CITY OF PORTLAND INNOVATION PROGRAM
INNOVATION PROJECT HIGHLIGHTS SUMMARY REPORT

Projects Funded in FY 2013-14, FY 2014-15, and FY 2015-16

Background

In the FY 2013-14 Adopted Budget, City Council established $1 million in ongoing Special Appropriations funding for the City of Portland Innovation Fund. Funding was also approved for FY 2014-15 and FY 2015-16. In its inaugural year, the process to approve and fund projects included a partnership between Portland State University (PSU) Center for Public Service and the City through the City Budget Office.

In October 2014, the management of the Innovation Fund process moved to the Office of Management and Finance (OMF). OMF supports Innovation Fund efforts to fund proposals that promote equity and opportunity in City government and our community, improve customer service to the community and/or City customers, save time or money for the City, partners, or community members, and improve City services and make things better.

In FY 2014-15 and FY 2015-16, five rounds of consideration were held for major proposals (more than $20,000) and micro proposals (less than $20,000). Once the Innovation proposals were submitted, the Innovation Fund Panel, composed of leaders from inside and outside City government, met and made recommendations for funding to the City Council. At these meetings, applicants had an opportunity to answer questions about their projects and to receive general feedback on their proposals.

Since its inception, the Innovation Fund has received a total of 271 proposal submissions and Council has awarded $2,315,274 to 56 projects in 16 bureaus. Additionally, ten new proposals from five bureaus totaling $479,653 are being recommended to Council for approval on March 16, 2016. Project leads submit status updates during the spring and fall Budget Monitoring Process (BMP). Status reports on approved Innovation Fund projects are posted on the Innovation Fund website at http://innovate.portlandoregon.gov/. This report summarizes highlights from projects that were approved for funding in FY 2013-14, FY 2014-15, and FY 2015-16.

Innovation Fund Purpose

The Innovation Fund challenges City staff to think creatively, take risks, and identify solutions to important problems. Although the City has limited resources and many needs, investing in innovative ideas will encourage managers and employees to cultivate a culture of innovative thinking. This culture can help foster cost savings, improved service, and result in a more efficient City. Innovation Fund objectives are as follows:

- Promote equity and opportunity in City government and our community
- Improve customer service to the community and/or City customers
- Save time or money for the City, partners, or community members
- Improve City services and make things better

Council Approved Projects

Projects Funded in FY 2013-14 – Status will be updated to coincide with the FY 2015-16 Spring Budget Monitoring Process.

Project	Bureau	$ Awarded
Updated LiDar Data (Project Complete)	BPS	$90,000
Tax Information Exchange	BRFS Revenue	$295,000
Pulse Point	Fire	$108,000
Capital Construction Coordination	PBOT	$250,000
Early Adopter Program	PDC	$80,000
XML Data Sharing	PHB	$48,000
Totals		**$871,000**

Projects Funded in January, May, and July for FY 2014-15 – Status will be updated to coincide with the FY 2015-16 Spring Budget Monitoring Process.

