

CITY HALL →

**Long Beach Innovation Team
Designmatters Fellowship
Summer 2016**

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Hi,
I'm Justine.

I am a graduate student in the Media Design Practices program with an eye on urban spaces and the bodies that dwell in those spaces. This was not always the case, though.

Prior to entering the graduate program, I worked in Seattle and abroad. I was a consulting geopolitical researcher at Microsoft, then an Account Director at a small tech consulting company. On the side I worked with a documentary filmmaker and photographer focused on telling women's stories and was on the Board of Directors for the Coalition Ending Gender-Based Violence. When opportunities to move abroad came up, I decided to go for it. The first was teaching English in Buenos Aires, then later I was based in Kigali, Rwanda to be an assistant researcher on an electronic health systems research project in Rwanda, Tanzania, and Mozambique. Throughout all of these experiences, I saw the impact design can have in people's lives and was filled with so many questions to explore. Hence, grad school.

The Fellowship with the amazing Long Beach i-Team was an incredible opportunity to put the learning into practice. The 14 weeks flew by, but every single day served to shape my design practice and direction in ways I couldn't have imagined.



| THE LONG BEACH I-TEAM |

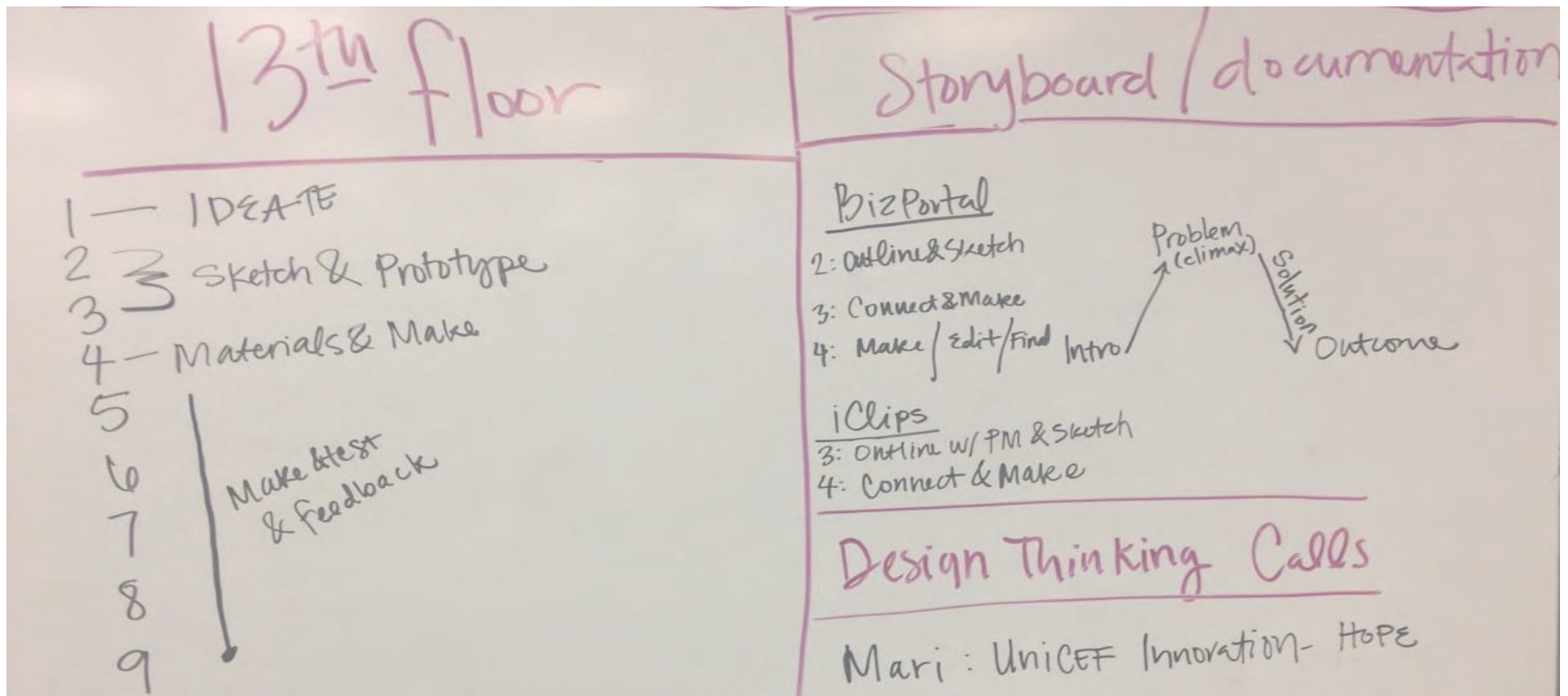
The i-team celebrated its one year anniversary in early May. With generous support from the Long Beach City Council and a \$3 million grant from Bloomberg Philanthropies, the i-team extends the City's capacity to rapidly advance research and development through a bold, data-driven, and transparent approach to innovation. It is an interdisciplinary team made up of researchers, designers, software developers, and project managers. Their process is steeped in Design Thinking and Human Centered Design in which users are at the center of every decision.

Within the context of the Bloomberg Innovation Delivery process, when I arrived they were deep into the third of four stages of the first priority: starting and growing businesses in Long Beach. As they prepared to deliver nearly 24 initiatives, the team was very busy managing both projects and relationships within and outside of City Hall. This is the first time a team like this has existed within City Hall and gaining trust has been an essential part of their work. They have been extremely successful in doing just that. In July, the research team also started moving forward on the upcoming priority of public safety.



| GETTING THERE |

More often than not, I commuted to work via the LA Metro's Gold, Red/Purple, and blue lines. The trips from Pasadena to Long Beach allowed for observation, reflection, and conversations. Being in the middle of people's daily routines helped to provide a bit of context for the work inside City Hall.



| THE FOCUS |

Converging and web weaving are the words that I use most often when describing my role within the team. As the fourth Designmatters Fellow and first interaction designer, much of my work at first was internally focused storytelling. After a couple of weeks of observing and learning, I saw a lot of potential in helping with strategy, which was a less “traditional” design role, but one I was very excited to explore. This ran parallel to how the team is innovating within city government by doing things differently. We are all being asked to adapt. With that came the constant personal question of how designers can best fit into what I started to call “unexpected spaces” such as city government. The visual and aesthetic were pieces of the puzzle, but certainly not the whole story. Refreshing.

In helping the team I tapped into both the depth of my knowledge as an interaction designer, as well as the breadth of my business, project management, and strategic planning experience. This included further integrating design thinking into the everyday workings while also looking at the lessons, processes, and vision from the past year to move into the second year. At the same time, storytelling to audiences outside of the team was necessary, as the initiatives were coming alive.



