

LOS ANGELES INNOVATION TEAM

Designmatters Fellowship

Spring 2017

INTRODUCTION



I am a Graduate student in the Transportation Systems and Design program with a vested interest in Social Design and Aerospace. I aspire to explore and inculcate empathy within large, complicated systems and design human experiences back in. However, this was not always true.

Prior to entering the graduate program, I had an Engineering Bachelor's degree in Electronics and Telecommunication from India. I decided to shift my career into design soon afterwards while working freelance for a year. Like all other students in Transportation, I came here to sketch cars and make beautiful designs. But Art Center opened my eyes to a greater purpose for design. It gave me the skills to step into the shoes and understand the need of the users and I soon realized the impact design can have in people's lives and was filled with so many questions and things to explore.

The Los Angeles Innovation Team provided me with an incredible opportunity to put these skills to use and help to bring a change.

Bloomberg Philanthropies



The Innovation Team (I-team) was established in the summer of 2015 as a 'start up' with a grant from Bloomberg Philanthropies as part of their Innovation Teams Grant Program. Los Angeles was one of fourteen cities selected in December 2014 to participate in Bloomberg Philanthropies Innovation Teams (I-team) program. The program improves the capacity of cities to design new approaches to service delivery that improve citizens lives. The Bloomberg grants allow mayors to hire and fund Innovation Teams for up to three years. These teams function as in-house innovation consultants, moving from one mayoral priority to the next, using Bloomberg Philanthropies' data-driven, user-centered methodology.

The Los Angeles I-team's first priority focused on inclusive neighborhood revitalization, and resulted in the successful implementation of a portfolio of

initiatives to reduce residential and business displacement and strengthen neighborhoods. The team was asked to apply the Bloomberg City Hall Innovation Methodology to develop initiatives that would help address displacement of businesses and residents and changing neighborhoods.

In addition to creating robust programs in 2016, the team has helped to advance the innovation culture across the Southern California and Western region as the pioneers of the West Coast Innovation Network and through programs they have lead with IDEO and for their work with Los Angeles' Innovation Week. The team has also already raised over \$1M from a variety of public and private sources to support their programs in year one.

The Mayor has now directed the I-team to focus on a new priority: Building a Workforce of the Future.

MEET THE TEAM



From Left to Right: Amanda Fowler, Karli Stander, Vikram Jadhav, Ajay Menon, Tanya Pineda, Amanda Daflos, Bora Shin, Alex Pudlin, Jane Chung

THE WEST COAST INNOVATION CONVENING, SANTA MONICA 2017



My experience with the L.A. I-team started a whole 2 days prior to my official joining date. I had the absolute pleasure to join them and all the other teams to the West Coast Innovation Convening in Santa Monica. Numerous teams from cities around the U.S. came together on this day to collectively grapple with the most pressing challenges facing cities around the world, and to learn from each other and other leaders about promising solutions to those challenges.



This was my very first exposure to the I-team work culture. The most meaningful takeaway was the importance of meeting with other i-teams. Meeting others who were navigating some challenges that are similar allows for an exchange of new ideas and tools for achieving our goals. It was very helpful in reinvigorating each team's passion for what they are trying to do for their city. And for me, it also meant meeting dozens of enthusiastic new faces in a single day!

1. *All the I-teams are instructed on how to participate in the empathy workshop*
2. *Common Brainstorming sessions*
3. *Feedback sessions*
4. *I-team members engrossed in brainstorming*
5. *Prototyped ideas and their description*

GETTING UP TO SPEED



When I first arrived at the L.A. City hall, I knew that I would be tasked with using my design and research skillset to support their ongoing project focused on enabling the Los Angeles Police Department to build a workforce to meet 21st century demand, but beyond that I wasn't sure what to expect, having never worked in government or the public sector. I wondered how I would fit in as a designer.

Thankfully I had an amazing group of colleagues who instantly made me feel not only like a welcome member of the team, but a valued one. Everyone did their best to fill me in on what had been going on. It was a lot to take in all at once and I spent my first few weeks trying my best to absorb as much information as I could, all while adapting to city hall culture and surviving on Hot Chocolate!

It was a whirlwind of staff meetings, new faces and names, site visits, government terminology, and presentations. It took some time, but eventually I settled into the team and felt like I was finally able to keep up and understand what was going on.

1. *Exterior view of the L.A. City Hall*
2. *The L.A. I-team working together*
3. *The L.A. I-team work environment*



The I-Team tasked me with using my design and research skillset to support their ongoing project focused on enabling the Los Angeles Police Department to build a workforce to meet 21st century demand that is diverse, flexible, and engaged in the community it serves. The I-team had already been working together on the project for nearly four months. During that time they had met with hundreds of LAPD officers and Personnel all across the city and had compiled an extensive amount of research on the recruiting and hiring structure of the LAPD as well as their retention.

The four defined challenge areas of research were as follows-

- **RECRUITMENT:** *How might we design an outreach to best attract 'ideal' candidates to join LAPD?*
- **HIRING:** *How might we design a service that provides a customer experience that meets the needs of both the 'ideal' candidates and the stakeholders?*
- **RETENTION:** *How might we develop the LAPD brand that can continue to strengthen departmental values that both the officers and candidates want to be a part of?*
- **COMMUNITY ENGAGEMENT:** *How can we cultivate communities, where officers want to serve and residents want to support?*

THE BLOOMBERG RESEARCH PROCESS



Bloomberg's Innovation Delivery Process

The I-team was created to provide Los Angeles with a method to address structural barriers and deliver change to Angelinos. Using Bloomberg Philanthropies' tested, successful Innovation Delivery approach, the I-team enables the City to take ideas through development all the way to implementation and provides the Mayor with assurance in the ability to develop and implement effective solutions for the highest-priority problems.

