Design in Government

July 30
#TLG2020
Today’s agenda

Overview of Government Innovation at Bloomberg Philanthropies
What is design-based innovation?
The Path to Innovation
How are cities using human centered design to tackle big problems?
Impact in cities
10-minute break
Q&A
Workshopping the City of Bloomington’s Leaf Problem
Bloomberg Philanthropies

Corporate Philanthropy

Personal Giving

Strategic Initiatives
Ensuring **Better, Longer Lives** for the Greatest Number of People

Bloomberg Philanthropies invests in **570 cities and 160 countries**
The Arts
- Public Art Challenge
- Bloomberg Connects
- Arts Innovation and Management

Education
- College Access & Success
- Career & Technical Education
- Firewall Strategy
- Johns Hopkins University

Environment
- America's Pledge
- Beyond Carbon
- Sustainable Finance
- Vibrant Oceans
- American Cities Climate Challenge

Government Innovation and Bloomberg Associates
- Innovation Teams
- Mayors Challenge
- What Works Cities
- Bloomberg Harvard City Leadership Initiative
- Bloomberg Associates Consulting

Public Health
- Tobacco Control
- Road Safety
- Maternal and Reproductive Health
- Drowning Prevention
- Polio
- Obesity Prevention
- Bloomberg American Health Initiative
- Data for Health
Government Innovation

Improving the Way City Governments Work

KEY INITIATIVES

- Innovation Teams
- Mayors Challenge
- What Works Cities
- Bloomberg Harvard City Leadership Initiative

- Works across a broad portfolio of initiatives and investments to help city halls build the teams and develop the skills needed to creatively tackle their most urgent challenges
- Expands local government’s creative capacity, bolstering the ability of mayors and other city leaders to set bold agendas, bring the experiences of residents into their work, and partner with the private and nonprofit sectors from a position of strength
- Pushes the boundaries of civic innovation in the United States and abroad

Volunteers in Anchorage, Alaska, plant trees at the Fairview Park Fix-It as part of the Cities of Service Resilience AmeriCorps program. Credit: Municipality of Anchorage
Innovation Teams (“i-teams”) are dedicated and highly skilled staff working with mayors to solve big problems in innovative ways.

The program has supported i-teams staff in **36 cities** across **4 countries** working on solutions to improve city services, reduce crime, redesign public spaces, and more.

**MISSION**

- **4,700+** City hall staff trained
- **143** i-teams staff funded by Bloomberg
- **340+** number of initiatives launched

**100% OF CITIES** continuing to fund i-team staff after grant ended.

**$113M INVESTED** in i-teams projects with outside public and private funds.

**$120M | 2011-2022**
Innovation Teams

• Cities receive **multi-year grants** to tackle challenging problems and deliver measurable impact (ex: crime, homelessness, housing)

• **They are made up of 3-7 people.** Tiny!

• In addition to grant funds, **cities receive extensive training and technical assistance** and are brought together both virtually and in-person to troubleshoot and share best practices.
Examples of Impact

New Orleans, LA:
Reduced average population in jail by 17%

Memphis, TN:
Reduced commercial vacancy rates by 82%

Mobile, AL:
Reduced the number of blighted properties by 45% over 4 years
Innovation Training Programs 2019 - 2020

MISSION

Innovation Training Programs are initiatives for global cities to learn human-centered design approaches and apply them to challenging issues facing their communities.

The program has supported city hall staff in 37 cities across 10 countries working on solutions ranging from transportation to homelessness.