Project	Bureau	$ Awarded
Major Grants		
Implementation of Long Term Fiber Vision	BTS	$25,000
Field Treatment Pilot	Fire Bureau	$150,000
Green Our Fleet Pilot	Parks	$65,000
Interstate Firehouse Cultural Center	Parks	$85,000
Rx Play	Parks	$150,000
Honey Bee Bike Counters	PBOT	$35,000
Sign Protection Proposal	PBOT	$50,000
Data Sharing with Faith-Based Nonprofits	PHB	$65,000
Totals		**$625,000**
Micro-Grants		
Cut Through The FOG Grease Trap Cleaning Coupons	BES	$15,000
Multilingual Videos for Food Service Best Management	BES	$20,000
Permit Coordination for a Better River	BES	$14,989
How to Apply to City of Portland Jobs Tutorial Video	BHR	$20,000
Innovative eLearning Mobile Technology	BHR	$10,000
Making Great Decisions Tool	BPS	$10,000
Neighborhood Pride: Anti-litter Campaign Toolkit	BPS	$15,000
PSU-BPS Coordination Program	BPS	$10,000
Electronic search and set up of new business income tax accounts	BRFS	$9,500
Budget Process Kaizen Event	CBO	$7,500
Solar Water Heater Demonstration Project	Fire Bureau	$10,000
Community Center Kiosks	Parks	$20,000
Community Garden Policy Review	Parks	$14,000
Fitness in the Parks	Parks	$20,000
Flow Management of Children's Interactive Water Play Features	Parks	$11,100
Improve Cultural Responsiveness of Summer Free For All Programs	Parks	$18,500
Increasing Equity in Natural Area Stewardship	Parks	$13,000
LED Pool Lighting Upgrade: SW Community Center	Parks	$20,000
NE Electric Utility Cart	Parks	$10,000
Peninsula Park Rose Garden	Parks	$6,000
Sports Training Collaboration to Address Childhood Obesity	Parks	$10,000
Summer Playground Program	Parks	$14,000
Taking Down the Barriers for Families to Access our Educational Preschools	Parks	$10,000
Accurate Real Property Management	PBOT	$7,500
LED Lighting Upgrade for PBOT Operations and Maintenance Building	PBOT	$10,000
Mobile Technology reporting of Post-Earthquake Bridge Inspections	PBOT	$20,000
Outreach to Non-Native Speakers	PBOT	$600
Rubber Sidewalk Pilot	PBOT	$6,000
Housing Data Web Scraper	PHB	$5,000
Crime Scene Processing Time Reduction	Police	$8,895
Driver Safety and Education for English Language Learners	Police	$20,000
G.R.E.A.T. Families Training for the Hispanic community	Police	$20,000
Water Quality Map Widget	Water Bureau	$17,000
Totals		**$423,584**

Projects Funded in October FY 2015-16 – Status will be updated to coincide with the FY 2015-16 Spring Budget Monitoring Process.

Project	Bureau	$ Awarded
Major Grants		
Bridging the Digital Divide for Disadvantaged Businesses	PDC	$90,000

For Teens, By Teens: PP&R Community Center App- Improving Access to Community Centers	Mayor's Office	$37,250
Improving Access to Affordable Housing	PHB	$150,000
Piloting the use of Renewable Power in Public Spaces	PBOT	$66,440
Totals		**$343,690**
Micro-Grants		
Accessible One Call Phone Translation	ONI	$2,000
Estimating Community-Validated Count & Location Mapping for Small Populations	BPS	$10,000
Mt. Scott Community Center Youth / Senior Mural Project	Parks	$10,000
Washington Park Pedestrian Wayfinding Strategy	Parks	$20,000
Youth & the Law Publication	Police	$10,000
Totals		**$52,000**

Projects Pending Council Approval on March 16, 2016

Project	Bureau	$ Awarded
Major Grants		
Bridging the Gap Mobile Application	Police	$66,793
FARO 3D Laser Scanner	Police	$40,000
Piloting Youth Music Education at the Rosewood Initiative	Parks	$159,000
Portland Police Bureau Community Trainer Project	Police	$54,500
Tool Management Assessment and Process/System Implementation	PBOT	$70,000
Totals		**$390,293**
Micro-Grants		
Adapting Leave No Trace Outdoor Ethics to Urban Parks	Parks	$19,980
Crystal Springs Walking Tour – Podcast Development	BES	$20,000
Making Park Events More Accessible	Parks	$14,000
Making PP&R Volunteer Management More Efficient Through Mobile Technology	Parks	$15,380
OCCRA: On Call Community Rescue for Animals	BOEC	$20,000
Totals		**$89,360**

Summary of Successes So Far

Innovation project leads for projects approved in FY 2013-14 and FY 2014-15 submitted progress reports coinciding with the FY 2015-16 Fall BMP. They shared their successes so far, as well as successes with innovation throughout the City. The following is a sample of their responses. Full reports can be found at Http://innovate.portlandoregon.gov.