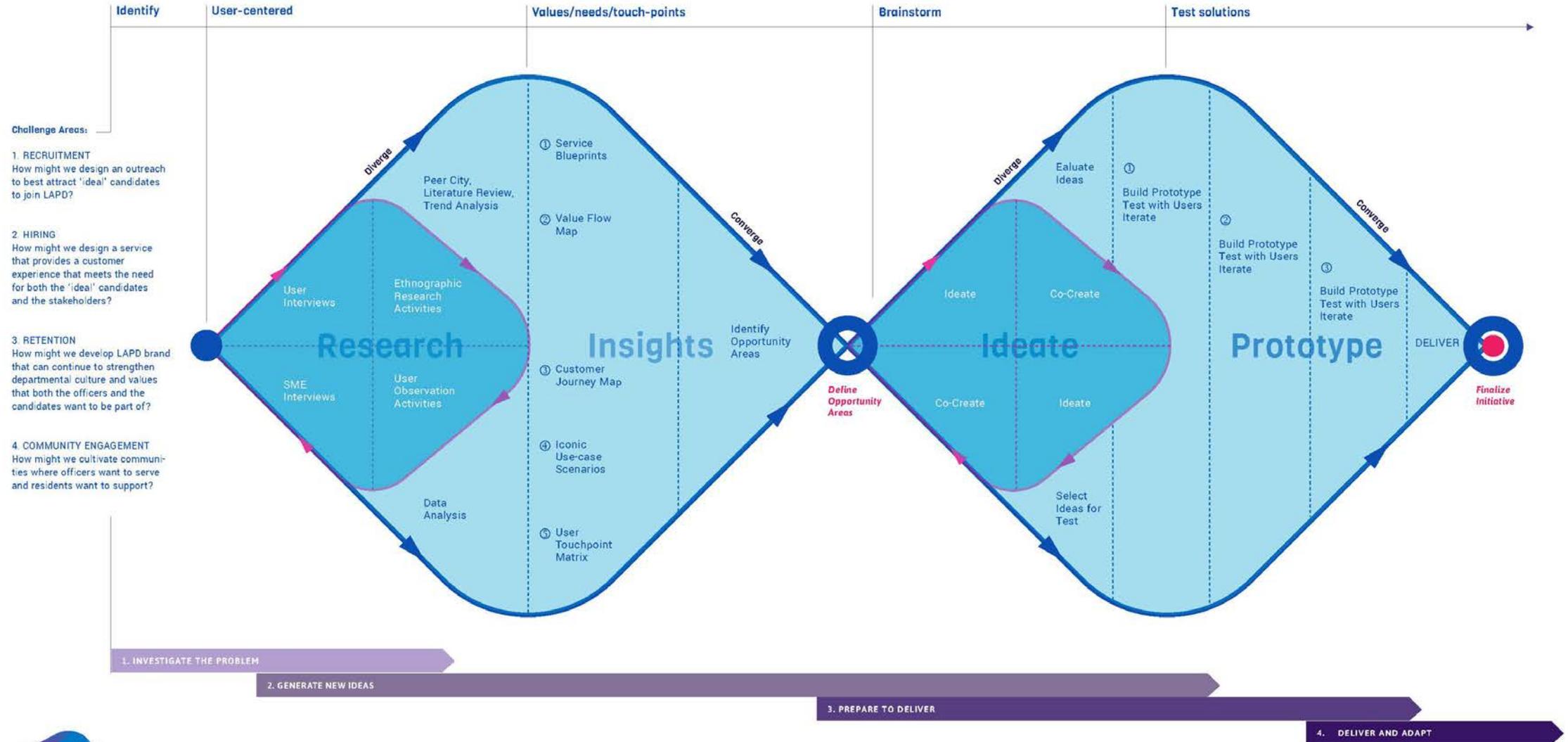
This rigorous research process is laid out in great detail in Bloomberg's *City Hall Innovation Team Playbook*. In this process, an emphasis is placed on:

- Commitment to data
- Careful exploration of what has worked before
- Space and techniques to generate new ideas
- Structured project and performance management
- Engaging internal/external partners, stakeholders, and champions

After reading the playbook, I noticed many similarities between Bloomberg's process and that which I have been taught in Art Center. I realized that I had already acquired valuable first-hand experience in implementing a Human-Centered Design research methodology through various academic projects, which helped prepare me for the kind of work I would be doing during my Fellowship with the I-team.

I was even able to use my personal experience to help my colleagues better understand this process, which was a way of thinking and working that was totally new for some of them.