80% OF PARTICIPANTS note that the program has transformed their approach to addressing problems

200+ INSTRUCTIONAL HOURS for each city receiving innovation training

400+ City hall staff trained in core innovation methodologies

1000+ residents engaged in research, ideation, and testing

15 number of initiatives launched (1st cohort)
What is design-based innovation?
DESIGN-BASED INNOVATION:

The discipline of deeply understanding complex problems and creatively designing effective solutions to meet people's real needs.
Design-Based Innovation Deals with Wicked Problems

Wicked Problems are characterized by:

• The resources needed to solve the problem change over time.
• There is incomplete or contradictory knowledge around the problem.
• The stakeholders have radically different world views and different frames for understanding the problem.
• The interconnected nature of these problems with other problems.
• The problem is never being solved definitively.
WHAT INNOVATION LOOKS LIKE

Deeply understanding complex problems

Human Needs

Societal Landscape

Business or Organization Needs

Political Landscape

PRAGMATIC AND CREATIVE SOLUTIONS
The Path to Innovation

UNDERSTAND
- Frame the problem
- Conduct in-depth research
- Make sense of the data
- Reframe the problem

GENERATE and test new ideas
- Ideate
- Prototype
- Test and refine

DELIVER
- Develop a portfolio of initiatives
- Test initiatives
- Set up implementation routines
- Pilot
- Measure impact
- Track progress
Why use it?

- Provides a mindset and framework to foster innovation
- Gives you new tools to make sense of highly complex problems
- Helps you get to the right solution, faster to improve lives
- Reduces risk
- Promotes productive collaboration and buy in across teams residents as co-creators
- Optimizes resource allocation
Its Impact

Design-led companies outperform their peers on the S&P 500 by 228% over 10 years*

http://www.dmi.org/blog post/1093220/182956/Design-Driven-Companies-Outperform-S-P-by-228-Over-Ten-Years--The-DMI-Design-Value-Index
Durham is restoring drivers licenses for residents who have been involved in the criminal justice system so they can get jobs

**CHALLENGE**
Outstanding charges and fines prevent 46,000 justice-involved residents in Durham from getting driver’s licenses, putting many jobs out of reach.

**SOLUTION**
- Piloted a license restoration program that allowed residents to apply by text message for the dismissal of outstanding charges and the waiver of fines and fees
- Created a new court program that allows applications for legal relief via text message

51,000
charges dismissed for more than
35,000
residents

$2,000,000+
in unpaid traffic tickets waived for
7,600
people

603
expunctions filed

Chuck, a member of the Durham i-team, had his charges dropped as result of the program
Syracuse is taking a proactive approach to reduce housing evictions

**CHALLENGE**
An average of 11,000 residents are evicted each year. Frequent forced moves have damaging financial and health impacts on residents and neighborhoods, especially school-aged children.

**SOLUTION**
Piloted a program that works to intervene when a tenant falls behind on rent and work to get them back on track and avoid eviction

- **75%** reduction in eviction petitions at the Syracuse Housing Authority
- **$116,000** saved in legal fees and lost rent that would have accompanied the eviction process
Baltimore has helped launch the Baltimore Health Corps Program

<table>
<thead>
<tr>
<th>CHALLENGE</th>
<th>SOLUTION</th>
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<td>• COVID-19 requires large-scale contact tracing and care coordination</td>
<td>• Secured funding for over 300 contact tracing and care coordination jobs and 14 supervisory roles</td>
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<td>• Unemployment is at historic highs</td>
<td>• Job descriptions and selection process prioritize equity and inclusion</td>
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<td>• Hires receive extensive training and career planning to equip them for future careers in public health</td>
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>300 jobs created for Baltimore residents

Minimum $35,000 in annual salary per employee

$8.3M in philanthropic and government funding secured

The Baltimore Health Corps website lists a range of available community health worker positions, including contact tracers, care coordinators, supervisors, and operational support staff.
Questions?
10-minute Break
Bloomington, IN: Leaf Collection

CHALLENGE
Residents are experiencing flooding and slick sidewalks when raked leaves are not collected in a timely manner

The Context:
The City operates vacuum-equipped vehicles to collect leaves
This requires that residents rake their leaves and leave them in piles at the edge of their property
Leaf Collection does not align with residents’ schedules

The Numbers:
Operating each vehicle costs ~$100,000/year on 5,946 gallons of fuel
356 leafer loads (7,120 yards of leaves) were collected in 2019
$403,331.60 in labor costs for the program
Where they are now

Devta and her team:
• framed the problem
• conducted some in-depth research
But then COVID-19 happened…

How will the team conduct co-creation during a pandemic?
Today, we’ll focus here: Ideation
We’ll be using these mindsets: People-centered, creative, & iterative
Ideation is a process of rapidly exploring solutions to your revised problem frame.

