

**DESIGNMATTERS FELLOWSHIP | SPRING 2016**

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# LONG BEACH INNOVATION TEAM



## THE INNOVATION TEAM

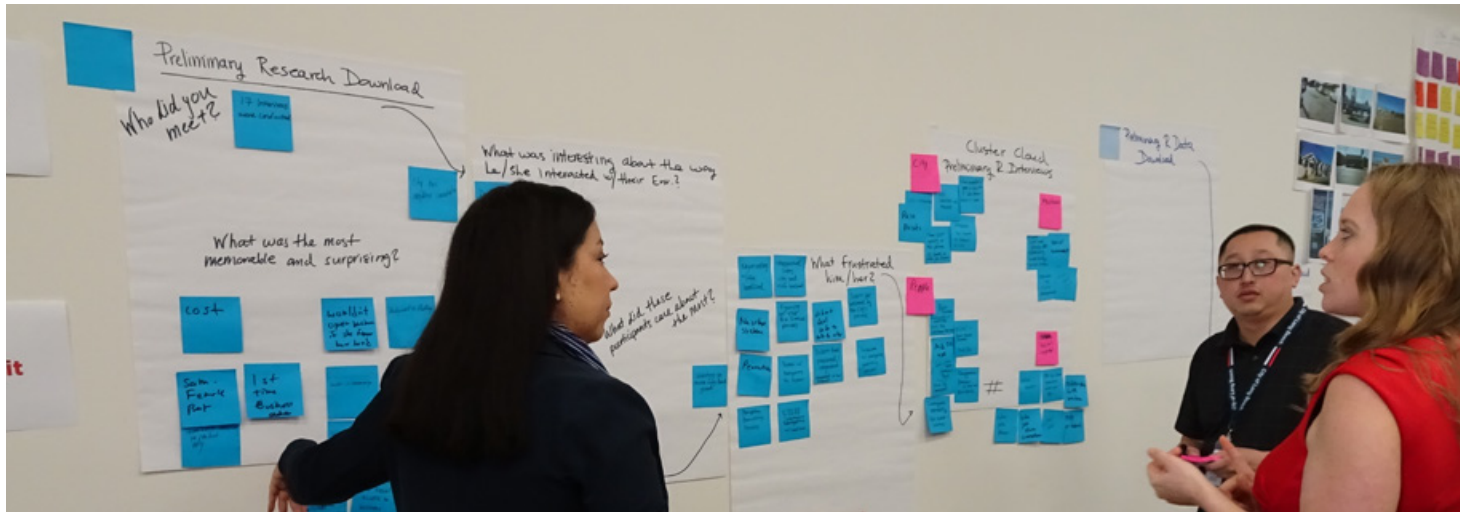
The Long Beach Innovation Team (i-team) is funded by a grant from Bloomberg Philanthropies to design and implement solutions that improve the lives of its residents. Launched in Spring of 2015 the team helps strengthen and extend the City's capacity to rapidly advance research and development through a bold, data-driven, and transparent approach to innovation.

The i-team also partnered with Citymart, a company that helps transform communities by strengthening their innovation capacity and sharing inspiring solutions and methods. Connecting cities with new ideas through open challenges to entrepreneurs and citizens, Citymart researches the global marketplace to find innovative solutions including services, technologies and commodities that will allow the City to assist first-time entrepreneurs more effectively.

Though the team is not responsible for the direct implementation of solutions, the innovation team is responsible for coordinating, collaborating and connecting with various sponsors, partners, and stakeholders within the city and non-governmental organizations.



## BEATING THE LEARNING CURVE



From day one, I had the opportunity to meet many people that have a hand in not only the innovation team but the movers and shakers of city government. The process of truly working collaboratively was still new for the team, and it was incredibly humbling and enriching to be able to take part in the experience.

I was brought just in time for one of the biggest hurdles any innovation team can go through, Ideation. Understanding the process the team had gone through previously was hard to follow seeing that innovation is a non-linear experience.

Following the team's information downloading session, we crafted 5 themes and at least 3 insights for each, all under and related to their design challenge. For every theme, we re-framed the insight statements as "How Might We..." to prompt more opportunities for design. We started by looking at the insight statements and strategically merging similar ones together to craft tighter and more concise sentences that spoke to each theme appropriately. In the end we created 6 questions that touched on all our insights and themes. We clustered ideas for each insight that identified patterns

and similarities and redeveloping some to create stronger solutions. For each question, we positioned each solution according to how feasible and how impactful it might be (using increments of 5, 5 being the most).

