Ideas Portal

Problem Statement: Good ideas can come from anywhere and the City does not have a way to capture and explore inventive solutions to challenges from front-line staff and residents. Simultaneously, employees and residents would like an opportunity to work more creatively and collaboratively to help solve the challenges they see in their everyday work and in their communities. USAA Labs has managed a digital idea portal for over ten years and has agreed to share best practices and assist the City with establishing the portal, process and pilot evaluation. Over 70% of USAA's ideas come from their call center and IT employees.

Objective: Design and implement a digital process for the City to collect, explore and evaluate solution-driven ideas from pilot groups across departments and at varying levels of the organization.

Hypothesis: We believe (1) we will collect inventive, viable, impactful ideas from employees we do not regularly hear from; (2) the program will improve employee engagement and job satisfaction; (3) the portal will provide a more transparent and democratic way to innovate City government.

Addresses City Manager Priorities:
- Employee Engagement – provides employees an opportunity to express their ideas and crowdsource co-worker's proposals.
- Customer Service – submission criteria will include identifying how the idea improves the customer experience.
- Financial Sustainability – submission criteria will include identifying how the idea increases efficiency.

Research Questions & Timeline:

Phase	Research Questions	Estimated Timeline
1	Can we develop a functional portal?	**Feb:** design/market **May-July:** experiment/survey
2	1) Will employees engage with the portal? 2) Will employees submit inventive, viable ideas that can improve City operations?	**August**: deliver initial results **October2020**: final report to City Manager & Council
3	Will departments implement submitted ideas?	**Nov2020-May2021:** follow-up with city departments
4	Once the process has been iterated and proven to work for select employees, roll out the portal to all CoSA employees.	**FY 2022**
5	Roll out the portal to all residents.	**FY 2023**

Phase 1 Approach:
1) Design: Design platform, processes and parameters with USAA's advisement- utilizing Human-Centered Design. Design and administer surveys to participants.
2) Market: Market program to ensure participants are aware of the opportunity to engage with the portal and explore ideas.
3) Experiment/Survey: Pilot portal with one hundred participants to gather feedback and evaluate results.
4) Report: Establish recommendations on how to move forward with phases 2 and 3 of the pilot.
5) Case study: Gather lessons learned.

Roles & Responsibilities:

	Internal (COSA)	External (Collaborator)
Executive Champion	Craig Hopkins (ITSD)	Shelby Najvar (USAA)
Lead Facilitator	Rhia Pape (Innovation)	Amanda Dobbs
Evaluation	Matt Reat (Innovation) Candelaria Mendoza (Innovation) Peggy Scott (ITSD)	Jose Romero Navaid Hussain
Report	Rhia Pape (Innovation)	TBD
Support	Paula Stallcup (311)	Mat Kottoor (USAA) Jose Romero (USAA)- Design POC Matthew Schaub (USAA)- Data POC Navaid Hussain (USAA)- Technical POC

Expected Outcomes:
1) Learn what motivated employees to engage or not engage with the platform.
2) Learn what enhancements or process improvements are needed to engage employees.
3) Learn what motivated departments engage or not engage in reviewing and accepting and implementing employee ideas.

Known Risks:
1) Employee adoption
2) Employee Bias
3) Viable Ideas
4) Process Flow
5) Technical Solution
6) Department Leadership Advocacy

Implementing Phase 1 Plan: 3 Month Pilot Group 1

May	June	July
•**May 6-8** •Virtual Launch •**May 6-end** •Technical Support •**May 6-end** •Encourage regular portal visits •**May 18-22** •Draft baseline survey •**May 26- June 5** •Release baseline survey	•**June 8-12** •Analyze Survey Data •**June 8- July 17** •Encourage Voting & Submitting ideas •**June 8-12** •Determine characteristics of Idea Review Committee •**June 15-19** •Draft criteria for Idea Review •**June 30** •Conveve Idea Review Committee	•**July 6-10** •Finalize Criteria/Scoring for Idea Movement •Start to Review/Research ideas •**July 13-17** •IRC starts to review ideas & works to score Ideas using Criteria •Close Portal for Idea Submissions •**July 20-24** •Make decision: "Citeria Not Met" or move to "Under Review" in Portal •Reintroduce concept of participants as champions •**July 27-31** •Wrap up email to participants