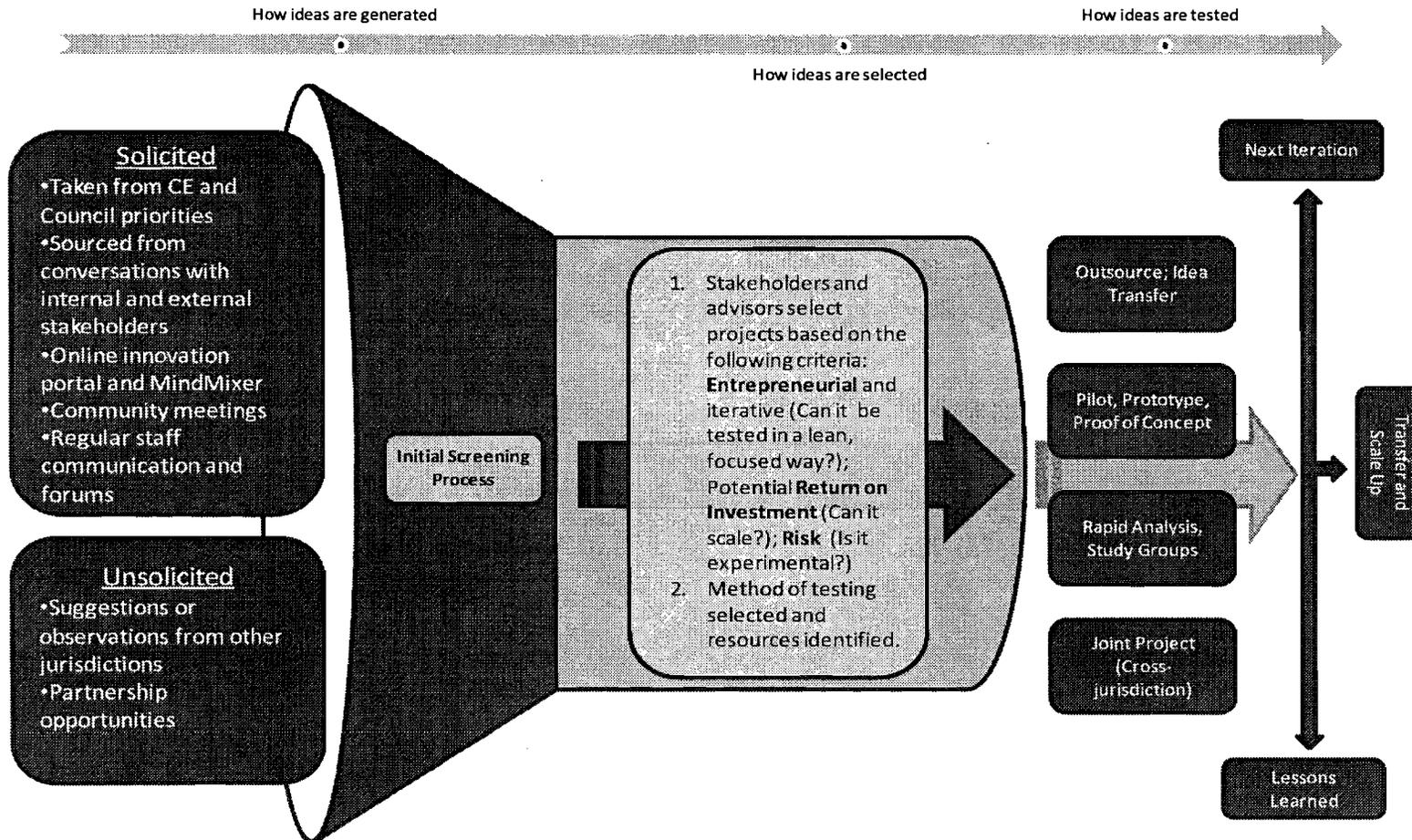
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<p>Partnerships and Board Memberships</p>	<p>CInO will maintain membership on boards and committees that provide insight and exposure in the private sector. These may consist of appointments on advisory councils, work groups, and other influential bodies. Consideration should also be given to CInO involvement with relevant governance boards.</p>	<ul style="list-style-type: none"> • Align internal and external resources • Communications/Lessons Learned
<p>Other Forums, Resource and Opportunities for Engaging Employees and Public and Leveraging Resources</p>	<p>The Innovation program will regularly attend and/or present at CountyStat sessions, Department Directors' Staff meetings, QLF, Regional Center Citizen Advisory Board meetings, etc.</p>	<ul style="list-style-type: none"> • Align internal and external resources • Continuous Improvement and Change Management • Encourage, promote and foster a culture of innovation • Capacity building and institutionalize the culture of innovation • Bring forward new ideas, facilitate group discussions, brainstorming and data sharing