| CONVERGENCE |

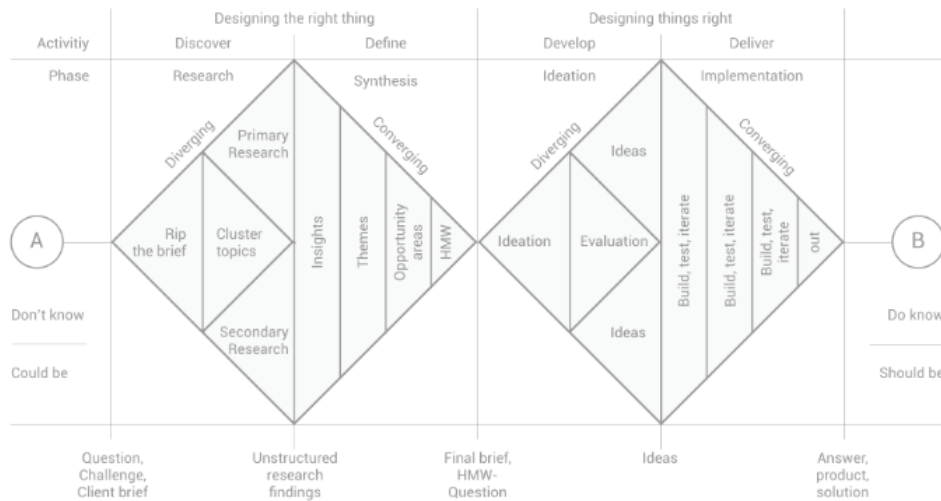
The i-team had spent the previous year figuring out the what's, the why's, the how's while focusing on the first priority. They had accomplished a lot in the year and now they were in a stage of convergence within the process of the first priority, along with their existence as a team. Moving into the second priority, it was time to reflect and build upon the lessons of the past year. That included digging deeper into how the definitions and methods of Design Thinking, Human Centered Design, and Innovation fit into this unique context. Ultimately, this meant connecting existing pieces and putting them together in a way that most resonated with the team.

THE FOUR STEPS OF THE INNOVATION DELIVERY APPROACH

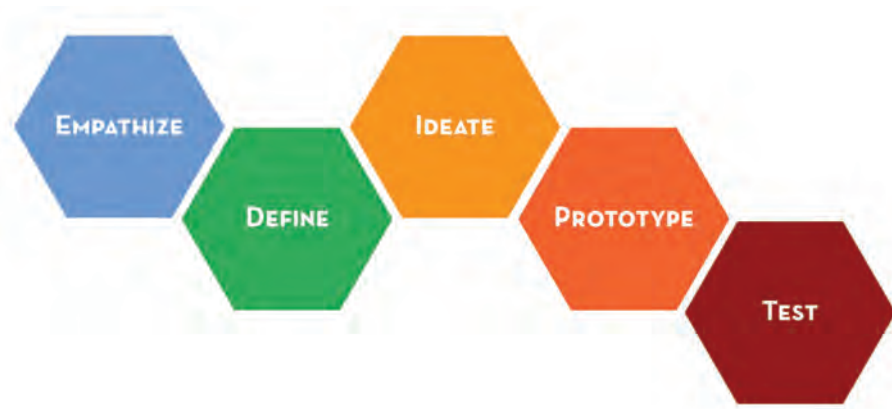


I CONVERGENCE : PROCESS I

One of the goals during the Fellowship was to take a step back and think about how we can lay out the process for the second priority. What was the nexus between the different design thinking approaches that were presented to the team over the past year?



Every i-team follows Bloomberg Philanthropy's Innovation Delivery Approach. Each of the four phases is broken down in the i-team Playbook to include different tasks such as hypothesis trees. This laid out an approachable foundation for the team to begin its work in City Hall.



At the same time, there are other frameworks from which to approach design thinking, such as the double diamond framework and the more traditional model. After presenting a few options to the team, we found that the double diamond visual resonated with everyone. The task was now to build out that visual as a road map for the team.



| CONVERGENCE : PROCESS |

For several weeks, I worked with the team to create a comprehensive map. Through formal meetings and informal conversations, we broke down each step of the process with questions, tasks, key players, and multi-level check-ins. In the end, I presented the double diamond to other i-teams, a couple of which may generate their own version.

| DIAMOND #1 |

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DON'T KNOW/COULD BE
 DEFINE THE FOCUS || GATHER
 & DECIDE

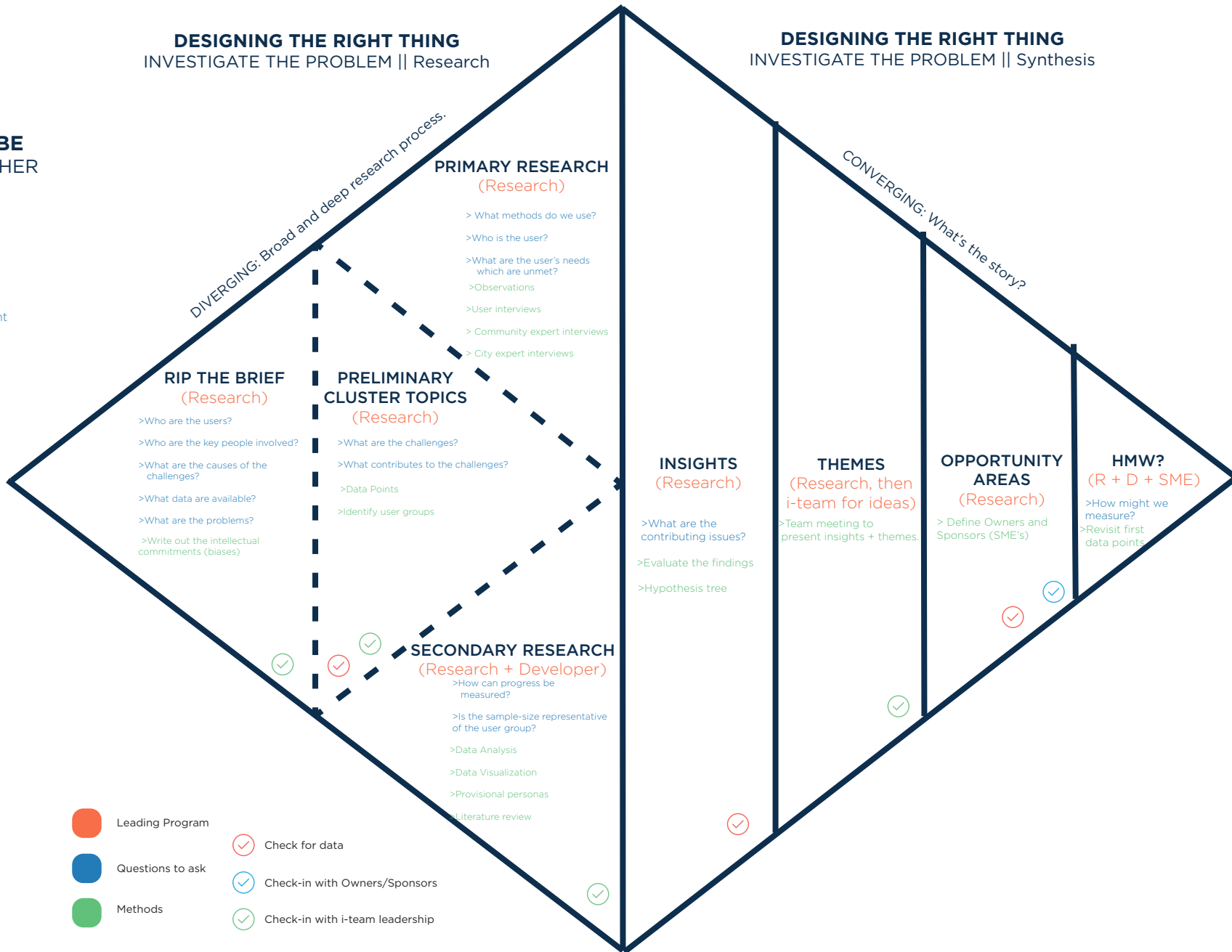
SPRINT
 (i-Team)

- >What is the measure and/or data point we don't like?
- >What are the Mayor and City Manager's priorities?
- >What data points are available?
- >What data points are not available?
- >What are key the insights?
- >Who are the key informants we can talk to for 30 minutes?
- >What is the pulse of other stakeholders?
- >Define the challenges
- >5 days of research
- >Key informant conversations
- >Draft Problem & Vision statements