THE DESIGN PROCESS



MAINTAINING THE STAKEHOLDER LIST

LAPD Recruitment to Hire Process (Stakeholder Groups)							
Category		Stakeholders - ORG	Background	Description / Relation to Category	Primary UG - General Demo	UG 2 - Extreme 1	UG 2 -Extreme 2
	Recruiting Officers from R.E.D	R.E.D (Recruiting and Employment Division) LAPD	Sgt Cuadra leads recruitment team for LAPD, works with Capt Hamilton and Issac Maya		19 LAPD officer unit who conducts in-person recruiting and canvassing at cultural events		
	Youth from Early Recruitment Program	Rascal / D.A.P (Deputy Auxillary Police)	DAPs program is similar to the Cadet program, but it is geared toward even younger children. It is designed for children aged 9 through 13 years, yet some divisions offer admittance as early as 8 years old. At the age of 13 they are then encouraged to join the Cadet Program. The DAP program allows children to participate in activities that instill a sense of community pride, self-discipline and leadership ability in an overall positive environment. This program is supervised by Police Officers.	The Rascal program acts as a feeder for the Cadet Program.	Children of age 9-13 years Some divisions offer admittance as early as 8 years old.		
		Cadet Program (Youth Programs Unit)	Targeted to 13-20 year olds, the Cadet Leadership Academy is a life skills training program intended to help develop young people's life potential and help strengthen relationship between PD and LA youth. Program is 18 consecutive Saturdays.	- Potential future Cadets who would apply to become LAPD officers. - Also measure the effectiveness of the Cadet Program in motivating the youth towards community engagement and policing.	- Attend and graduated from the Cadet Academy. 13-20 years old. - Officer/management incharge of the curriculum		
		Police Orientation and Prepartion Program (PPOP)	Recruitment for rising 12th graders in an GED/AA program, culminating in completion of LAPD written exam upon graduation; graduates go into LAPD as well as other law enforcement/security fields/organizations	- Potential Cadets for the LAPD. - Measure the effectiveness of the AA program - Data comparision between students enrolled versus LAPD recruits.	PPOP Associate Degree Program Graduates 17-20 years old		

My first day on the job, the team gave me the task of researching and maintaining a list of Stakeholders for the project which involved identifying and documenting the names, point of contacts, background and general demographics of various stakeholders, categorized broadly into 4 categories – Recruitment, Hiring, Retention and Community Engagement

A snapshot of the stakeholder list

DRAFTING USER PROFILES

Brian Taylor Viable Candidate

"I believe in the person I want to become."

PERSONAL INFO

Age	25
Ethnicity	Caucasian Male
Status	Single
Occupation	Part time bartender
Location	Napa

DESCRIPTION

Born and raised in Van Nuys, CA.

Mother killed in a hit and run. Father is a veteran who now works in construction. Has a younger brother in 7th Grade.

Moved to Napa after mother's death, which put him on a path to become a police officer.

Works part time as a bartender in a downtown pub.

Concerned about money and his family's well being and also being a good example for his brother.

Funds his brother's education.



GOALS & MOTIVES

To be a SWAT officer in future.
Earn a good salary.

BARRIERS & PAIN-POINTS

Failed his PHS and PCE, but got a DQ in his PHS and put under 'no it' and waiting for his Polygraph result.

Put on the Yellow list right now due to his background and working with his mentor Elisa to fix them.

- Has a parking and speeding violation.
- Got into a bar fight right after his mom's death.

REQUIREMENTS & NEEDS

Needs to clear his traffic violations, time from bar fight.
Clear PHS and proceed to Department Interview

POSSIBLE OUTCOMES

Will be moved to the Green as soon as his PHS and Polygraph is cleared.

Stays in the yellow if his polygraph result is DQ and keeps working with a mentor.

Will be moved to red if he fails his PHS again.

HIRING

Officer Adrian Pena CAP Instructor

"I want to inspire people, so they look at me one day and say, 'Because of you I did not give up.'"

PERSONAL INFO

Age	37
Ethnicity	Hispanic Male
Status	Divorced with 2 kids
Occupation	CAP Instructor, LAPD Officer
Location	Hawthorne

DESCRIPTION

Adrian is an ex-fitness trainer from 24 hr fitness before he joined the LAPD.

He devoted his entire life to inspire new officers and is a tough instructor to enforce discipline in their daily life.

He lives with his elder son in Hawthorne, who is currently enrolled in the P.A.M. (Police Academy Magnet) Program at James Monroe High School.



GOALS & MOTIVES

Enforce discipline and order in the candidates.
Push them to achieve the CAP goals and clear all further tests.
Motivate and inspire them to complete the LAPD hiring process without dropping out.

BARRIERS & PAIN-POINTS

Cannot force candidates into participating in CAP and need to always find new ways to keep everyone motivated which is tough.

Many candidates are not physically fit and have low chances of passing the physical ability tests and police academy unless they get CAP assistance.

Sometimes the students loose their CAP fitness log book and he is not able to identify their last progress.

REQUIREMENTS & NEEDS

Could use real time data system to track candidates progress and attendance.

POSSIBLE OUTCOMES

More candidates attend CAP and successfully pass Physical Abilities Tests to get through hiring and police academy.
CAP could continue to assist those who attend but candidates who don't attend will continue to fail PAT and police academy.

HIRING

David Avila Vargas

POPP (Police Orientation and Preparation Program) Graduate

"I hope life would be smooth after graduation"

PERSONAL INFO

Age	19
Ethnicity	Latino Male
Status	Single
Occupation	POPP Graduate
Location	Monterey Hills

DESCRIPTION

He recently graduated the POPP program from a 2-year Associate's Degree

David is an elder son of LAPD Mentor (see mentor profile: Elisa Vargas)

He is looking for a part time job for a year after which he plans to join the LAPD academy and train to become an officer like his mother



GOALS & MOTIVES

Earn respect and pride as a high ranking LAPD officer one day

BARRIERS & PAIN-POINTS

Maintain his physique and train during his gap year before he turns 20 and can be eligible to apply to join LAPD

Though he is a POPP graduate, he still has to undergo the same entrance exam procedures as anyone else to join LAPD

Remain focused and patient throughout his gap year and the hiring process

REQUIREMENTS & NEEDS

Needs to undergo regular training to maintain his form

Find reasons to keep him motivated for one more year

POSSIBLE OUTCOMES

Could continue his training and get selected into the academy next year

He won't be able to get through because of a gap year in his training or loss of motivation.