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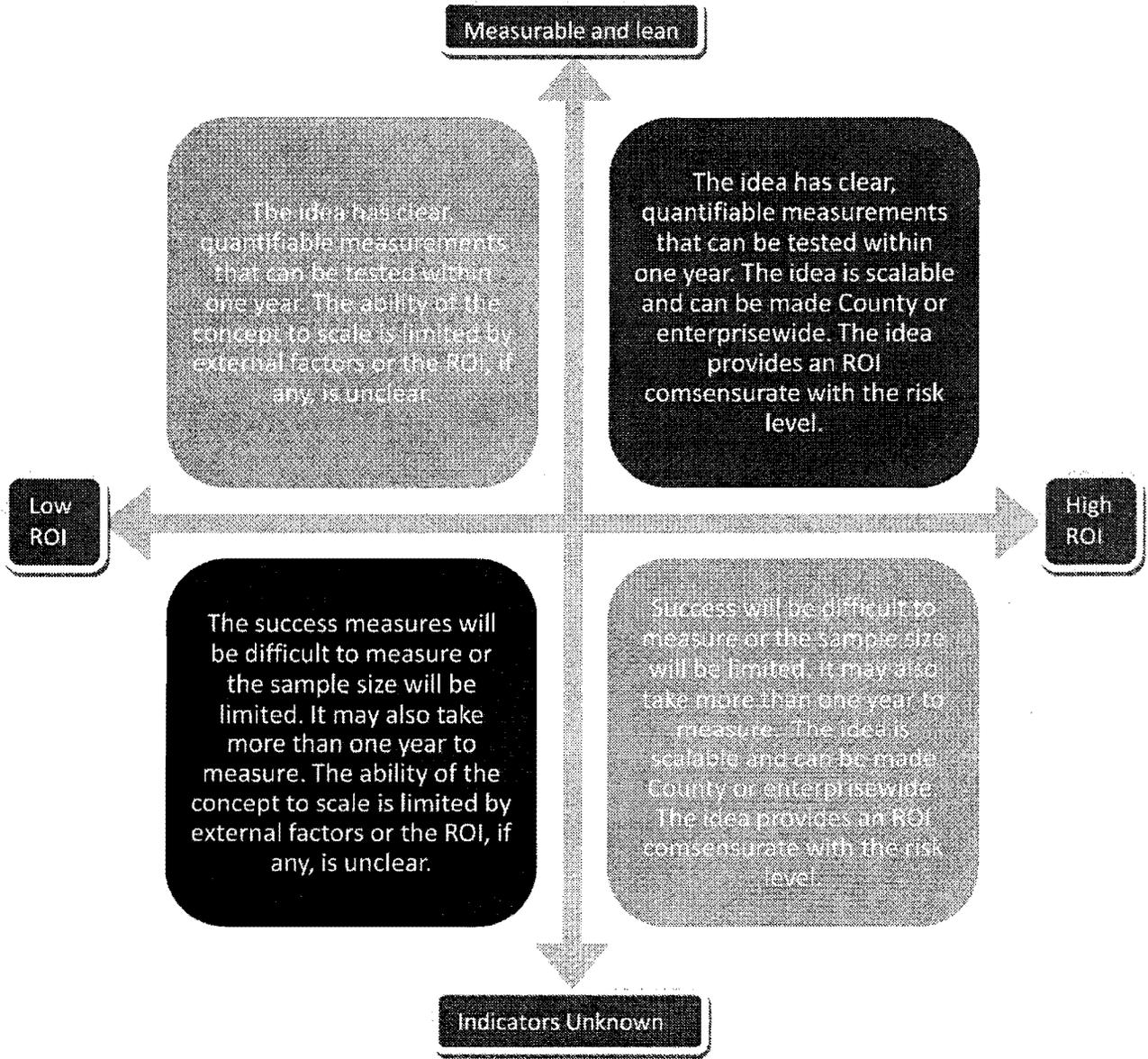
4. Innovation Process

Other jurisdictions (Philadelphia and Boston in particular) have adopted a model similar to the one below. The idea is to cast a wide net and then screen projects based on County priorities. Lessons from other organizations and research have shown that it is critical to create a safe place and test the selected ideas via iterative, lean projects.