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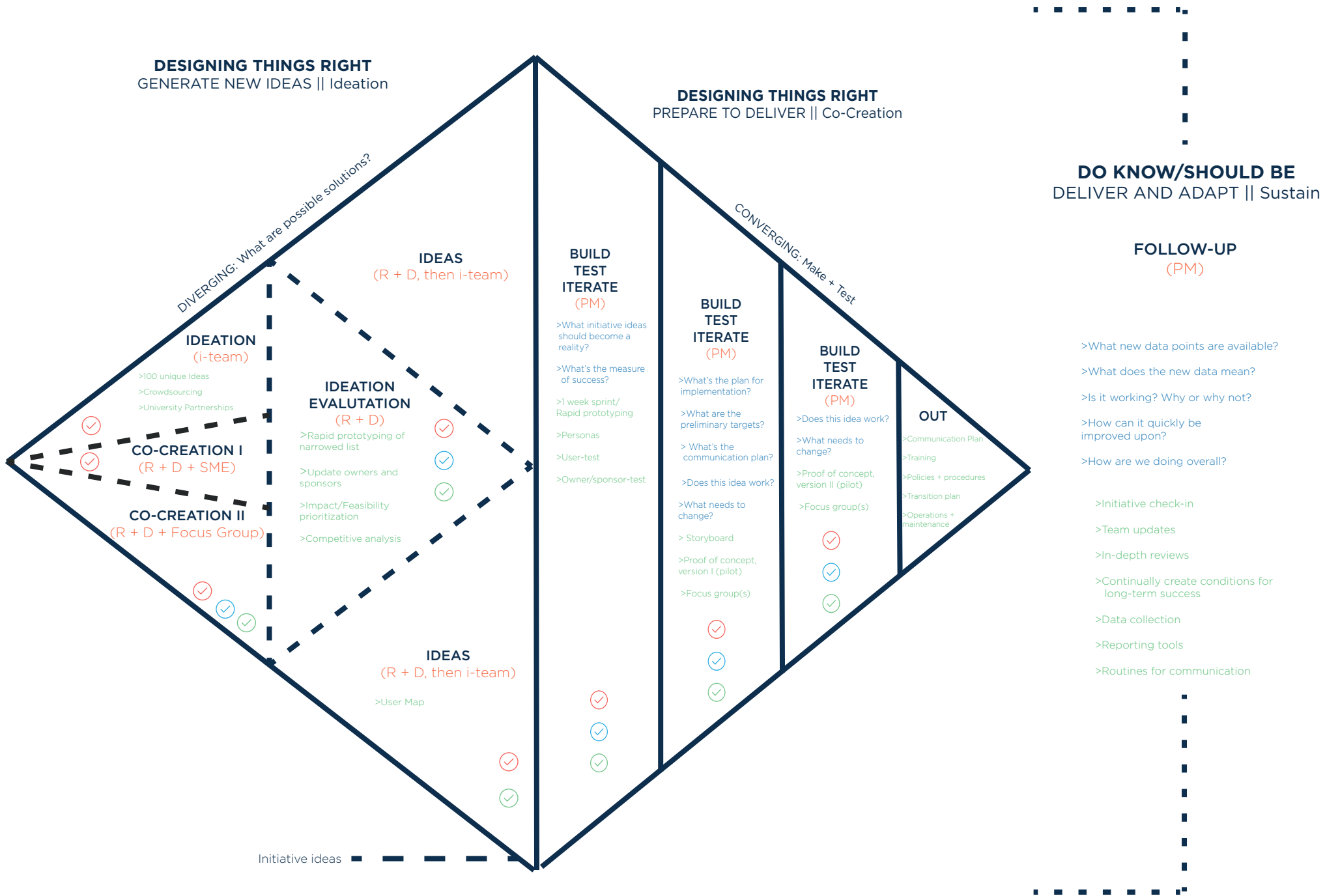
DESIGNING THE RIGHT THING
 INVESTIGATE THE PROBLEM || Research

DESIGNING THE RIGHT THING
 INVESTIGATE THE PROBLEM || Synthesis



- Leading Program
- Questions to ask
- Methods
- ⊙ Check for data
- ⊙ Check-in with Owners/Sponsors
- ⊙ Check-in with i-team leadership

I DIAMOND #2 |





| CONVERGENCE : STRATEGIC PLANNING |

Every Tuesday, the i-team Director, John Keisler, and I met to discuss projects and needs for the team. While the team was not only thinking about the current and next priorities, John was also working on the long-term foundational structure. With his insight and previous drafts, I prepared a set of value statements and programmatic organizational charts to build from over the next few months. Similar to the process diagram, the value statements are a composite of statements the i-team has developed over the past year. The drafts of each were presented during the annual strategic planning meeting and generated powerful conversations.



| CONVERGENCE : DESIGN THINKING WORKSHOP |

Leading workshops is a new favorite. In July, I led a design thinking workshop for the four new civic interns that recently joined the team. Their backgrounds were in anthropology, UX design, and educational policy, so the knowledge of the topic varied. After briefly covering the basics of design thinking and how it fits within the context of the i-team's work, we put it into action with a brainstorming activity regarding their initial thoughts, concerns, and questions around the second priority of public safety.