He opts to join an agency that accepts younger applicants.

RECRUITMENT

After creating and updating the Stakeholder List, the I-team tasked me with creating fictional user profiles that represents various stakeholders. Each profile included the name and personal info of the stakeholder, a description, goals and motives as a person, their barriers, pain-points and needs throughout the process and possible outcomes.

Examples of User Profiles drafted

DESIGN WORKSHOPS



Participated and helped the I-team in conduct Design Workshops for brainstorming new methods and research tools for documenting our interviews, observation and research. Students from ArtCenter College of Design were invited for the workshop.

1. *Ajay Menon and Karli Stander brainstorming*
2. *Teams presenting their findings and ideas*
3. *Group discussion and reflection over the ideas presented*

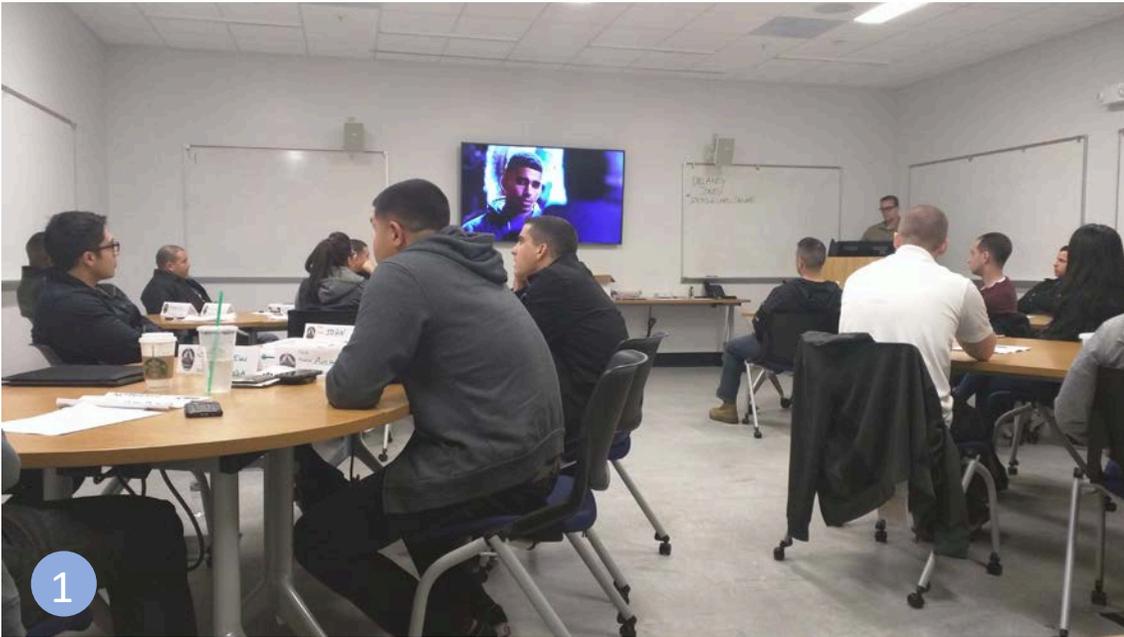
CONTEXTUAL RESEARCH – SHADOWING LAPD CANDIDATES



Supported the I-team in Shadowing LAPD candidates giving their Personal Qualification Essay (PQE) and undergoing Oral Prep Seminar and Physical Ability Test (PAT) at the City of LA Personnel Department. My role was to document the process by photos, videos and taking down detailed notes and later digitizing it.

1. Personnel staff conducting Physical Ability Test
2. LAPD officers conducting the Oral Prep Seminar
3. Equipment used by the Personnel Staff

CONTEXTUAL RESEARCH – PSL CLASSES (LAPD ACADEMY)



Supported the I-team by attending the Police Science and Leadership course taught in the Police Academy, Elysian Park. My role was to document the process by photos and taking down detailed notes and later digitizing it.

1. *Academy students watching a video in class*
2. *Outside the Police Academy Classroom buildings*

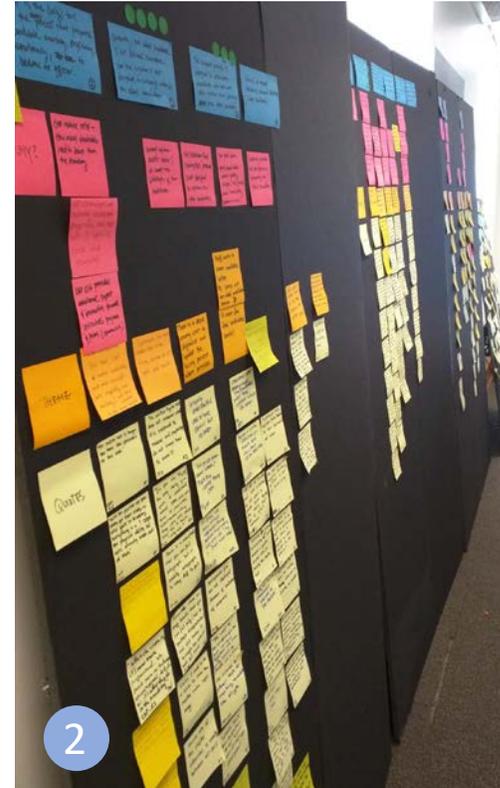
FOCUSED GROUP RESEARCH



Supported the I-team in conducting a focus group research with students of Pierce Community College in Woodland Hills. My role was to help my colleagues conduct various research activities, take notes and later digitize the results.