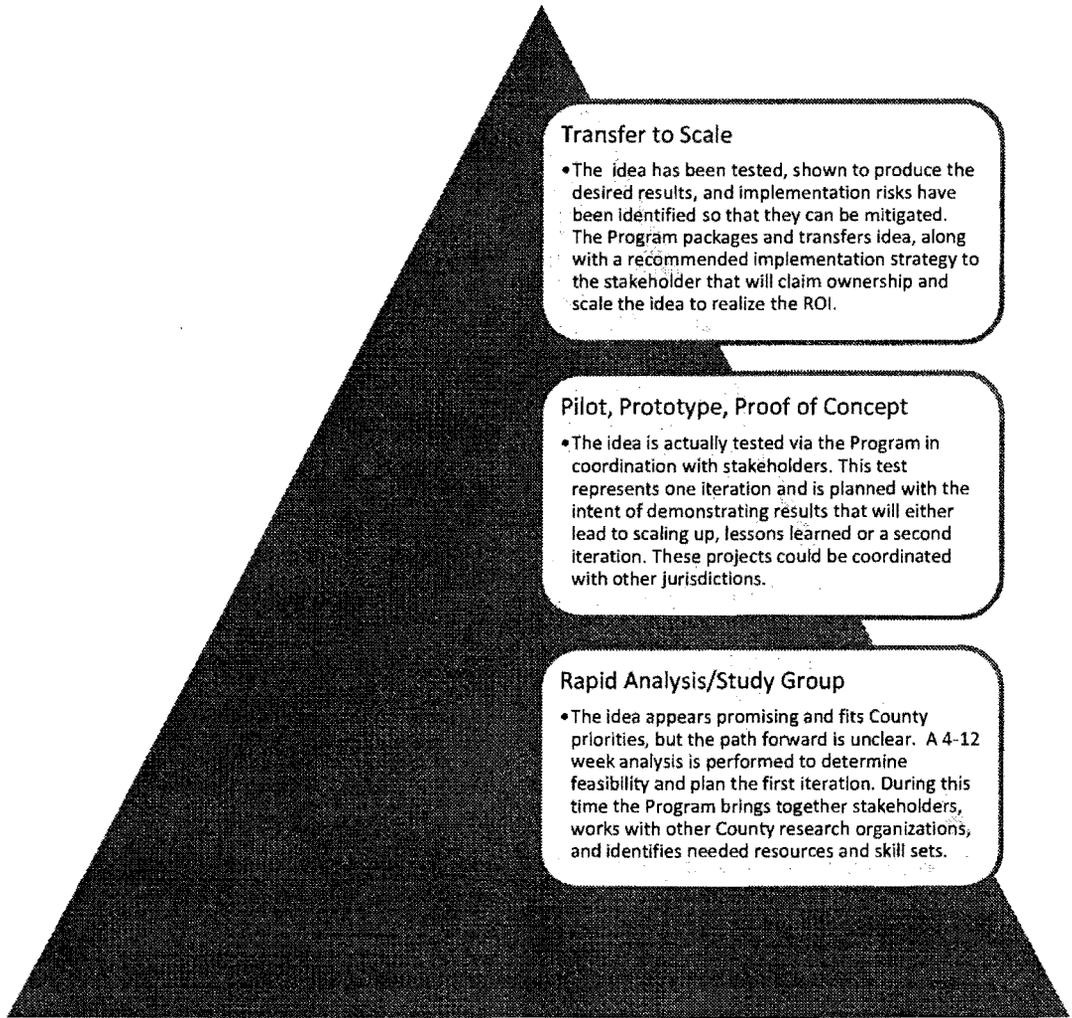
5. Idea Maturity and Selection

Naturally, ideas will come to the Program in many different states. The maturity of the idea will determine the way in which it is tested. For example mobile application that has been piloted and tested in a different jurisdiction may receive a more advanced pilot test before being immediately transferred for scaling. Other ideas may be more abstract, with an unclear value proposition and multiple different testing options and thus receive an initial study. Below is an assessment matrix that combines measurability and return on investment.



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Ideas that fall within the green quadrant will be given high priority and may move directly into a pilot/prototype/proof of concept engagement. Ideas that fall within the yellow quadrants may still start as a pilot/prototype/proof of concept if it determined that one of those methods is the best way to further study the idea, however it is more likely that an idea in one of those quadrants first receives a rapid analysis/study group treatment. Ideas deemed to be in the red quadrant are given low priority, but are cataloged and acknowledged. Any idea may be transferred to partner organization for testing if it is deemed to be in the best interest of the program or insufficient resources are available. Below is the idea maturity model.



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6. Idea Pitch Template (Sample)

BASIC INFORMATION

Idea Source: _____
 Contact Name: _____
 Email: _____ Phone: _____
 Date: _____

BRIEF DESCRIPTION OF THE IDEA (250 WORDS OR LESS)

ASSESSMENT CRITERIA

Ideas should have three basic criteria for inclusion in the program:

- Ideas should be measurable in a lean, iterative manner.** How will the goal/objective be evaluated? Identify some quantitative measurements. The measure does not need to be solely based on cost savings or avoidance. Ideas that improve effectiveness or produce positive social outcomes are also encouraged. In order to be measured, the experiments coming from these ideas should also be time bound. Please give an estimated length for the experiment.
- Ideas should be scalable and provide a return on investment.** For the first criteria you have provided the measure, now estimate the return on investment. Estimate the cost of just the iteration and the potential impact if the concept were scaled up.
- Ideas should incorporate some degree of risk and experimentation.** Is this a new process, practice, or technology that the County has little or no experience implementing? Do we have lessons learned from other jurisdictions or organizations who have tried this before?
High Risk – There is little or no precedent to follow and the skills needed to successfully test this idea are limited.
Moderate Risk – This idea has been tested elsewhere to some degree and resources needed to test the idea are clear.
Low Risk – This idea has been tested successfully elsewhere and skilled partners/resources are available.

IDEA ASSESSMENT

Measurement and timeframe:

ROI and opportunities to scale:

Risk: High Moderate Low

Chief Innovation Officer

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