Using our questions, we wanted to allow a range of different viewpoints and perspectives to be discussed while keeping the focus on our design challenge. For each question we structured 3 different viewpoints (logical/factual, out of the box, emotional) to create meaningful and focused discussions. For each viewpoint we also wanted to facilitate potential solutions that could strengthen current offerings. We used 7 approaches (inversion, integration, extension, differentiation, addition, subtraction, translation, grafting, exaggeration) to help come up with alternative ideas that help bend, break and stretch.

We found it vital to go through and group ideas that had similarities and go through our list to clarify and support the 97 with data. From the 97, we created a list of 5 based on data driven ideas.





## INNOVATION TEAM CONVENING

I had the absolute pleasure to join the Long Beach i-team to the Bloomberg Innovation Team Convening in Memphis. Seventeen teams from cities around the U.S. and Israel came together for two days 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. Much of the conversation in Memphis focused on the topic of impact. One of the special things about i-teams is that they are all applying a data-driven, full innovation approach to help City agency leaders and staff to achieve measurable results. 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.



The Memphis' i-team began its work back in 2012. This convening was an opportunity for newer i-teams to experience the impact the Memphis i-team has had on the ground and to share their own challenges and successes on the hard work of bringing bold transformation to cities.

### Variations



### Final



## LONG BEACH TV

I was asked by the team at Long Beach Television to help them out with updating there brand. I wanted to create something that would help unify it with the City of Long Beach brand while embracing the multi-media experience that LB TV offers. When speaking to the client, I wanted to establish a few brand values that were pertinent for the LB TV team to rally around.

### BRAND VALUES

Connecting  
Transparency  
Information  
Access  
Simple  
Clean  
Friendly  
Vibrant

## MISSION STATEMENT

Our mission is to create powerful new approaches to city government and drive impactful and goal-oriented reform. By investigating the problem, developing comprehensive solutions, and coordinating and leveraging the commitments of all actors across departments, the city can achieve concrete results to in turn deliver change more effectively to the citizens of Long Beach.

## BRAND VALUES

# SIMPLE

So that we are easily understood.  
So that we communicate our ideas directly and effectively.  
So that we inspire others to act.

# OPTIMISTIC

We believe that we can triumph over bureaucracy.  
We believe that others who share our vision will work with us.  
We believe that together we can help improve the City of Long Beach

# CLEAN

To keep pace with city changes.  
To appeal to all audiences.  
To be understood and unmistakable.