1. *Students participating in Focus Group Activities*
2. *Bora Shin posting the answers on the wall*
3. *Post-its on the wall*

I-TEAM IDEATION SESSIONS



I was especially tasked to lead the I-team in ideation and brain-storming sessions throughout my fellowship. I was responsible for coming up with numerous activity games and ideating methods to help the I-team flush out tons of ideas and concepts and later document them.

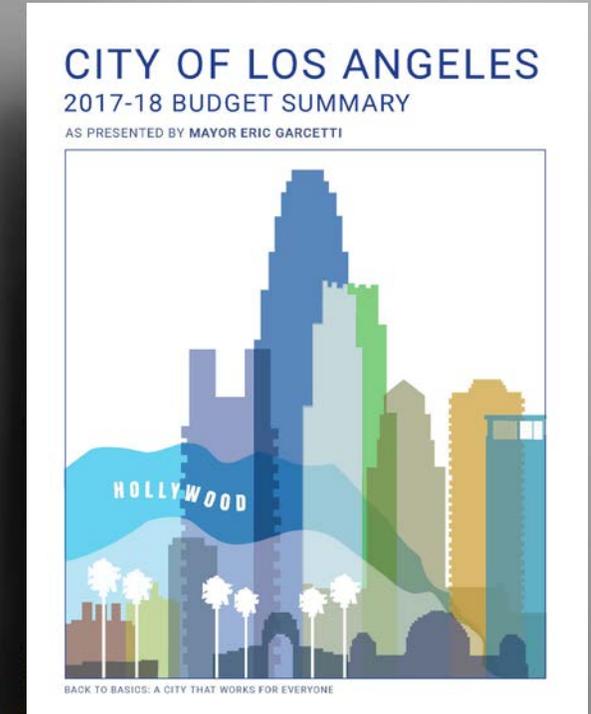
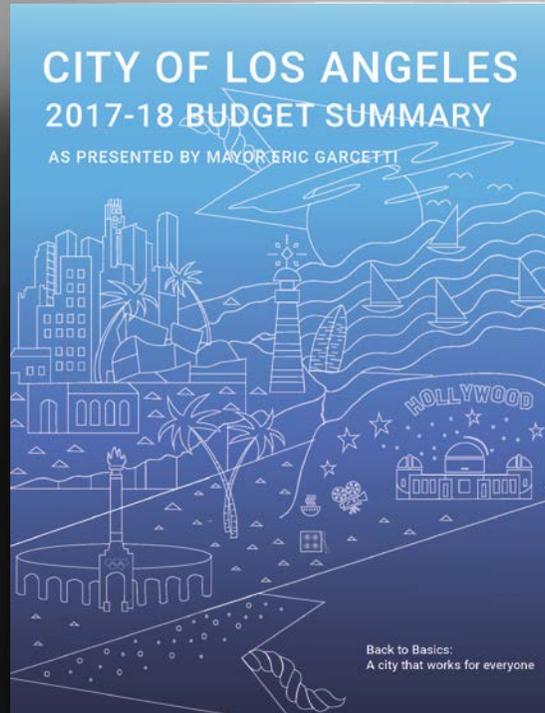
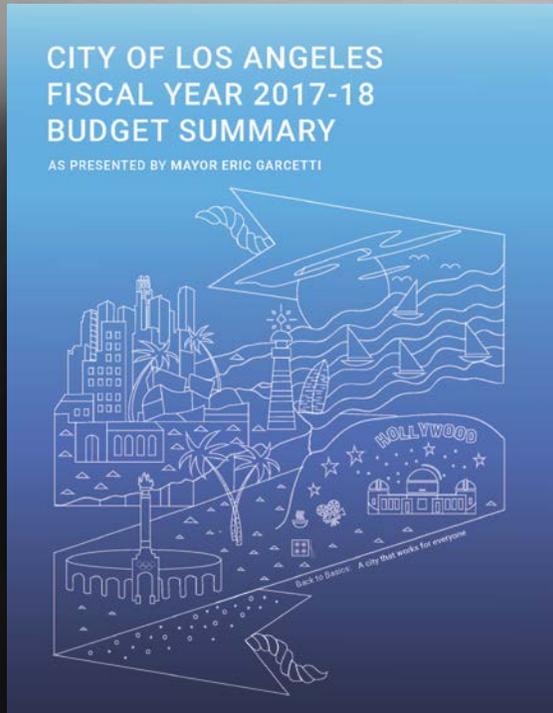
1. *Ajay Menon leading an ideation session*
2. *Insights, Themes and Observations on the wall*
3. *I-Team brainstorming new ideas together*
4. *Ideas and Concepts on the wall*