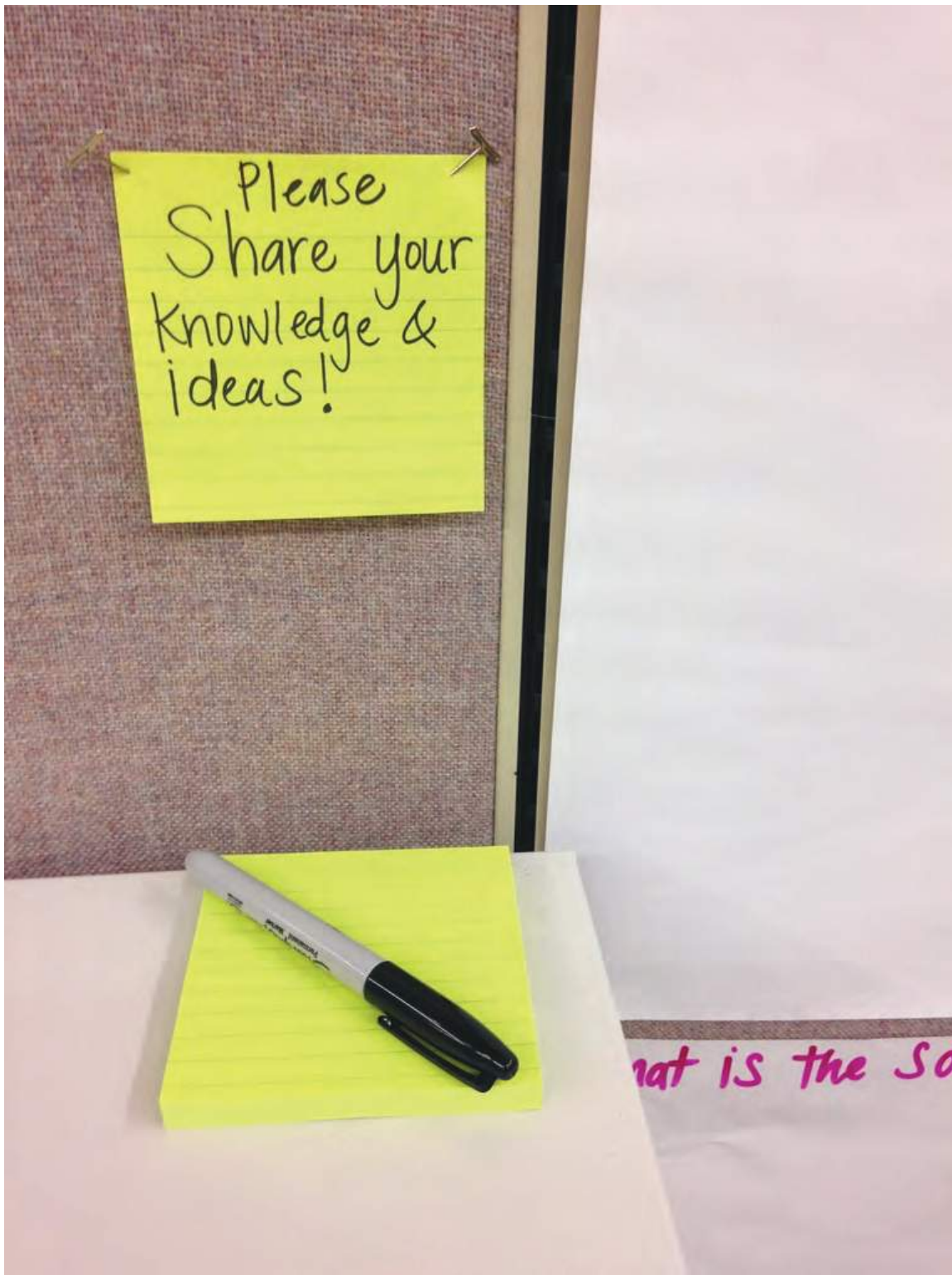


I CONVERGENCE : PROTOTYPING WORKSHOP I

One thing the team wanted to do more of in the next priority was prototyping. The inherently ambiguous nature of going through multiple iterations with the user(s) contrasted with the more planned nature of city governance, yet there was an identified value in working this way.

Harrison Huynh and I held a workshop so everyone could have a chance to get a taste of the process before leading it themselves. The brief we provided asked them to recreate a "knob" for a 30 year old female with rheumatoid arthritis who is experiencing greater and greater difficulty grabbing and turning traditional knobs. They then had 30 minutes to make with materials we gathered from the office (tape, string, wire, cardboard, Starbucks coffee cups, etc.).

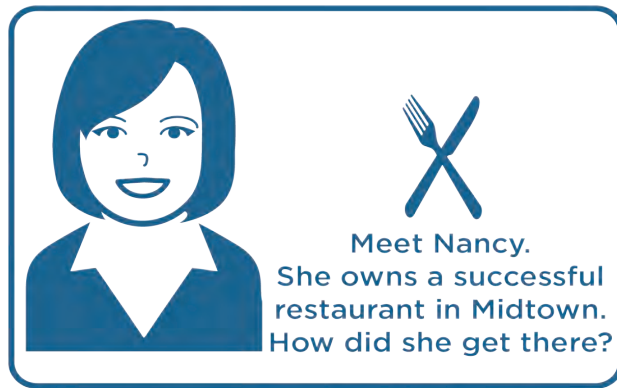
Getting the team to interact within this vulnerable space was really fun to observe. This was by far one of the highlights of the Fellowship and I cannot wait to hear about more prototyping experiences in their future.



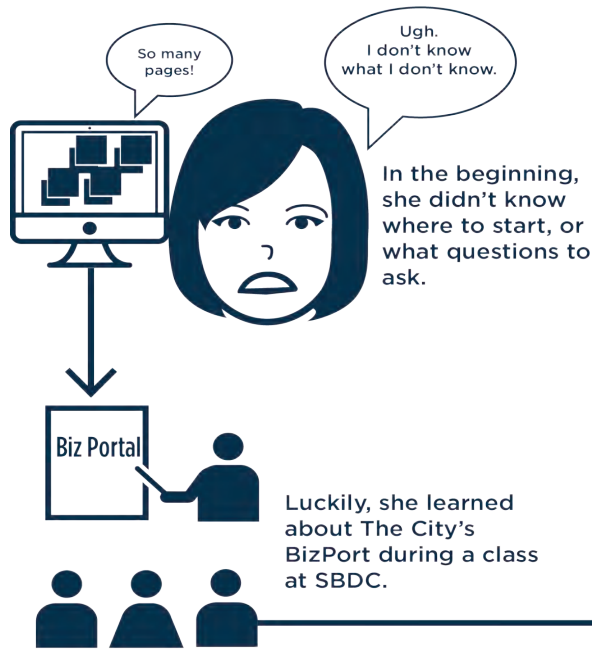
| WEB WEAVING |

Innovation is often described as connecting the dots others don't see. I like to see this as a web, in which each connection is of equal importance in creating the final outcome.

With this in mind, I wanted to weave as much as possible over the 14 weeks. The outcomes ranged from creating new relationships to idea sharing.



1 YEAR AGO



4th floor



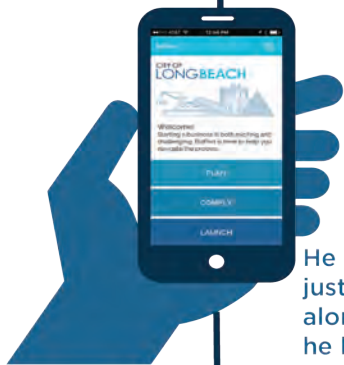
| WEB WEAVING : USER JOURNEYS |

Creating user journeys for the first set of initiatives was my first priority when joining the team. A lot of progress was happening and the team wanted a way to internally communicate the overall goals for their initiatives. The BizPort (seen above), iClips, Outdoor Office and User Analytics user journeys were used during a stocktake meeting with Mayor Garcia and other meetings as a visual tool while discussing the correlating initiative.