## INNOVATION TEAM STYLE GUIDE

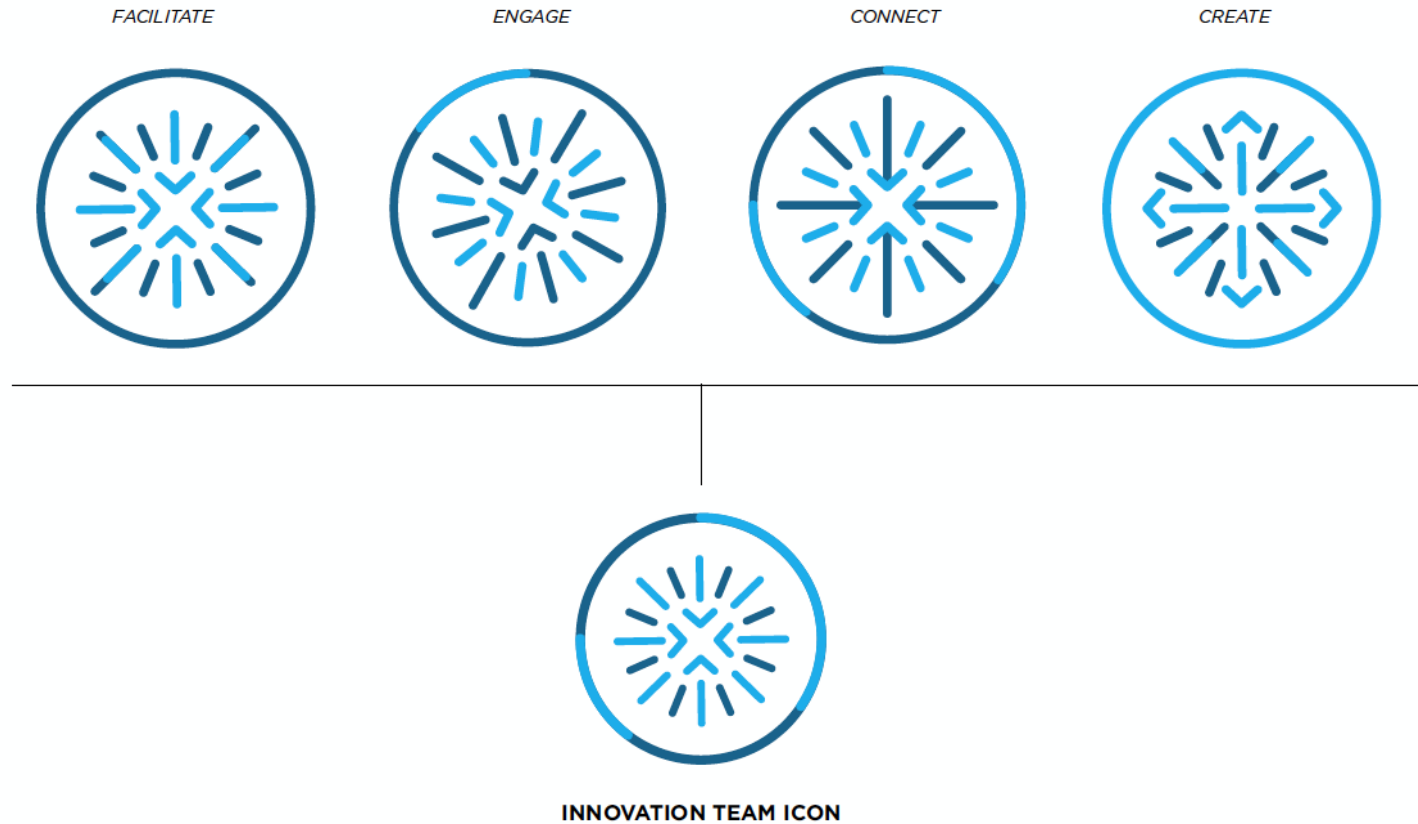
This branding guide was meant to unify visual communications among the teams internal and external partners. The intention of the guide was not to be definitive but to be seen as a fluid document that can change and adjust to the needs of the users.

As a brand, the team is balancing both The City of Long Beach and Bloomberg styles and paying homage to both. In order for the design to be at its most effective, they must clearly communicate information, the purpose of the information, and the target audience.

The following pages are selections from the interactive booklet I delivered to the team.

## CONCEPT

These icons were developed to create a visual to the team's process within development and execution. If there was any one thing that exemplifies the team and its mission, it is its process.

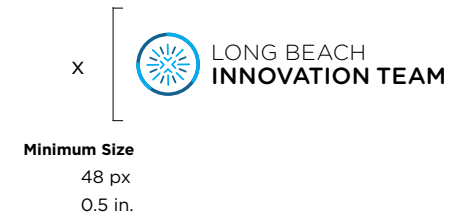


## SIGNATURE

Together, the Icon and Wordmark creates the Long Beach Innovation Team Signature. The signature is a cohesive representation of the team and should be used on all aspects of branded communication.

When using the minimum size, use your best judgement. The icon should be identifiable and if it is not, it is better to remove it and just use the logotype. If this is the case, you may want to use other brand elements, such as iconography or photo styles to integrate the brands image.

*Logotype*



**NOTE:** The space between the elements should not be modified.



## TYPOGRAPHY

The typeface used in the logotype is Gotham Rounded Bold and Light. Friendly and strong.

The primary typeface to be used in Innovation Team developments and presentations is Gotham. Gotham is great for use for large headlines and subtitles.

Gotham Rounded is suggested to be used in Innovation Team material that helps reinforce a friendly tone. The secondary typeface is Adobe Caslon Pro. Caslon is great to use for footnote, captions, and body text.

**NOTE:** When pushing city dialogue, refer to the city's branding guide. (they use Raleway)

*Gotham Rounded Light*

BIXBY KNOLLS

*Gotham Rounded Bold*

CAMBODIA TOWN

*Adobe Caslon Pro Regular*

Long Beach

*Gotham Bold*

BELMONT SHORE

*Raleway Regular*

DOWNTOWN

## GRADIENT COLOR PALETTE

Gradients can be used to complement an enhance typography and blank pages whether in border or full bleed format. When varying the blends of gradients, you want to create a smooth and pleasing transition.