BRAINSTORMING AND IDEATIONS



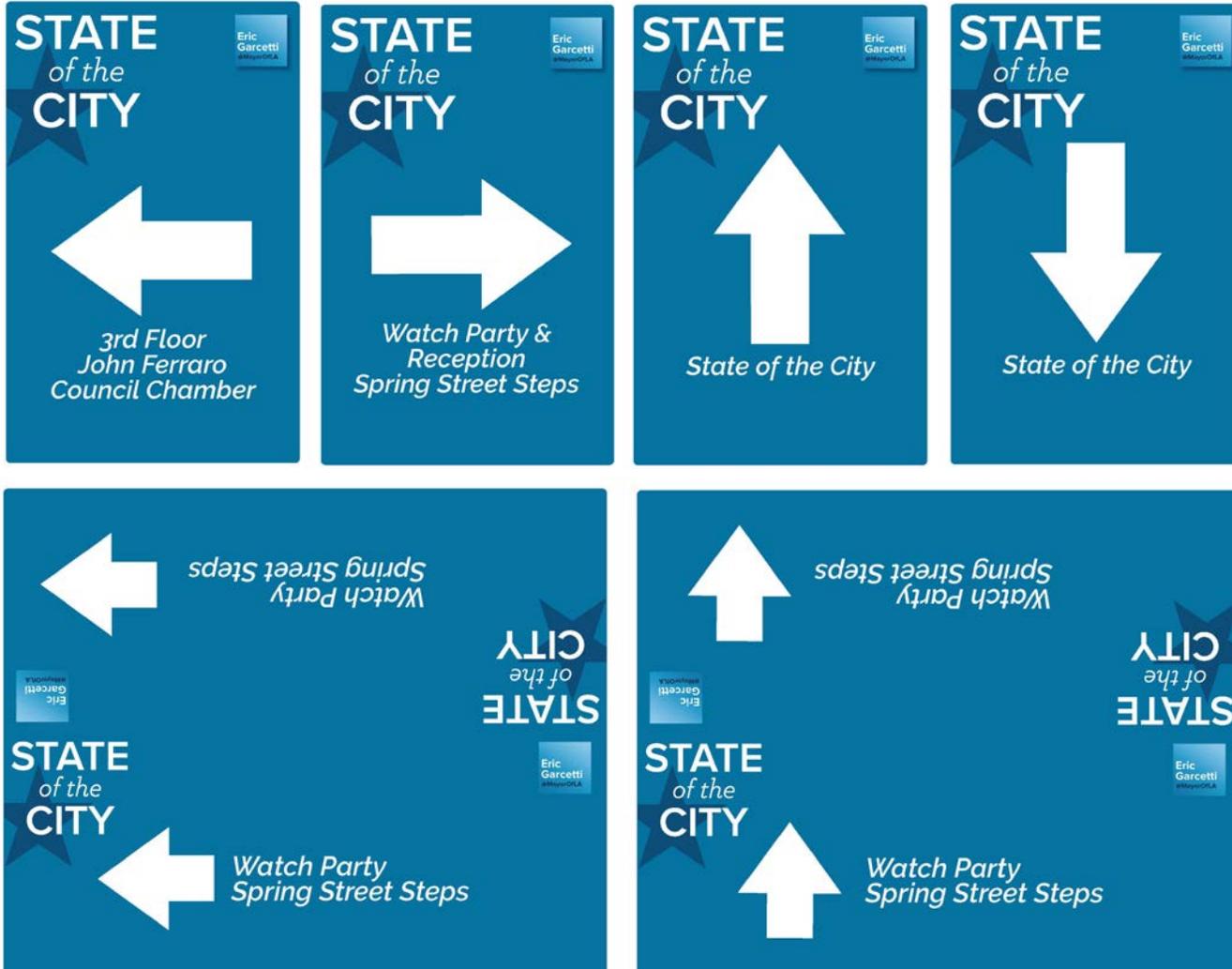
The L.A. I-team Idea wall, L.A. City hall

SIDE PROJECTS – DESIGNING THE 2017-18 BUDGET SUMMARY COVER



Designed various options for the Budget Cover for the year 2017-18 as a side projects which was assigned to me. I also got the exposure of working with numerous city employees in the process.

SIDE PROJECTS – DESIGNING SIGNAGE FOR STATE OF THE CITY EVENT



Designed all the direction signage for the State of the city event at the City Hall.

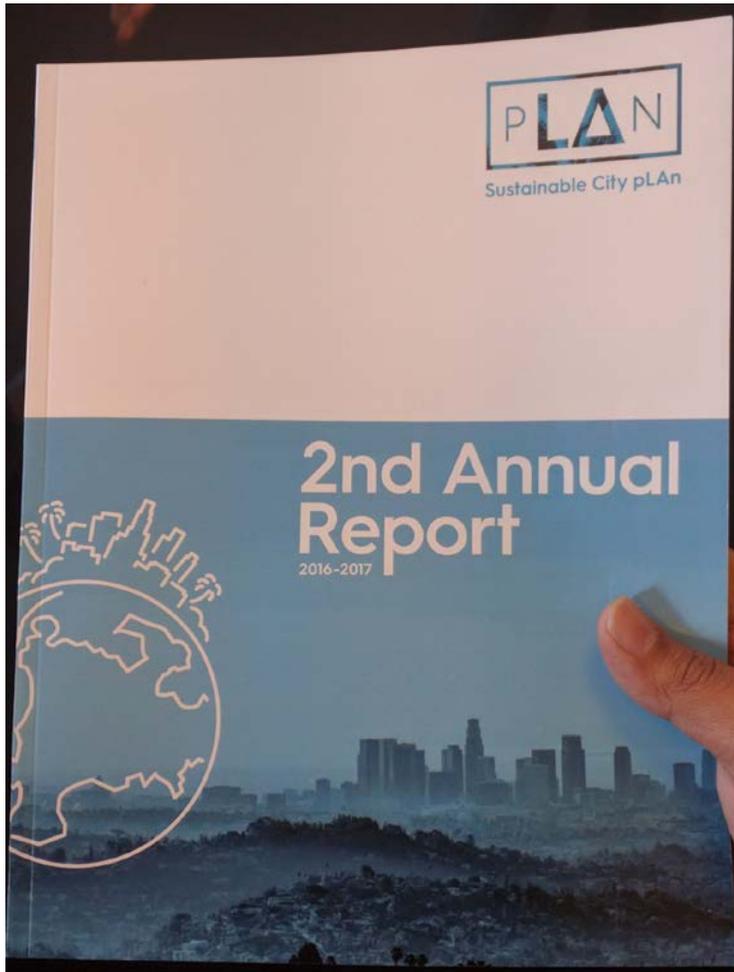
SIDE PROJECTS – DESIGNING AN ART INSTALLATION FOR STATE OF THE CITY EVENT



Designed an interactive Art Installation for the Mayor's State of the City event.