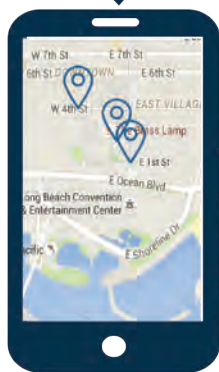
| BUSINESS ANALYTICS |



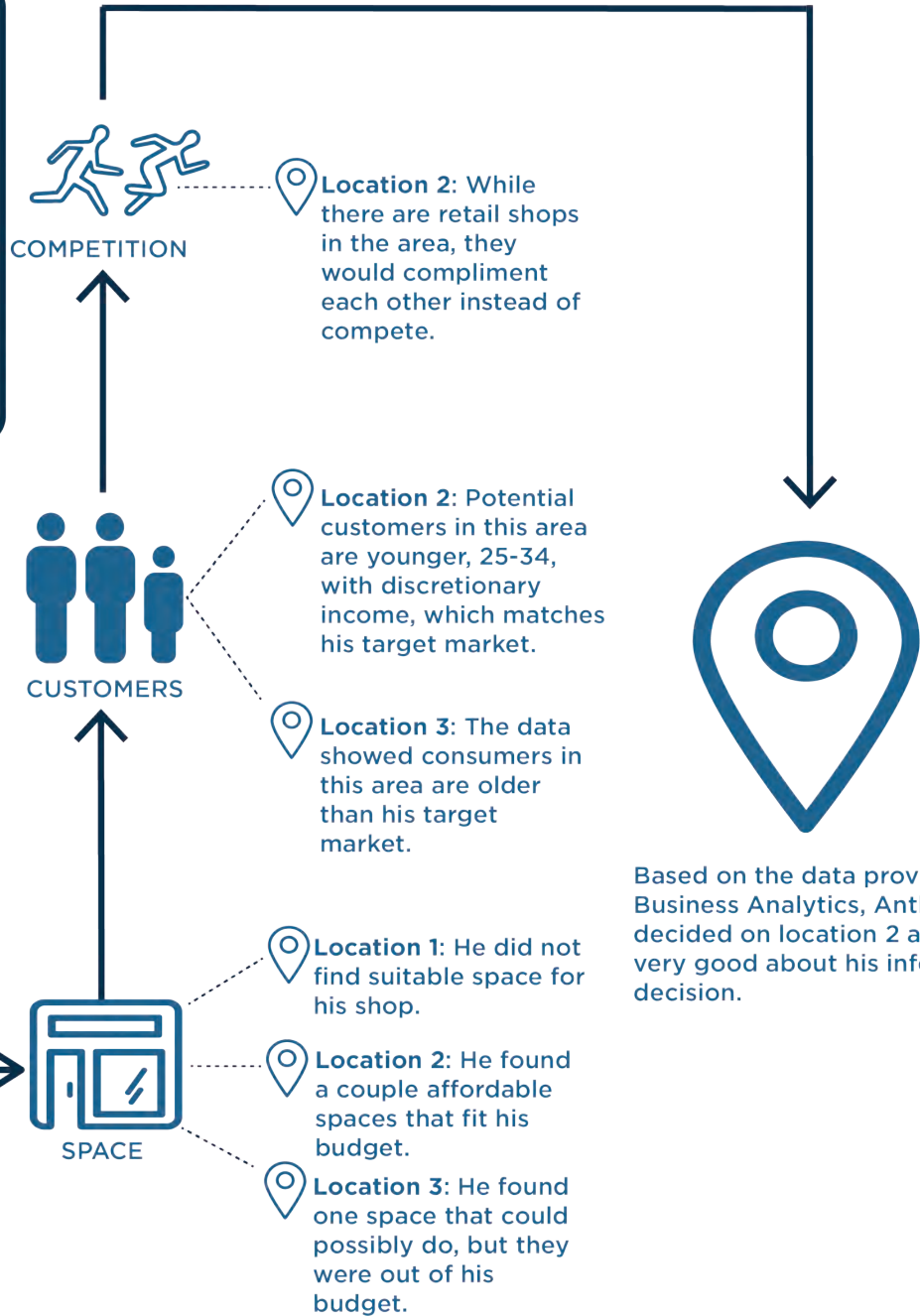
Meet Anthony.
He is writing a business plan for a men's clothing store in Long Beach and needs to figure out the best location for his shop.



He knew he couldn't just go off intuition alone, so from BizPort, he linked to the city's free Business Analytics site.



He looked up his top 3 locations to make an informed decision. The goal was to narrow it down to one location.



| OUTDOOR OFFICE |

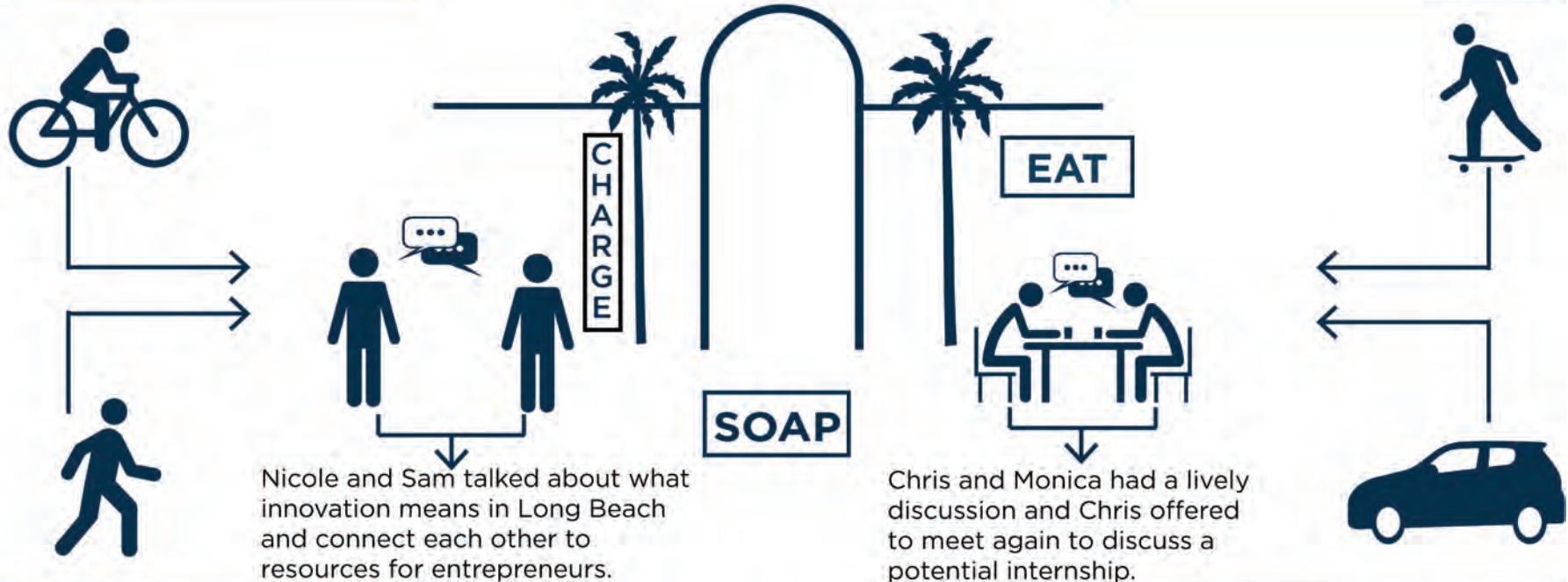


Meet Nicole.
She has a small start-up in Long Beach. With a flexible schedule, she loves connecting with others in Long Beach. Her favorite place to go is the outdoor office at Harvey Milk Park.



Meet Chris.
He considers himself a social innovator. He frequents Harvey Milk Park to meet new and old friends to discuss what is happening in the community.

HARVEY MILK PARK EQUALITY PLAZA

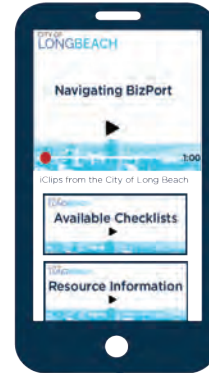
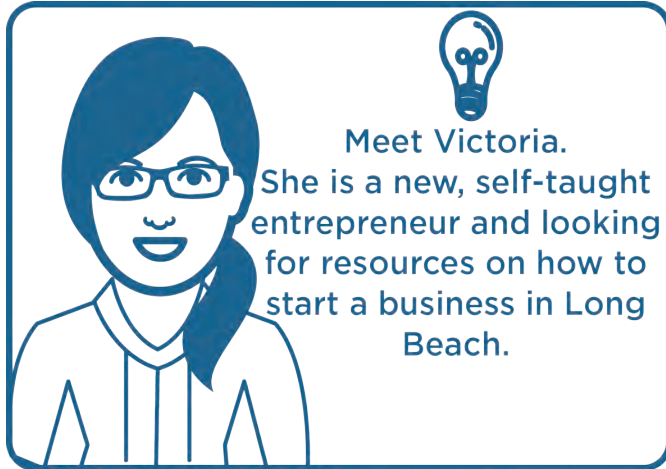


Meet Sam.
He's a new entrepreneur and recently started using a co-working space. He heard about Harvey Milk Park's outdoor office and decided to spend his afternoon there.