The goal of ideation is to break old patterns of thinking, and push to uncover bold new possibilities for services, systems, or products. Ideation:

- Is based on insights
- Sets a tone and vision for where your colleagues should look for future solutions and innovations
- Requires letting go of real-world constraints!
It’s really hard to be creative on demand.

We have stage fright.

We don’t always think of ourselves as “the creative ones.”

It’s difficult to think of things that don’t yet exist.

It’s easy to talk ourselves out of an idea, because it’s too hard, expensive, or complicated.
We’re going to use a structured exercise to prompt new, creative, crazy ideas.

We’ll build on our insights and try to come up with as many different ideas as we can. Our main building block will be an innovation pattern.

A pattern is about “emergent behavior” — things that are just starting to change.

Design-based innovation can spot a pattern as it is developing, and help shape how that pattern creates impact.
We’re going to make it easy to “be creative – now!” by combining our insights with some innovation patterns.

**Insight**

- Criteria
- Criteria
- Criteria

+  

**Innovation Pattern**

=  

**Design Idea**
Innovation patterns often show up as new behaviors or technologies that are just beginning to change the way daily life “works” for many residents.

- **Wearable technology** is driving an awareness of personal health at a micro, behavioral level (the “quantified self”)

- **Collaborative consumption models** (like Airbnb, Car2Go, and ZipCar) are challenging existing, entrenched norms about ownership

- **Dashboard, phone and body cameras** are passively recording everything, all the time

- **Platforms like Twitter** have flattened public hierarchies, allowing “regular people” to interact directly with government

- **Smart technology** is appearing in unexpected places - like thermostats or vehicles - enabling new and often unexpected behaviors

- **“Power of the crowd” models** - like Kickstarter have shifted traditional business models and enabled niche markets to flourish
We’ll start by taking our design criteria and asking, “How might we...?”

Healthy neighborhoods meet communal needs like a shared identity, pride in place, and a sense of shared purpose. These needs are unmet by most public spaces. Therefore, residents are seeking opportunities to foster these connections.

How might we...?
✓ Help residents connect with neighbors
✓ Help residents interact with their community
✓ Give residents the opportunity to engage in their neighborhood, and make it more beautiful

+ =
Then we’ll select an innovation pattern.

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We’ll come up with an idea that mimics the innovation pattern, in the context of our problem focus.

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Community Mobile Garden
A plants-sharing service where residents plant a mobile garden, and transport the garden from house to house every few days, so everyone gets a chance to tend and enjoy it.
We’ll generate lots of ideas using different innovation patterns.

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Community “Smart Plants”
Flowers planted in smart-pots that “know” when they need love and attention, and send a text message to everyone in the neighborhood to come help them with watering, soil, sun or food.
Let's try it…

Grab your insights & design criteria.
Let’s try it…

Choose a pattern…any pattern.
Let’s try it…
As a group, discuss...

Insight

- Criteria
- Criteria

Innovation Pattern

- How can this pattern fulfill our design criteria?
- What’s the value of this pattern, in our context?
- How can this pattern help the people identified in our insight?
Let’s try it…

As a group, write a design idea. Don’t worry if it’s silly, expensive, or even impossible – just write it down!
Let’s try it…

Come up with more ideas based on this pair. Repeat until you’ve “used up” the pattern.
Let's try it…

Choose another pattern, and do it again.
Your goal: quantity, not quality. Ditch these phrases:

“That will never work”
“That will cost too much”
“No one will use that”
“That’s illegal”
“We tried that already”
Devta’s Top 5 Ideas?
Questions?