1. *The I-Team with the installation I designed*
2. *Alex Pudlin posing in front of the installation during the State of the City event*

SIDE PROJECTS – UPDATING THE SUSTAINABILITY CITY PLAN-2nd ANNUAL REPORT



Acknowledgements

Core Team

Mayor's Sustainability Team

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Community Stakeholders

Heal the Bay / The River Project / TreePeople / Omole / Mayor's Fund of Los Angeles / UCLA / Los Angeles Waterkeeper / Building Owners and Managers Association of Greater LA / SEIU / USWW / Kilroy Realty Corporation / Climate Resolve / Enterprise Community Partners / Los Angeles County Metropolitan Transportation Authority (Metro) / MetroLink / Los Angeles CleanTech Incubator / IBEW 11 / GRID Alternatives Greater Los Angeles / Renovate America / U.S. Department of Energy / Trust for Public Land / LA Food Policy Council / Leadership for Urban Renewal Network (LURN) / Clean Up Green Up Coalition / American Lung Association / Liberty Hill Foundation / Communities for a Better Environment / Pacoima Beautiful / Union de Vecinos / The Sierra Club / Los Angeles Alliance for a New Economy / Repower LA / SCOPE / People for Parks / National Parks Service / U.S. Forest Service / City Plants / Western National Parks Association / NRDC / Environment Now / LAUSD / L.A. Better Buildings Challenge / Watts Re-imagined / TruGreen Capital / PermaCity / Black Rock / U.S. Green Building Council / Cal State Los Angeles / Environment California Research and Policy Center / Neighborhood Council Sustainability Alliance / USC Sustainability / L.A. SHARES / Los Angeles Memorial Coliseum / Hanley Foundation / Skid Row Housing Trust / Hollywood Electric / USGBC-LA / United Firefighters of Los Angeles City / California Fire Foundation / Google / Aclima / Healthy Neighborhood Market Network / Strategic Growth Council / Los Angeles County / California Community Foundation / Barrio Action Youth and Family Center / Pacific Asian Consortium in Employment / African American Leadership Organization / Clear Skies Ranch / Weingart Foundation / S.D. Bechtel Jr. Foundation / California Endowment / L.A. County Bicycle Coalition / Chiat'Day

Helped the Sustainability team with updating the 2nd Annual Report design. Also became a proud member of the City Family!

THE ICE-CREAM EVENT



Casual events like the Ice-cream event was refreshing and ice-breaking time for the I-Team, LAPD and MOBI.

1. *Left to Right: Ajay Menon, Captain Hamilton, Karli Stander, Brian Buchner*
2. *LAPD, Personnel staff and City Employees having a casual discussion over ice-cream.*