**NOTE:** If the blending of colors look strange to you, they will look strange to others.

*Location: 50%*

<b>R</b> 19 <b>G</b> 97 <b>B</b> 141 <b>HEX #13618D</b>	<b>R</b> 23 <b>G</b> 178 <b>B</b> 210 <b>HEX #17B2D2</b>
<b>R</b> 81 <b>G</b> 223 <b>B</b> 208 <b>HEX #51DFD0</b>	<b>R</b> 251 <b>G</b> 213 <b>B</b> 67 <b>HEX #FBD543</b>
<b>R</b> 23 <b>G</b> 178 <b>B</b> 210 <b>HEX #17B2D2</b>	<b>R</b> 42 <b>G</b> 255 <b>B</b> 161 <b>HEX #2AFFA1</b>
<b>R</b> 248 <b>G</b> 74 <b>B</b> 69 <b>HEX #F84A45</b>	<b>R</b> 225 <b>G</b> 72 <b>B</b> 199 <b>HEX #E148C7</b>
<b>R</b> 161 <b>G</b> 72 <b>B</b> 237 <b>HEX #A148ED</b>	<b>R</b> 25 <b>G</b> 180 <b>B</b> 247 <b>HEX #19B4F7</b>

## DATA VISUALIZATION COLOR PALETTES

When it comes to visualizing data, the more variance you can have in the color palette, the easier it is for users to map your data series to the visualization. There are times when a sequential palette will work better than a qualitative, or diverging palette. Use your best judgement. Picking the right colors for the right occasion can be tricky and involves considering a lot more than just your audience.

### SEQUENTIAL PALETTES

# Colors

5



10



12



25%

#DCEDC8

45%

#42B3D5

75%

#1A237E

5



10



12



30%

#FEEB65

65%

#E4521B

85%

#4D342F

## PHOTOGRAPHY

Using black and white aerial views of the city help create strong contrasts with the the brand's colors and emphasize our content. It also helps re-emphasize the purpose and mission to what we do. Overlaying the innovation team color or gradient can help reinforce our brand.

Using high contrasted color photos are great when demonstrating the teams process and "fruits of our labor". With only a few exceptions, it's important to keep portrait photos black and white. We are the not the focus, our work and process is.

Crop the photo appropriately. Though aesthetically the crop may be appropriate, making sure your image is communicating the necessary information is first and foremost.

**NOTE:** When taking, formatting, or laying out any photography, it is important to not forget our brand values: simple, optimistic, and clean.

Black and White Style Samples



Color Photo Samples



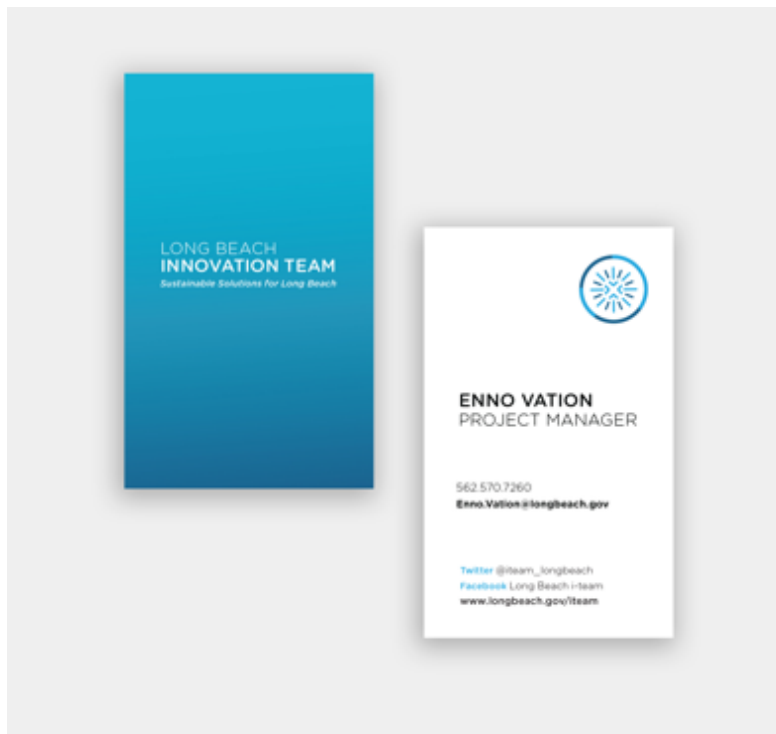


## BUSINESS CARDS & LETTERHEADS

These are samples of the stationary style for the team. It is important to create something simple, clean, and friendly., Overcrowding of text is not appropriate.

