

# GROW SMART

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### PROBLEM STATEMENT

In an organization structured and trained to meet the traditional needs of a native population within a relatively confined geographic space, how does that organization **re-structure and re-train** to meet the non-traditional needs of a newcomer population within an expanding geographic space.

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#### **ZEBULON MISSION**

Zebulon is committed to enhancing the quality of life of our residents by delivering excellent, friendly service and fostering collaboration within our community.

#### **OUR MISSION**

Help the city of Zebulon grow smart by creating *efficiencies in processes* used by Zebulon leadership.





# PERSONA:



## AS-IS

**APPROVAL NOTIFICATION PLANNING EVENT DAY EMERGENCY ASSIGNMENT** Event form Zach surveys Zach takes initiative Zach Resources Zach briefs or asks for help processed resources & + personnel his team delegates allocated capacity

# ZACH'S PAIN POINTS

**EVENT IS DEPT LEADERS EMERGENCY-**AD-HOC **PLANNING EVENT DAY PLANNED NOTIFIED UNEXPECTED EVENT ASSIGNMENT** An event form Zach briefs his Zach takes initiative Zach surveys Zach Department is submitted his resources Resources team & resources to address the issue delegates to & approved + personnel are dispatched or inform the right & capacity whoever is are allocated parties available **Critical resources =** "Best" people **Volunteers are Routines are** low or non-existent are busy stretched thin stalled

Parks + Rec Police, Fire Public Works

All Managers + Directors Zach briefs his team

All hands

Initial contact person

### AS-IS + TO-BE

**APPROVAL** 

**NOTIFICATION** 

**PLANNING** 

**EVENT** 

**EMERGENCY** 

**ASSIGNMENT** 

Establish an Emergency response group

Team with diverse skills that can run point during emergencies

Resource + Personnel contingency plan

Debrief contingency plan + dispatch response group

Zach prepares to divert resources using "What if" scenarios

Teams are prepared to respond quickly + effectively

Event is uninterrupted + issues are addressed ASAP

The contingency plan and response team minimize chaos + confusion

# PERSONA:

# MORGAN

Hi, I'm Morgan.



## AS-IS

**Demand Population** Routines **Problems** continue increases continue surge Morgan's team faces 2019 Minor adjustments Issues reoccur are made new problems Morgan continues with conventional problem solving approaches

Managers + Directors

## MORGAN'S PAIN POINTS

Population surge

**Demand** increases

Routines continue

**Problems** continue

2019

Morgan's team faces new problems Minor adjustments are made

Issues reoccur

Growth begins to impact operations + capacity

Employees no longer have time (capacity) to explore new ideas

Morgan continues with conventional problem solving approaches

Managers + Directors Resources are strained

Employees focused on staying afloat

Strategies remain unchanged

## AS-IS + TO-BE

Population surge

**Demand** increases

Routines continue

**Problems** continue

Employees record + report novel situations

Conduct research on successes + best practices

Regular touch points to review new issues

Identify + introduce new strategies

Living record of issues + solutions

Morgan and her team use contacts + resources to identify solutions

Morgan and her team can debrief + discuss best practices regularly Implementation

Together, they brainstorm and choose a path to implementation

# PERSONA:

# RACHEL



Hi, Rachel!

# AS-IS

Routine Day	Initial Contact	Receive feedback	Escalation	Leaders Notified
Rachel is at work or out running her personal errands	She is approached by a community member	Rachel makes a mental note	Rachel shares the feedback with fellow employees	Rachel isn't sure what happened next
	Rachel is happy to stop and chat		She believes her job is done + due diligence has been achieved	

