Memorandum

CITY OF DALLAS

DATE May 31, 2019

TO Honorable Members of the Government Performance & Financial Management Committee: Jennifer S. Gates (Chair), Scott Griggs (Vice Chair), Sandy Greyson, Lee M. Kleinman, Philip T. Kingston, Tennell Atkins, Kevin Felder

SUBJECT **Office of Innovation Introduction and Workplan**

On Monday, June 3, 2019, I will brief the Government Performance & Financial Management Committee on the Office of Innovation Introduction and Workplan. I have attached the briefing for your review.

Please contact me if you need additional information.

Laila Alequresh
Chief Innovation Officer

Attachment

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, Interim City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Michael Mendoza, Chief of Economic Development & Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Office of Innovation Introduction and Workplan

Government Performance and Finance Committee Meeting

## June 3, 2019

Laila Alequresh
Chief Innovation Officer

Agenda

- Office of Innovation's approach and framework

- 2019-2021 priority project areas

- Tools and strategies to address project work

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Office of Innovation Framework

Living Lab

Conduct small scale pilots and testing with analytical rigor that support policy, process, and program improvements
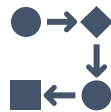
Systems Approach

Take a holistic view of cross functional and cross departmental processes and programs

Collaboration

Break down siloes and work across departments and sectors

Objective Partner

Unbiased and objective partner for city departments that helps deliver the "basics" well

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Brief Summary from Listening Tour

CITY EXCELS HERE – KEEP AND EXPAND THESE ACTIVITIES

- Do more community engagement
- Do more neighborhood planning
- Do more professional development
- Continue to modernize offices and workspaces to fit today's workers
- Continue promoting core values
- Continue collaborating with school district
- Keep 311
- Keep Health Benefits Center

CITY NEEDS TO IMPROVE – CHANGE OR STOP THESE ACTIVITIES

- Improve data – usage and analysis
- Improve processes and flexibility related to internal services (budget, CIS, hiring, procurement)
- Improve interdepartmental communication
- Improve project tracking
- Improve or streamline process for agenda items
- Change compliance policies that are too restrictive
- Change performance evaluation matrix
- Change systems development process that force fits needs of multiple departments into one system
- Stop working in siloes
- Stop dividing services equally across the City
- Stop fitting old processes into new systems
- Stop being too reactionary
- Stop pen and paper processes
- Start using integrated/collaborative approach to solving issues
- Start rewarding creativity and processes that work
- Start (pilot for) telecommuting

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2019-2021 Priority Project Areas

Work with partners to develop transit gap solutions to job hubs

Increase residents' access to affordable, healthy food options

Encourage development support while stabilizing long term residents

Create a supportive environment for small businesses to grow and strive

Work with partners to create a stronger STEAM pipeline for the growing tech industry in the DFW region

Increase data utilization to optimize programs and services

Note: multiple data and demonstration projects would likely occur in each priority area; not an inclusive list of all projects

Priority Project Area - Data

- Need to evaluate current data catalogs to assess value of existing datasets

- Leadership needs better access to data for decision making

- Data is not shared in the right format

- Employees need better proficiency with data analysis

- Working with departments to identify data inventory and sync programs with the right metrics

- Working to build out management dashboards

- Establishing Data Academy for employee "upskilling"

- Establishing Data Collaborative in partnership with OSPGA

Priority area – data: How can the City better collect, analyze, utilize, and share data across the organization and with the public?

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Tools and Strategies to Address Workplan

Areas we intend to address

Data Driven Decision Making

Economic Development/ Stabilization

Grocery Stores/ Food Equity

Small Business Capability Building

Transit Gaps

Workforce Development

How we tackle projects

✓ Process Optimization
- Lean Six Sigma

✓ Internal Capacity and Skill Building
- Data Academy
- Data Usage

✓ Robust Decision Making
- Data Collaborative
- Data Modeling and Evaluations

✓ Crowdsource Ideation
- Open Innovation

✓ Prototyping and Piloting Solutions
- Design and Test before Scaling

✓ Efficient, Effective Government
- DALxSmartGov

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Next Steps

- Build out the Innovation team

- Build out the city's Civic Innovation Lab

- Launch the Data Academy and Data Collaborative

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