**NOTE:** Its important to keep a consistent left alignment.

Business Card Sample



Letterhead Sample

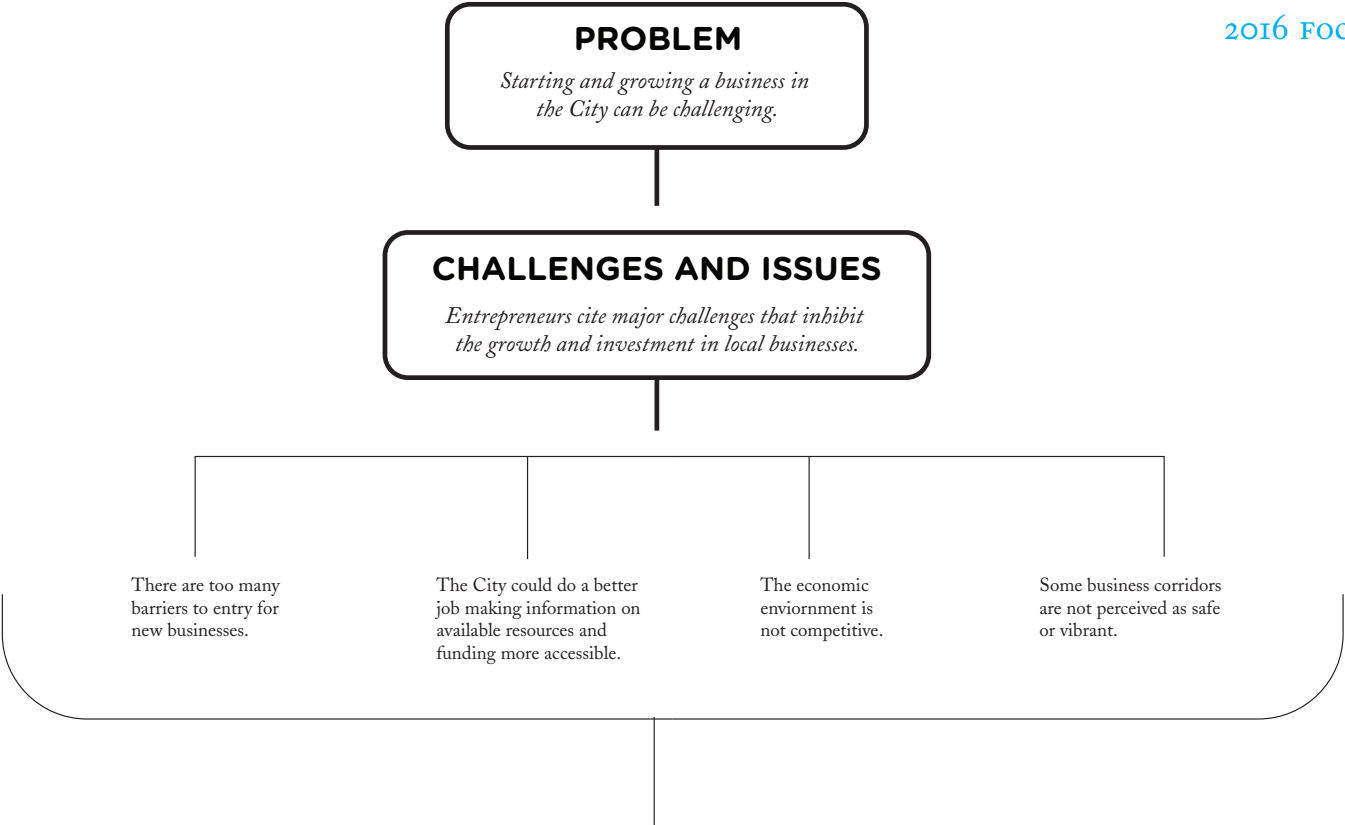


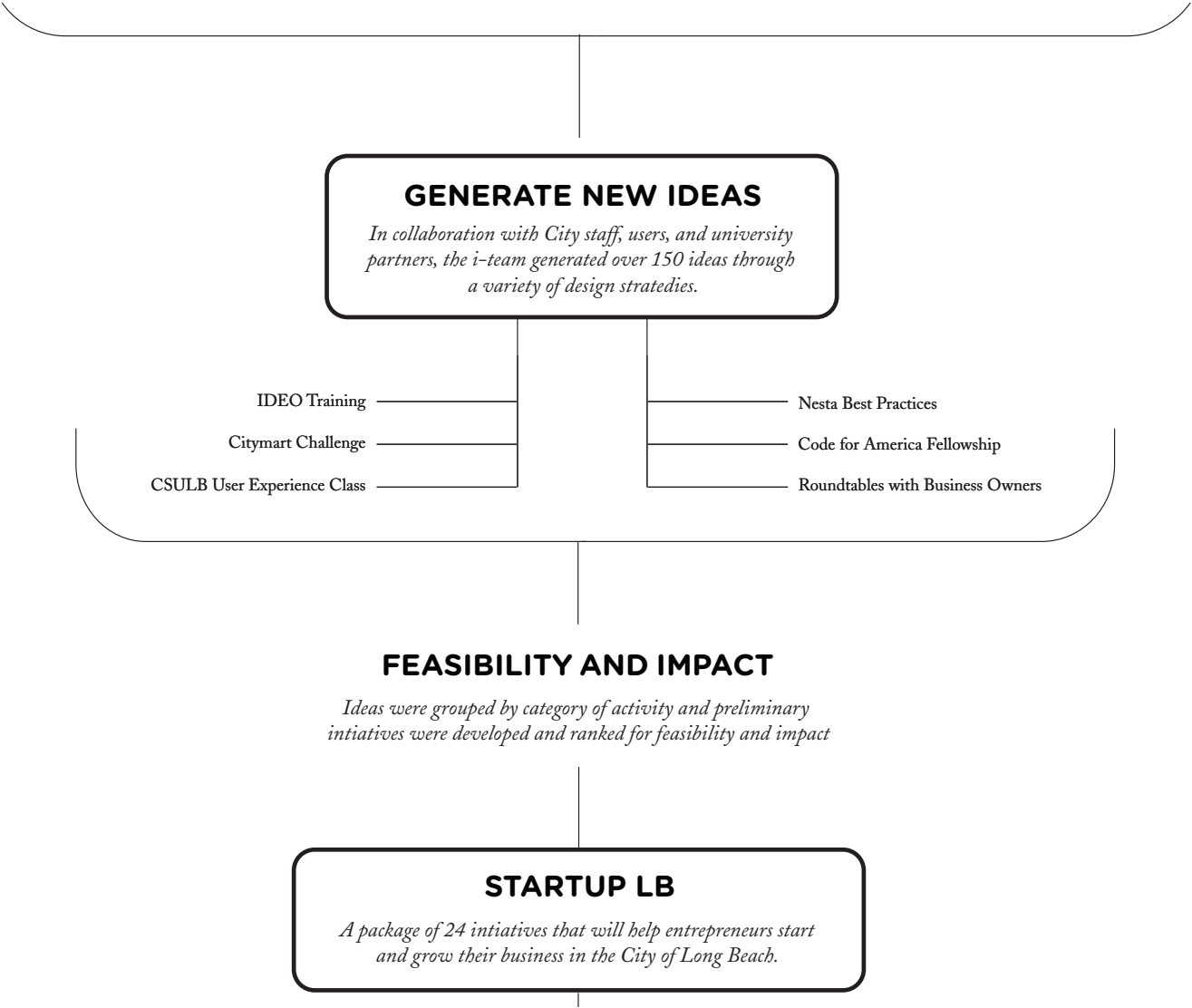
# INNOVATION TEAM TIMELINE

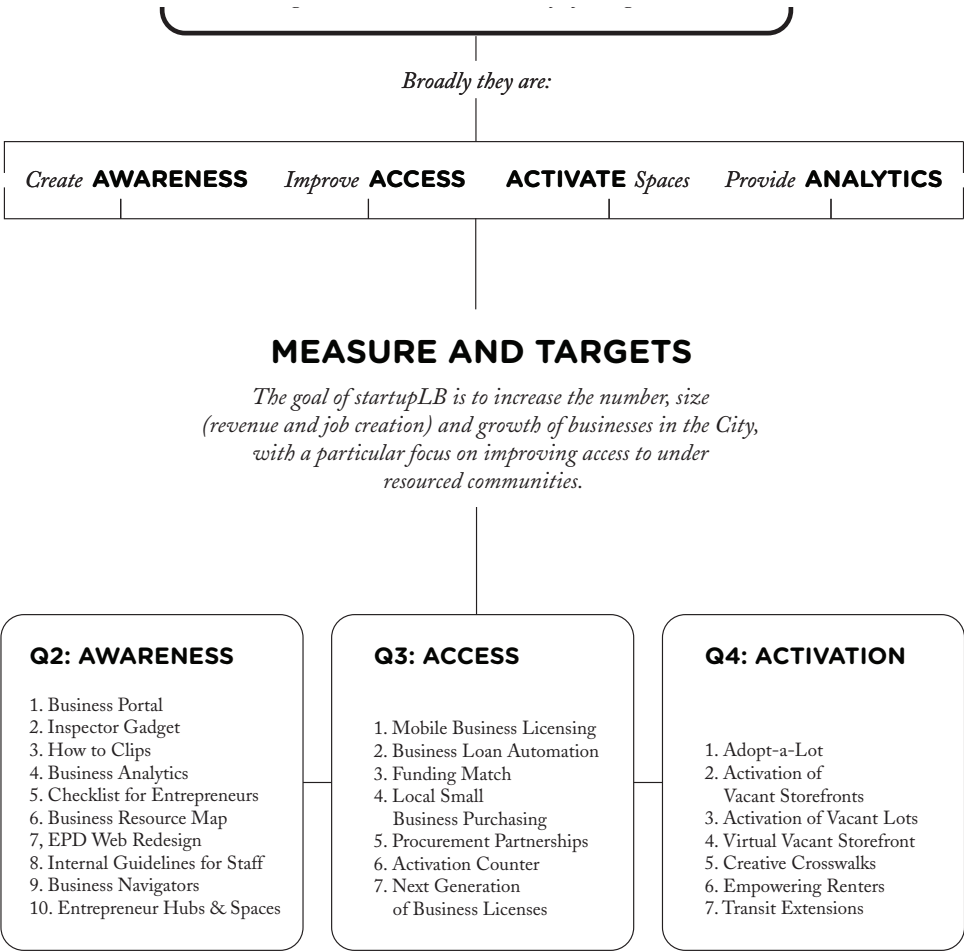
It is important for the team to reflect and examine their path and hurdles. Creating the beginning of a graphic timeline was my approach to help the team explain to others their process but to serve as a subtle reminder of how much they accomplished and persevered.

LONG BEACH  
INNOVATION TEAM  
2016 FOCUS

1 INVESTIGATE THE PROBLEM









## REFLECTING ON THE PROCESS

As my time with the team was winding down, I thought it would be helpful to give them my personal insights on how to improve. The team is filled with untapped possibilities. Every team member is filled with conviction and passion, who