## RACHEL'S PAIN POINTS

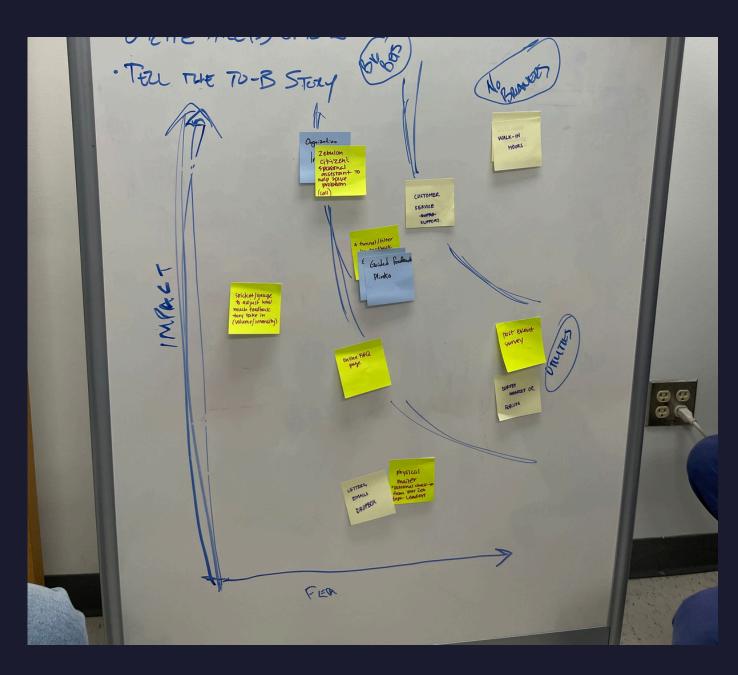
Receive Leaders **Initial Contact Escalation Routine Day Notified** feedback Rachel is at work Rachel makes Rachel shares the Rachel isn't She is approached or out running her personal errands a mental note by a community feedback with sure what member fellow employees happened next She believes her Rachel is happy to stop and chát job is done + due diligence has **Still unsure how** Makes an been achieved to incorporate assumption feedback about who is responsible

### AS-IS + TO-BE

Receive Leaders **Escalation Routine Day Initial Contact Notified** feedback Rachel accesses Defined point Initial contact Feedback is centrally a central record + X of contact follows up located, accessible + adds new feedback sorted by relevance Feedback analyzed by keyword/topic + shared with the Employees can Rachel builds capture feedback best contact customer on'the go satisfaction Employees can find + sort feedback according to Predetermined contacts planning topics ensure feedback gets to the right ears

# +BIGIDEAS

Impact



Feasibility

# BIG IDEAS [internal]



#### **EFFICIENCY + RESOURCE ALLOCATION**

Departments can address the "right problems," allocate resources effectively, + according to the highest priority needs



#### **SHARED VISION**

Departments can achieve common goals by aligning work, decisions, and actions across internal + external stakeholders

### LEARNING + INNOVATION



Departments can transcend institutional barriers by being retrospective Departments evolve quicker, innovate faster, and avoid mistakes by understanding success stories and best practices

# BIG IDEAS [community]



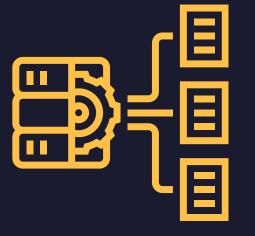
#### **ENGAGEMENT + PARTICIPATION**

Community volunteer members will feel like participants in the growth of Zebulon and are invested in Zebulon's future



#### **COMMUNITY TRUST + INVOLVEMENT**

Zebulon community members feel informed and involved, and trust their voice is heard during decision making.



#### FLOW OF INFORMATION

Departments are able to control the flow of information and adapt to community needs by storing and reviewing community feedback

## HILLS

Zebulon leaders can build and dispatch a contingency plan and an response group to address emergencies without disrupting scheduled routines and events.

Zebulon employees can implement best practices by conducting research to identify success stories and share new ideas during regular team check-ins.

Zebulon employees can add and review complaints/comments in a central location that analyzes input to 1) inform appropriate parties 2) allow filtering by relevance.

## VALIDATION

- IBM Teams
- Market Research
- Stakeholders surveys, emails,
  - + interviews

How much time do you spend with community organizations (church, clubs, organizations, volunteering, etc.)?

58 responses

30+ week

4 hours a week

5 hours a week

8-10 hours a week.

4-5 hrs per week

15 hrs week

What community opportunities are not available that you would want to be involved in?

72 responses

I would love to have a better understanding of volunteer opportunities that are available

Events to volunteer for children

Youth/family programs

Need Statements. Rank the following statements from most valuable to least valuable

(Drag and drop statements below, 1 being most valuable 7 being least valuable)

Community volunteer members need a way to feel like participants in the growth of Zebulon so that they feel invested in Zebulon's future

Departments need a way to collect and incorporate community feedback so that they can control the flow of information and adapt to community needs

Zebulon Departments need a way to prioritize their work and focus on their highest priority need so that they can address the "right" problems and use resources effectively

Zebulon Town Management Departments need a way to align their work, decisions and actions with stakeholders so that everyone can work toward common goals

Zebulon Departments need a way to be transparent so that they can foster trust with their community and the community feels informed

Departments need a way to learn best practices and learn from other's success stories so that they avoid repeating mistakes, evolve quicker and innovate faster

Departments need a way to be retrospective of problem solving solutions immediately after they're implemented or completed so that they can learn from mistakes, pivot if needed, and break institutional cycles

# QUESTIONS?