Lean Start Up - Local Government Edition
Hayward, California

Empathy
Iterate
Experiment

REPEAT!
What if you aren’t San Francisco or New York City?

Hayward is here
80% of the U.S. population lives outside of the 100 largest cities.

Why Lean Start Up?
You can’t get blood out of a stone.

Today’s Problem: Hoarding
Up to 1.4 million people in the United States display compulsive hoarding behaviors.

News

Tragic Menlo Park hoarding case leads to questions about city enforcement

Firefighters Struggle to Enter ‘Hoarder House’ during Fire

POSTED 11:30 PM, MARCH 24, 2015, BY SONSEEHRAY TONSALL. UPDATED AT 11:29PM, MARCH 24, 2015
Test Assumptions
Interviewed customers to gain empathy and discover pain points

Our Customers
First Responders, City Staff, Adult Protective Services, County Health, Residents

Idea/Assumption
Hoarding is a problem we need to address now and City X has a solution we think might work for us

Findings
Limited pain; resolution in hands of client; new diagnostic health model needed; low priority

“W e can fix the hoarding problem, but not the person.”

“Without illegal activity, there’s nothing for us to really address.”

“We have no way of following up with these people, and no resource to offer.”
“Everybody was at the table, and hoarders said ‘thanks, but no thanks.’”

“They’re not legally incompetent, so we can’t force them and it’s not a top priority.”

“There’s a clinical treatment, but our staff aren’t trained.”

**Fremont**

**Business As Usual**

(2013 Total Staff Hours, 15 Months)

- Hours of Meetings
- Hours of Research (Best Practices, Etc.)
- Hours of Program Design
- Hours of Council Prep and Meetings

**Staff:** 10 person Interdepartmental Task Force  
**Time:** 15 months  
**Hours:** 2013
Lean Innovation Process
(166 Total Staff Hours, 3 Months)

**Staff:** Four person team  
**Time:** 3 Months  
**Hours:** 166

The team used the Lean Start Up process and saved several hundred thousand dollars of resources.

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No solution turned out to be better than investing in the wrong solution.

And we’re using the process to improve our customers’ experience interacting with their City government!

Lean Start Up is also shaping our approach to improving employee engagement.