share a desire to accomplish great things. From what I see, the team is able to excel in turn-around situations. Many team members manage to get stuff done together, but deep collaboration can be challenging.

For the team to reach it's fullest potential, we need to build trust and cohesion. The biggest thing standing in the way of this team is the team itself. The team needs to get past grand talking and on to performing. The team's passion is energizing but its hard to commit to bold moves or align around decisions when members of the team don't fully understand or believe in each other.

## FIERCE BUT FRAGMENTED

I observed the team reinventing the wheel when it came to process, which was an inefficient use of time. By discovering best practices and making them a replicable and iterative process, the team could begin to build success on top of success. I recommended the team engage in active reflection as individuals and a group to start this discovery.

# TRAITS *of the* INNOVATIVELY INCLINED

More important than process is the mindset we bring to the work. Mindset is more complex and difficult to develop than merely following a defined process.

SPIRITED

REFLECTIVE

AGILE

EMPATHETIC

RECEPTIVE

PASSIONATE

DETERMINED

BOLD

INTROSPECTIVE

STRONG  
WILLED

CURIOUS

## MOMENTS OF REFLECTION

Reflection has positive outcomes of shared meanings, greater coordination, and clearer communications. If the team were to reflect together, members would gain insights and coordinate their actions to accomplish change. Without reflection, the team can still learn and coordinate action, but the cohesive interconnectedness just doesn't begin to hum with excitement. Reflection processes help people align and interconnect.