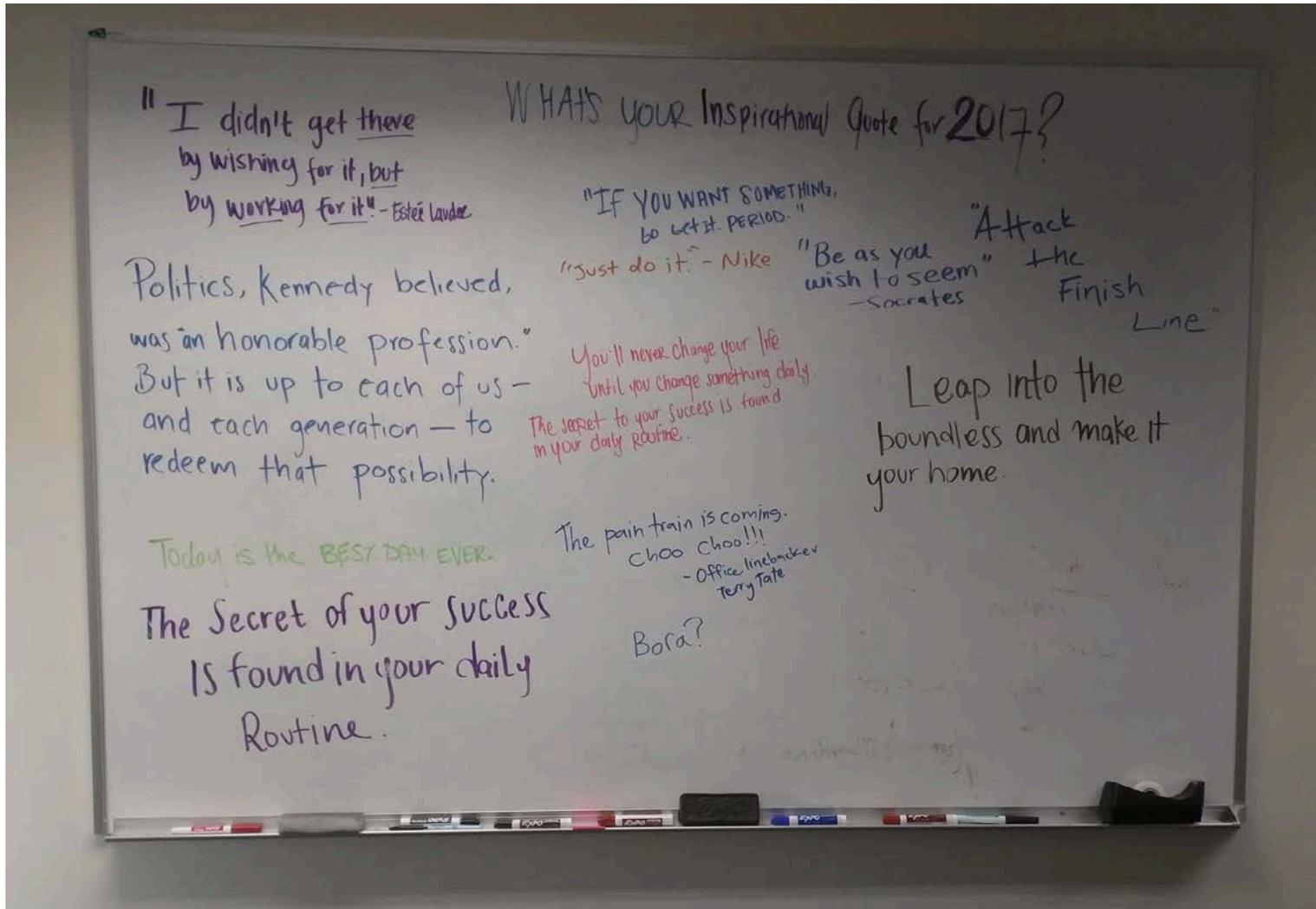
VOLUNTEERING- L.A. STATE OF WOMEN AND GIRLS ADDRESS & YOUNG WOMEN'S ASSEMBLY



The Gender Equity Event held at the University of Southern California.

1. *State of Women and Girls Address and Young Women's Assembly*
2. *Goodies for the young girls laid out on the table before the event.*

CONCLUSION



It was a great privilege to work and learn from such highly motivated and spirited people who aim to make the City of Los Angeles the best it can be. I am so grateful for the opportunity to collaborate with a group of intelligent and passionate people with very different skill sets than my own and work within the multiple dimensions of city government. Their enthusiasm and passion for innovation and change was contagious and it instilled in me a sense of civic pride. I had a great experience and have grown to love the people of Los Angeles.

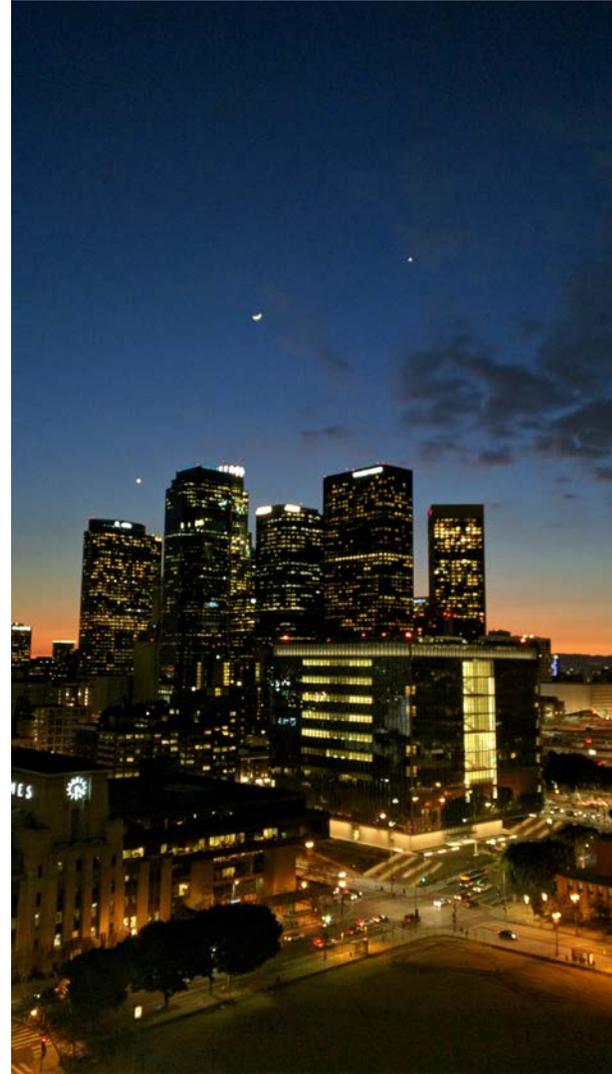
I am walking away from this Spring realizing that government work is a uniquely positioned leverage point for doing socially impactful work unlike any other commercial, private, non-profit or social enterprise. This spring opened my eyes to the possibility of working in the civic sector and the change design thinking can bring to the table.

I will definitely miss this team and the work we were doing and I will look anxiously as they work to effect change in the City of Los Angeles.

L.A.CITY HALL FAMILY



PHOTOGRAPHY



A THANK YOU NOTE



Thank You! Thank You! Thank You!

There are a great many people to thank for making my spring so professionally and personally fruitful.

Thank you to all of my amazing colleagues and friends on the Los Angeles Innovation Team and in the L.A. City Hall. Their work ethic and dedication will always be an inspiration to me in the future.

A big shout out to my M.O.B.I family:

Amanda Daflos, Karli Stander, Bora Shin, Vikram Jadhav, Alex Pudlin, Amanda Fowler, Tanya Pineda, Jane Chung, Thao Nguyen, and Araceli Garcia and the entire O-Team

Special thanks to my mentor **Sarah Lidgus** for all of her support and invaluable insight. Our conversations were one of the highlights of my Fellowship and really helped me get through some of the challenges I experienced.

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