- Rapid iterations while drafting the tool has allowed improvements to the structure and flow, while also preventing the project from becoming stuck in a single solution or "right way" - Making Great Decisions Tool, BPS

- In April 2015, the IRS Data Exchange program celebrated the completion and closure of the BTS-Revenue technology implementation project. Beginning in April, BTS began regular run and maintain technology support. - Tax Information Exchange, BRFS Revenue

- This effort will automate all of our assets and allow us to do some of their work in an automatic way. Although I wish the project was complete, we would be in a more tenuous position if we had not started when we did. - Implementation of Long Term Fiber Vision, BTS

- The event was viewed by participating bureaus as a success. To our knowledge, it was the first Kaizen Event in the City and will serve as a model for future events. - Budget Process Kaizen Event, CBO

- Success was experienced on the first Water Play Feature connected with this innovation fund. Once the equipment was in place and connected to our software, a significant leak was discovered and resolved. This has led to an increase in the appreciation of water use awareness through staff engaged with these park elements. - Flow Management of Children's Interactive Water Play Features, Parks

- Successes include a rich data set from over 80 hours of intercept surveying in the garden. We analyzed the online presence related to references on social media etc., for the garden and formulated marketing goals and connections for raising the profile of the garden. - Peninsula Park Rose Garden, Parks

- Since February 1, 2015 the Rx Play Program has received 197 prescriptions and registered 173 unique individuals for PP&R programs and we have awarded $8,002.61 in scholarships. - Rx Play, Parks

- We believe that discovery is an important aspect of innovation and learning that what we thought was a great idea could be improved upon by taking a different approach is a very big win. - Sign Protection Proposal, PBOT

- Convened and maintained an advisory board consisting of six other City bureaus and the Mayor's office, developed an online platform to push out City bureau problem statements while giving private sector firms an opportunity to respond with service and product solutions, developed two live projects and received coverage in the Business Journal, established (10+) bureau-industry discussions that otherwise would not have occurred, and came in under budget. - Early Adopter Program, PDC

- People are pleased to see the City reaching out to the faith community, and we have received very positive feedback. - Data Sharing with Faith-Based Nonprofits to End Homelessness, PHB

- Using this tool is amazingly fast and efficient compared to browsing through websites and manually entering data into spreadsheets. Everyone has been a little surprised at how easy the data mining tool is to use, and how much time we can save through a small piece of innovative technology. - Housing Data Web Scraper, PHB

- We have been astounded at the efficiencies gained through the XML upload tool. Hundreds of hours of duplicate data entry have been eliminated. For the bureau, an unexpected benefit of the pilot program is that more efficient data collection tools free up staff time and capacity for data analysis and reporting. - XML Data Sharing Pilot Program, PHB

Summary of Lessons Learned So Far

In addition to successes, project leads were asked to share any lessons learned so far on the project, as well as lessons learned about innovation in the City organization. The following is a sample of their responses:

- Learned a great deal about the procedures for accounting and reimbursement. Our accounting group is one that we don't normally work with and they have been very helpful to educate us on their needs and what steps we will need to follow. - Cut through the Fog Grease Trap Cleaning Coupons, BES

- Proposing a project that lies pretty far outside of our normal skill set has been challenging but also rewarding. - Multilingual Videos for Food Service Best Management, BES

- It is ok to try and to fail – this process has included a prototyping phase, where iterations or different approaches are expected and encouraged. - Making Great Decisions Tool, BPS

- On February 5, 2015, Revenue kicked off the next phase of the IRS Data Exchange implementation process by holding a successes and lessons learned meeting for BTS and Revenue implementation staff. The team expressed the difficulty of working very quickly on such a complex set of requirements as well as the challenges to having adequate communication without feeling overwhelmed/bombarded with information. The team also discussed improving communication, opportunities for assistance/training and provided feedback for further improving the project management tools. - Tax Information Exchange, BRFS Revenue

- We learned a lot about garden visitors and neighbors. We learned that the term "Strategic Plan" struck fear into the minds of neighbors thinking that the intent was to change the garden. We changed the term from a Strategic Plan to a Preservation Plan. - Peninsula Park Rose Garden, Parks

- The work that we were able to complete due to the micro grant allowed PBOT to more accurately reflect a truer depiction of our property inventory. We were able to refine our process with Multnomah County which will also pay future dividends as we will continually need to perform this type of work as development of property occurs. - Accurate Real Property Management, PBOT