*Reflection may include acknowledging and/or sharing of reactions, feelings, observations, and ideas about anything regarding the work we're doing. It can even be 10-20 minutes in weekly staff meetings, or addressed with a team member as a walking meeting to Starbucks.*

### *Tips for Success*

## DESIGNING A REFLECTION ACTIVITY

- Have an outcome in mind (i.e. leadership, team building, improved critical thinking, acknowledgment).
- Evaluate and develop an understanding of what you want to take away from the reflection. Having a goal or anticipated outcome will help to guide the reflection.
- Happen before, during, and as soon after the service experience as possible
- Actively involve the service recipients for a really compelling reflection session
- Reflection questions often lead to other questions, which lead to other questions. While these diversions can lead to great discussion, they can, as easily, go all over the place with little value for participants.
- Maintain focus by bringing it back to the theme or significant topic, and presenting "so what, now what" questions before leaving a decent topic.
- Use silence: People need some silence to reflect internally, some more than others do.
- It's important to ensure all participants have an equal opportunity to become involved.
- The more comfortable and honest (still respectful of course) the better benefit.

## SAMPLE REFLECTION ACTIVITIES

### *Model One*

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#### WHAT?

Without judgment or interpretation, participants describe in detail the facts and event(s) of the experience:

- descriptive
- facts, what happened, with whom

#### SO WHAT?

- shift from descriptive to interpretive
- meaning of experience for each participant
- feelings involved, lessons learned
- why?

#### NOW WHAT?

- contextual: seeing this situation's place in the big picture
- applying lessons learned/insights gained to new situations
- setting future goals, creating an action plan

### *Model Two*

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#### THE MIRROR, MICROSCOPE AND BINOCULARS

A series of questions is posed to allow team members to look at themselves (mirror), the experience (microscope), and the greater picture (the binoculars). The questions can be discussed out loud or written first and then discussed.

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#### *Sample Questions:*

##### MIRROR

What have you learned about yourself through this experience? How has this experience challenged beliefs that you have/had? How have you challenged yourself, your philosophies, and the way you work?

##### MICROSCOPE

Describe your experience. What have you learned about city government, the people you've been working with and the community of Long Beach you're serving? Do you feel your actions had any impact?

##### BINOCULARS

How is the innovation team impacted by what is going on in the larger political/social sphere? From your experience, are you able to identify any underlying or overarching issues which influence the problem? What could be done to change the situation?

## REFLECTION IS A NECESSARY PART TO BEING INNOVATIVE

Learning always requires reflection.

Team reflection is an important antecedent to team creativity and innovation. Teams that can reflect can change their strategies and processes and learn from past mistakes and achievements. Once we are able to innovate our processes as a team we will in turn makes our work much stronger. Changing our habits will in turn bring more change.

Through reflection, the team can anticipate problems, mitigate risks, and pull together the strands of teamwork to make the implementation proceed smoothly. Skimp on reflective time — or ignore it altogether — and your increase the risk of having good innovations fail.

Once the team's chosen a habit to focus on as a team, it requires dedicated time and space to actually change the team's collective mindset and behaviors. Unlike personal habits, which you can put into place on your own, team habits only stick when theres a shared understanding and a shared desire to change. To get there, the team needs to go on a journey together.

## CHANGING TEAM HABITS *and* MAKING THEM STICK

①

### SEE

The journey begins with seeing—giving the team a chance to pause and see things from a new perspective or find what's been hidden. Whether you're charting your working style or mapping the forces working for and against you, habit work always begins by zooming out.

②

### REFLECT AND DISCUSS

Seeing gets everyone's brain firing in new ways. At this point, it's essential to convene as a team and talk—to process what you're all seeing, let go of outdated beliefs, and generate ideas for new behaviors.

③

### TAKING ACTION

Once the team begins to coalesce around a shared point of view about what you want to do differently, its important to ground that desire in concrete, achievable actions—small moves you can make immediately.

④

### COMMIT AND PRACTICE

For habits to stick over time, it then helps for the team to commit to a shared ritual—a mechanism that reinforces the change over time.



THANK YOU!



It was a great privilege to learn from such highly motivated and spirited people that aim to make the City of Long Beach the best it can be. Thank you to all my colleagues at the Long Beach Innovation Team. 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.

Special thanks to my terrific mentor Mari Nakano. Mari's support and expertise was incredibly enlightening and really helped me work through challenges I had experienced. Thanks to also Jennifer May, Mariana Amatullo and Designmatters for giving me this terrific opportunity to learn through this wonderful Fellowship.