Meet Monica.
She is a student at CSULB. Harvey Milk Park means a lot to her because of Milk's legacy and that the space provides a platform for conversation amongst a diverse community.

The outdoor office at Harvey Milk Park will facilitate and encourage entrepreneurial endeavors. It is a space that serves to connect business owners, students, and the community at large.



She found a video that helped her each step of the way.



She felt more comfortable beginning the process on the BizPort site.



To start learning, she Googled "how to start a business in Long Beach".



Victoria watched the first of the series. The video took only 1 minute to watch. It offered an overview of where to start. She could even watch with Spanish subtitles.



The Long Beach iClips on YouTube were at the top of the list.

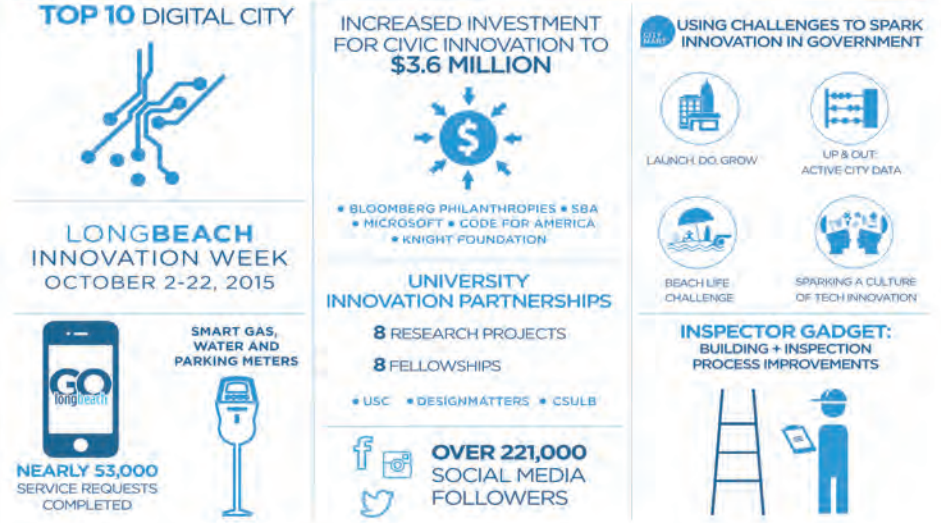


Victoria was very happy to learn that BizPort could be translated into Spanish, too.

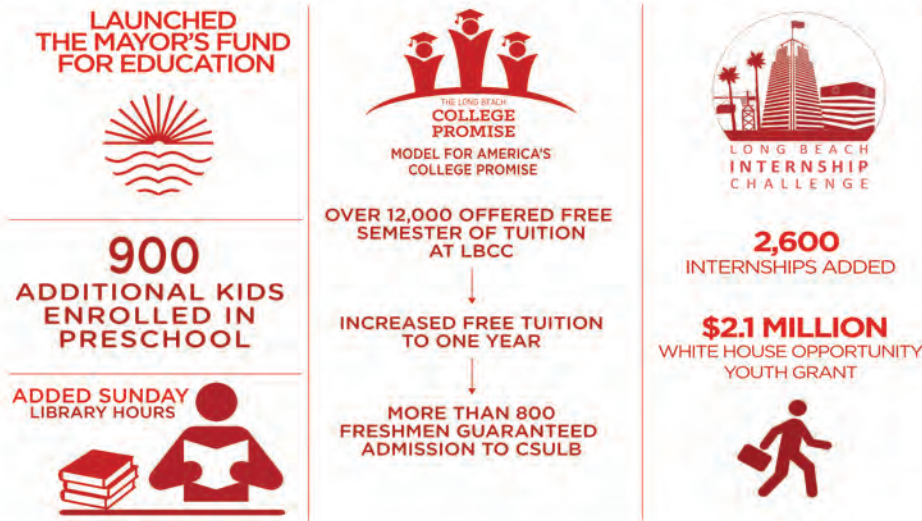
ECONOMIC DEVELOPMENT | MAYOR ROBERT GARCIA - YEAR 2



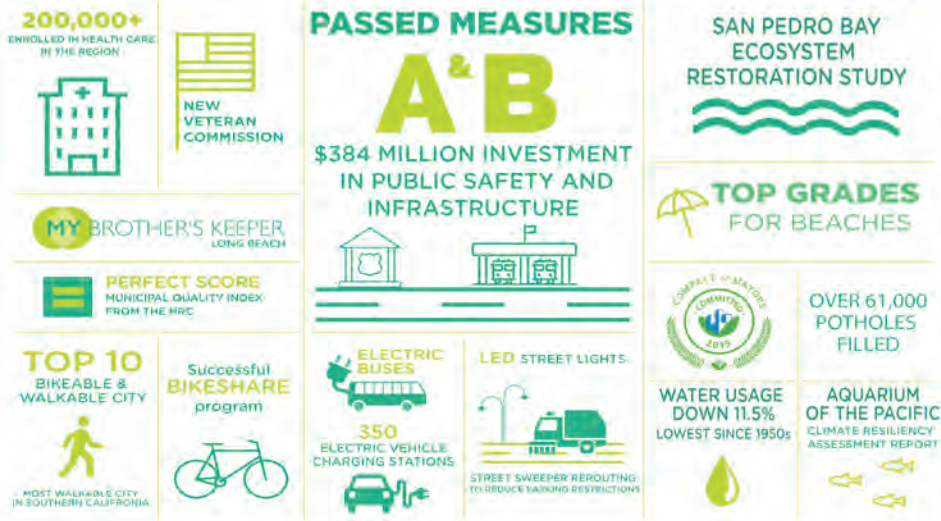
CIVIC INNOVATION | MAYOR ROBERT GARCIA - YEAR 2