- The current application process outside a dedicated, controlled space has resulted in some quality control issues, thus reducing the sign coating effectiveness and life-cycle. We also discovered concerns about possible

health hazards due to the vapors produced during product curing. Therefore, we continued to move forward as quickly as possible with the ventilation and work area improvements. In the meantime we purchased a digital sign maker to modernize our capabilities in the sign fabrication process. The purchase of the digital sign maker allowed PBOT to eliminate the use of a number of chemicals and ink which reduced potential fume-exposure for employees and the environment. - Sign Protection Proposal, PBOT

- City staff is in a good position to provide problem statements ripe for private sector solutions. However, a number of barriers preclude them from seizing opportunities including: empowerment, time, and budget. - Early Adopter Program, PDC

- We have found that building relationships takes time, and many of our early efforts have been focused on finding the right contact people at each of the churches to meet with and discuss the intent of the project. - Data Sharing with Faith-Based Nonprofits to End Homelessness, PHB

- In large part, this innovation project has been successful because we started small — one data source at a time — and developed processes and tools that we could quickly scale up and use with multiple agencies. Starting small allowed us to learn from our mistakes early on, and gave us time to learn and adjust the project to achieve our goals. - XML Data Sharing Pilot Program, PHB

Summary of Comments

Project leads were asked to share additional thoughts or observations about their projects or the Innovation Fund in general. The following is a sample of their responses:

- Despite our slow start we are very close to having our first customer contacts for this program. This next phase will probably have more lessons learned. - Cut through the Fog Grease Trap Cleaning Coupons, BES

- The project will be completed this November. By all measures it has been a success. Based on the project's recommendations it is likely that a utility coordination/asset management function will be established along with related policy changes and improvements to the use of existing technology. The innovation grant was essential for helping this happen. - Utility Coordination Scoping Study, BES

- The Making Great Decisions Tool is intended to help planners, community members, and decision-makers truly consider the impacts projects might have on equity, health, prosperity, environmental health, and resiliency in the city. The Innovation Project opportunity has not only allowed staff to put time and resources towards this critical discussion, but has also allowed a more innovative approach to this challenge. The intentional identification of this project as 'innovative' has enabled staff to think more creatively, candidly discuss problems, and be more open to solutions. This has been a great benefit. - Making Great Decisions Too, BPS

- The project has been very rewarding professionally and personally. The discussions I've had with staff at BPS and with PSU faculty have highlighted the tremendous creative potential amassed at these two organizations and I'm excited about the potential for this software and the associated seminars to serve as a catalyst for collaboration. - PSU-BPS Coordination Program, BPS

- I am so pleased that we will have taken a very manual and time consuming process and automated much of the engineering functionality and delay. I am also pleased that this will be in place for the building move. There is a lot of fiber at TPB and fiber that will be needed at any other locations we move to. This is going to be a great test of the new system. - Implementation of Long Term Fiber Vision, BTS

- The ability to integrate these six Water Play Features into our Central Irrigation Control program and to have positive results has led to the interest in connecting Parks remaining Water Play Features. - Flow Management of Children's Interactive Water Play Features, Parks

- This was a fantastic opportunity for our interns to create such an amazing body of work. It was illuminating to see the demographics of users in the broader context of the neighborhood, parks Service Area and gentrification. It is our hope that the garden will continue to be more welcoming to visitors and volunteers alike and that the data will inform Capital and operations investments into the future. - Peninsula Park Rose Garden, Parks

- This grant provided the necessary resources to try out a new and innovative concept – taking the summer lunch program to the children in non-park settings, rather than the inverse and providing it as part of a mobile

recreation program. It allowed us to expand the summer lunch program to another much needed site – Stephens Creek Crossing that accounted for greater than 5,000 lunches served over the course of the 10 week program. In addition, we were able to offer the program with a minimal amount of gap days between when school ended and started again. - Summer Playground Program, Parks

- Having a fabrication process that minimizes the use of chemicals, inks, etc. enhances employee acceptance and hence productivity, as well as minimizing the environmental impacts. - Sign Protection Proposal, PBOT

- City Council should be applauded for encouraging innovation within City bureaus. Public support will benefit individual projects, raise the importance of new thinking amongst city staff, and will further leverage the City of Portland's reputation as a lead innovator. - Early Adopter Program, PDC