EDUCATION | MAYOR ROBERT GARCIA - YEAR 2

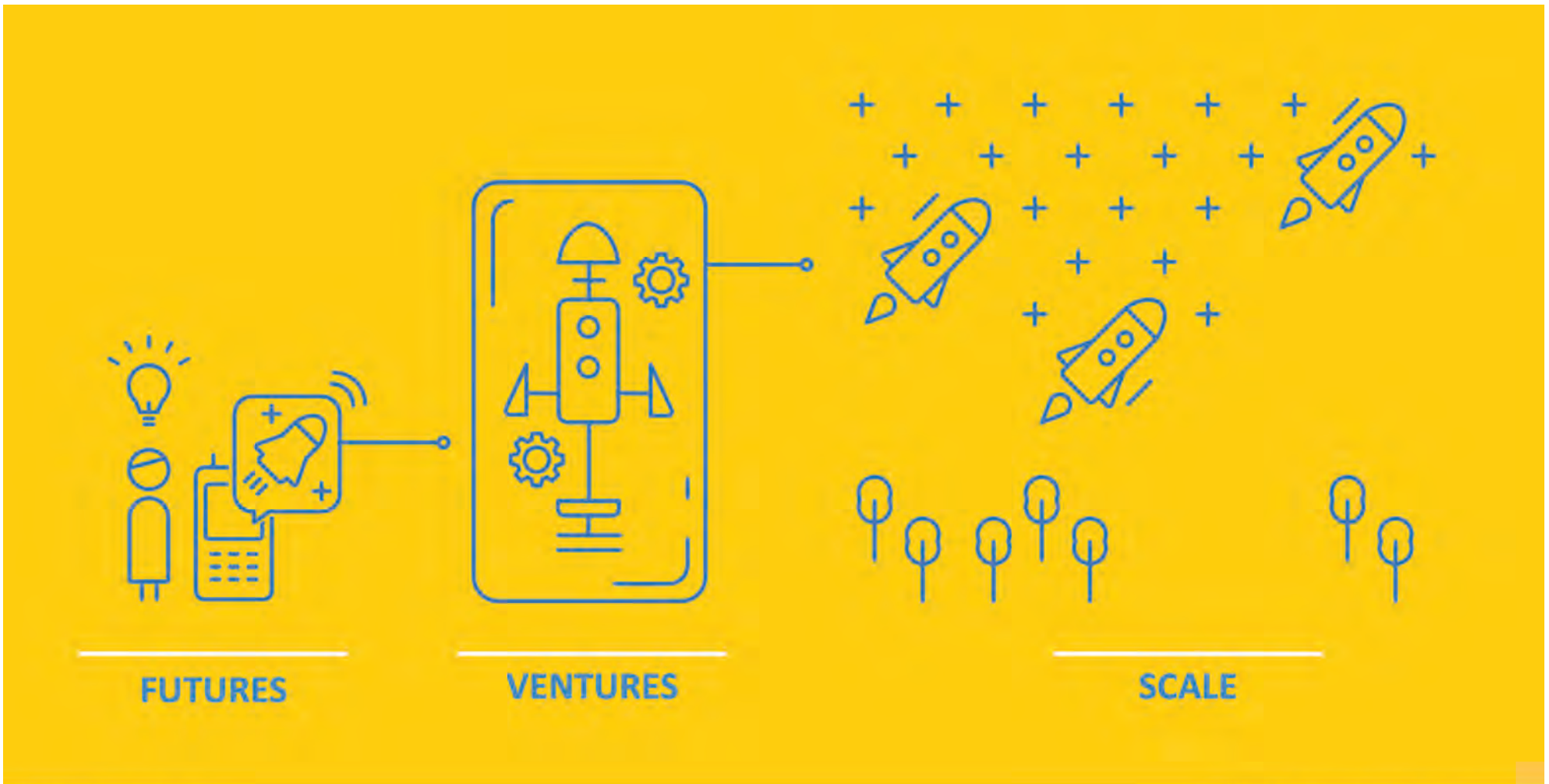


LIVABILITY | MAYOR ROBERT GARCIA - YEAR 2



I WEB WEAVING : MAYOR'S INFOGRAPHICS I

Halfway through the Fellowship, I was asked to develop a set of four infographics depicting Mayor Robert Garcia's second year accomplishments. What an honor it was to support him. Using the previous year's infographics, developed by Designmatters Fellow Chase Airmet, as a starting point, I worked with the Mayor's team through numerous concepts and iterations over the course of two weeks. The final products were 36"x 52" physical boards to display during the press conference and at his second anniversary celebration, as well as digital versions for social media.



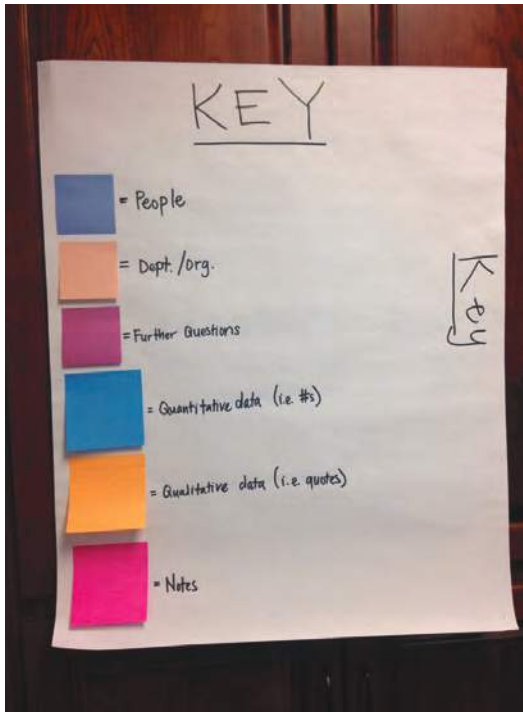
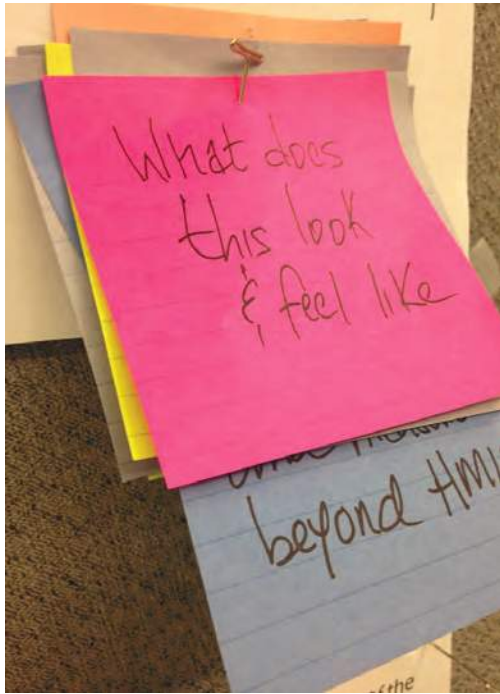
| WEB WEAVING : CONNECTION BUILDING |

Throughout the Fellowship I had the incredible opportunity to be mentored by Mari Nakano, Interaction and Visual Strategy Lead at UNICEF’s Office of Innovation. During one of our weekly conversations she offered to give a presentation to the Long Beach i-team regarding her team’s work and how UNICEF Innovation operates. The conversation was rich with insight and more ideas on how to get from a, to b, to c. The goal is that this is something other Fellows can carry forward in connecting other innovation teams or others that design in what I like to call “unexpected spaces”.



| WEB WEAVING : MONTHLY DESIGN CALLS |

Every month the designers from all of the Bloomberg i-teams gathered via a conference call, led by Denis Weil and Owen Stone. Though the teams all had different priorities according to their particular city's needs, the calls provided a great opportunity to discuss everything from methods to project updates. As designers had not typically worked inside City Hall this kind of space and time to knowledge share is necessary. We shared the outcomes of the UNICEF brownbag, along with the double-diamond and user journeys.



I FINAL PROJECT I

Throughout the Fellowship, I worked on a project that would tie everything together--a toolkit for the 13th floor. We tested different variations of this toolkit and I presented the outcome on my last day.

LONG BEACH INNOVATION TEAM

We help our Mayor & City generate bold new ideas or approaches to solve BIG, pressing problems, using design thinking and the Innovation Delivery Method.

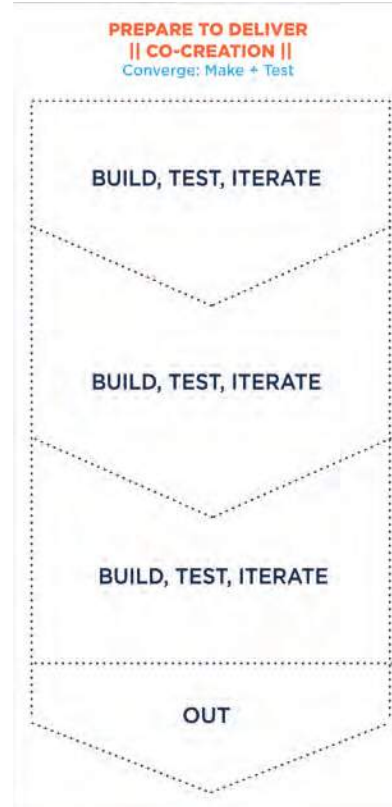
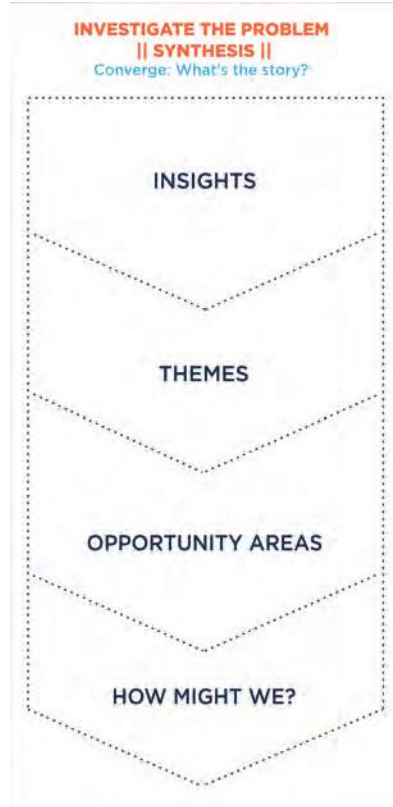
INNOVATION DELIVERY METHOD

1 INVESTIGATE the problem
2 GENERATE new ideas
3 PREPARE to deliver
4 DELIVER and adapt

WHAT ARE INNOVATION AND DESIGN THINKING?
Take one of these! And one of these!

THE LONG BEACH INNOVATION TEAM...

- a group of people from various departments and agencies
- focused on solving the city's most pressing problems
- committed to delivering innovative solutions
- problem solvers
- committed to creating a culture of innovation



I WALL PANELS I

Thinking about the process living solely within the team and on paper seemed to not necessarily be in-line for why the i-team exists. We wanted to make it physical, mobil, and public. So I transferred the double-diamond onto 7 foot boards to live on the 13th floor. The team could bring the boards with them for meetings or co-creation sessions with stakeholders. Hopefully this would also increase the level as transparency for others outside of the team as they could read the brainstorming notes or even take one of the small booklets we made with a list of methods and what design thinking and innovation is all about.

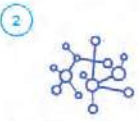
METHODS YOU CAN USE



Method: Field Research

Who: Research

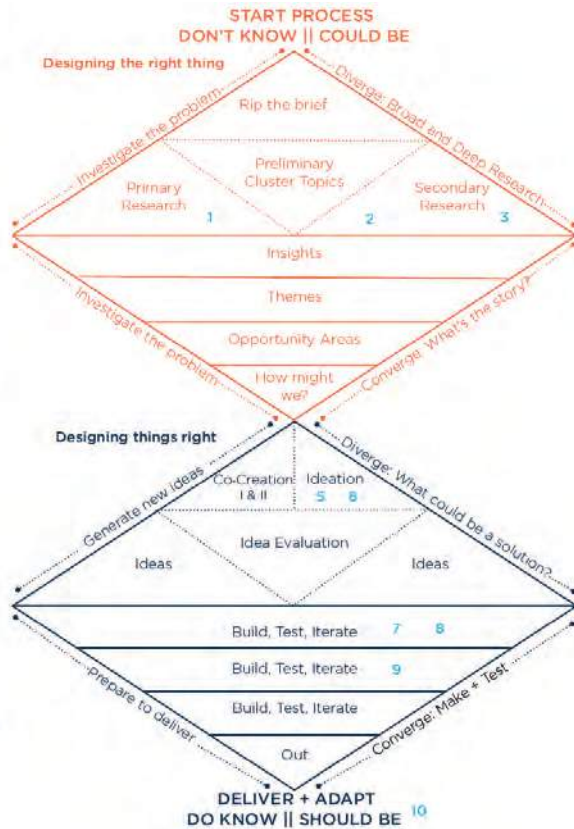
About: Designing the right thing starts with thorough research. Ask questions such as: What methods do we use? Who are the users? What problems are they facing? Observation and interviews with the users and experts will help to answer these questions and move us forward.



Method: Data Visualization

Who: Developer + Research

About: One way to see patterns within the research is to create a graph, chart, or other creative data visualization methods. What pieces of information are most prominent? What does this say about the larger problem? What story is forming? What is missing from the data?



3



Method: Provisional Persona

Who: Research

About: Personas increase empathy and hone in the focus and direction of the project. Provisional personas happen early and can be a composite of users based off data from early research. Going through this process will also help to identify gaps and further questions.

4



Method: Hypothesis Tree

Who: Research

About: A hypothesis tree helps teams to identify major insights and contributing issues to the problem based off the research, analysis, and concrete data. Creating this visual can help to connect pieces of data while forming a story around the larger issue.

5



Method: 100 unique ideas

Who: All team; Design lead

About: There's no such thing as a bad idea in the beginning. In fact, anything goes as long as it fits with the research findings. Grab post-its then take turns drawing or writing ideas until you have 100. Remember, there are no bad ideas. Think BIG! Think BOLD!

6

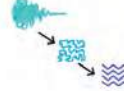


Method: Crowdsourcing

Who: Design + Project Managers

About: Crowdsourcing is an excellent way to draw in external ideas and/or talent. This can be in the form of a competition or RFP. Gaining new connections and partnerships is always a plus, too.

7



Method: Rapid Prototyping

Who: Research + Design

About: Take the best ideas from the ideation sessions and start making. The goal is to work quickly, so start with the materials you already have (paper, scissors, pen, etc.). This means you can quickly test each iteration with users for feedback to then improve upon. Iterate, iterate, iterate.

8



Method: Focus Groups

Who: Research

About: Design thinking requires that users be involved from beginning to end. Each iteration should involve feedback from the user and possibly other stakeholders. Be prepared with specific questions while also providing space for open dialog.

9



Method: Storyboard

Who: PM + Design

About: A storyboard is a way to visualize the process your users will go through and what will ideally be achieved at the end. Where will they find out about the product or service? What will happen at the end? The focus group can give feedback on the storyboard prior to building.

10



Method: In-depth reviews

Who: Project Managers

About: A solution to the defined problem has been released. However, data changes over time, so periodic reviews are necessary. What adjustments need to be made to ensure ongoing effectiveness in order to meet the targets? Do the targets need to change? Who makes these adjustments?

I BOOKLETS I

In an effort to share the methods and processes with teams outside of the i-team, I made two booklets regarding the topics of design thinking, innovation, and methods. Above is the methods booklet, which provides the double diamond framework and ideas for activities within each stage of the process. The booklets are pocket-sized, so the team can take them to meetings or events. At the same time, others within City Hall could use them as reference for their own teams if they wished.



I CONCLUSION I

Prior to this fellowship, I had been steeped in the granularity of field work. Having the experience of stepping back to see how field work, design, and city leadership connect challenged me to think differently. We are currently figuring out how design fits into less traditional spaces, like city innovation. I believe that Design Thinking provides a sturdy framework for these areas as it is a roadmap within the sometimes more ambiguous world of design.

At times I wondered if I was "designing" enough. However, what I slowly realized is that this bigger picture, strategic thinking is indeed design. Sure, visuals and aesthetics are a part, but not all of it. As designers we have the tools to literally sit at the table with leaders and discuss issues and solutions. We can see the macro and translate that into the chewable micro. How cool is that?!? Very.





Thank you, thank you, thank you to this incredible team. Your work and dedication to Long Beach is inspiring. I truly appreciate your support, insight and trust during the 14 weeks. Also, to Mari Nakano for your weekly wisdom and guidance. Lastly, to Mariana, Jennifer, and Susannah of Designmatters, thank you for providing the chance to grow outside of the studio walls. Thank you.