

PROJECT

UX GAINESVILLE



Hello

Project UX Gainesville | WK 3 Check-In: August 26



Overview:

We're inspired by your plans to create the most citizen-centered city in America - both the big picture for making Gainesville more competitive, and the details of what this may be like for residents and businesses.



Challenge One:

To create a tangible vision for a Citizen-Centered Gainesville. We'll explore how it might look and feel, how it might build momentum in the community, and what the eventual outcomes might be. The vision has two lenses: Citizen-Centered Gainesville for residents, and for businesses.



Challenge Two:

To rethink, redesign, and prototype one iconic service experience in Gainesville. This will act as a way of signaling the start of a new approach to increasing competitiveness, and getting started on delivering it.

Approach



Touchpoints

Full team kickoff at GNV HQ	Research in Gainesville	Weekly Check-In Call	Weekly Check-In Call	Full team in Gainesville	Full team in Gainesville	Weekly Check-In Call	Weekly Check-In Call & Final Presentation
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Weekly activities

IMMERSE AND PLAN

Project Kickoff, to include the core and extended client teams.
 User research: plan and conduct interviews and visits with a 10-15 Gainesville residents and business owners.
 Other research activities might include: analogous research, whine and dine(s), visits to local businesses.
 Use the storefront project space as a way to engage passers by in their ideas about Gainesville and the future.

SYNTHESIS + DESIGN

Synthesize research; identify patterns, insights, opportunities.
 Develop the beginnings of an overall User-Centered Gainesville vision.
 Create a set of design principles for User-Centered Gainesville.
 Focus on permitting: insights and opportunities, strategic shifts.
 Brainstorm and ideate around redesigning permitting.

PROTOTYPING

Plan and design a Concept Workshop to share what we're learning with the extended team and bring them into ideation and prototyping.
 Co-create ideas to prototype for the permitting office.
 Build out prototypes in rough, simple ways: foam core, posters, paper prototypes for digital interactions.
 Refine selected prototypes to gather feedback from the public or selected users.
 Create learning plan for prototyping.

REFINEMENT + SHARE

Share back of prototyping learnings (raw) with the core and extended team, to narrow and refine ideas together.
 Prioritize and converge on the new permitting process, and refine the experience blueprint for it.
 Refine the User-Centered Gainesville vision.

IN THIS PROJECT WE'VE...

SPENT TIME WITH CITY FOLKS

SPOKEN WITH DEVELOPERS

Residential & commercial developers

SPOKEN WITH INDEPENDENT BUSINESS OWNERS

Restaurant owner
Hair salon owner
Start up entrepreneurs
Food truck owners

BEEN PART OF SEVERAL INSPIRING EXPERIENCES

Consultation with Chamber of Commerce
Thomas Center
Lunch at Yummy House
SF Business Portal
Cymplify

HOSTED OPEN HOUSE & WORKSHOPS



RESEARCH INSIGHTS & THEMES



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It's hard enough starting a business, without having to navigate the opaque and uncertain path through city services.

How might we transparently map out the path ahead, in bite-sized and empowering ways?



"You need a PHD to understand and to navigate the process."

Residential & commercial developer

"City made it hard for me."

Independent hair salon owner

"My service is 'information'."

Small business owner

"For someone trying to set up a new business; one advice would be - 'Don't Give Up.'"

Independent Restaurant Owner

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Every business is different, yet city services are currently designed as a one-size-fits-all.

How might we filter out all the noise and just give people the bits that matter to them?



"We work hard to change the code."

Residential & commercial developer



"Don't take 'NO' for an answer from someone who does not have the authority to say 'YES'."

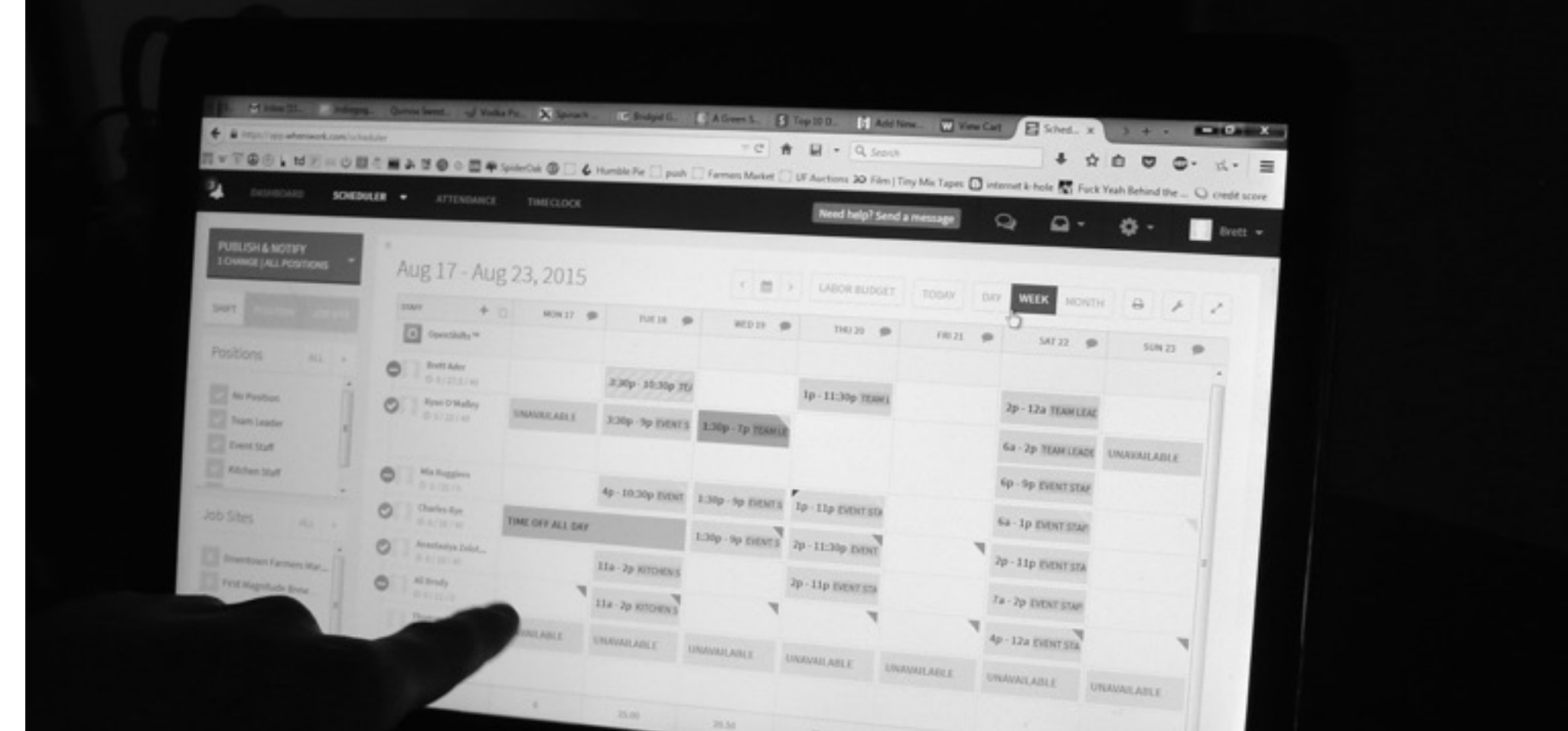
Independent Restaurant Owner

"We help our customers by pointing out where to focus and what to ignore."

Residential & commercial developer

Instead of city services speaking your language, they expect you to learn theirs...and it's hard enough starting a business without having to learn a whole new language.

How might we speak the language of business, not bureaucracy?

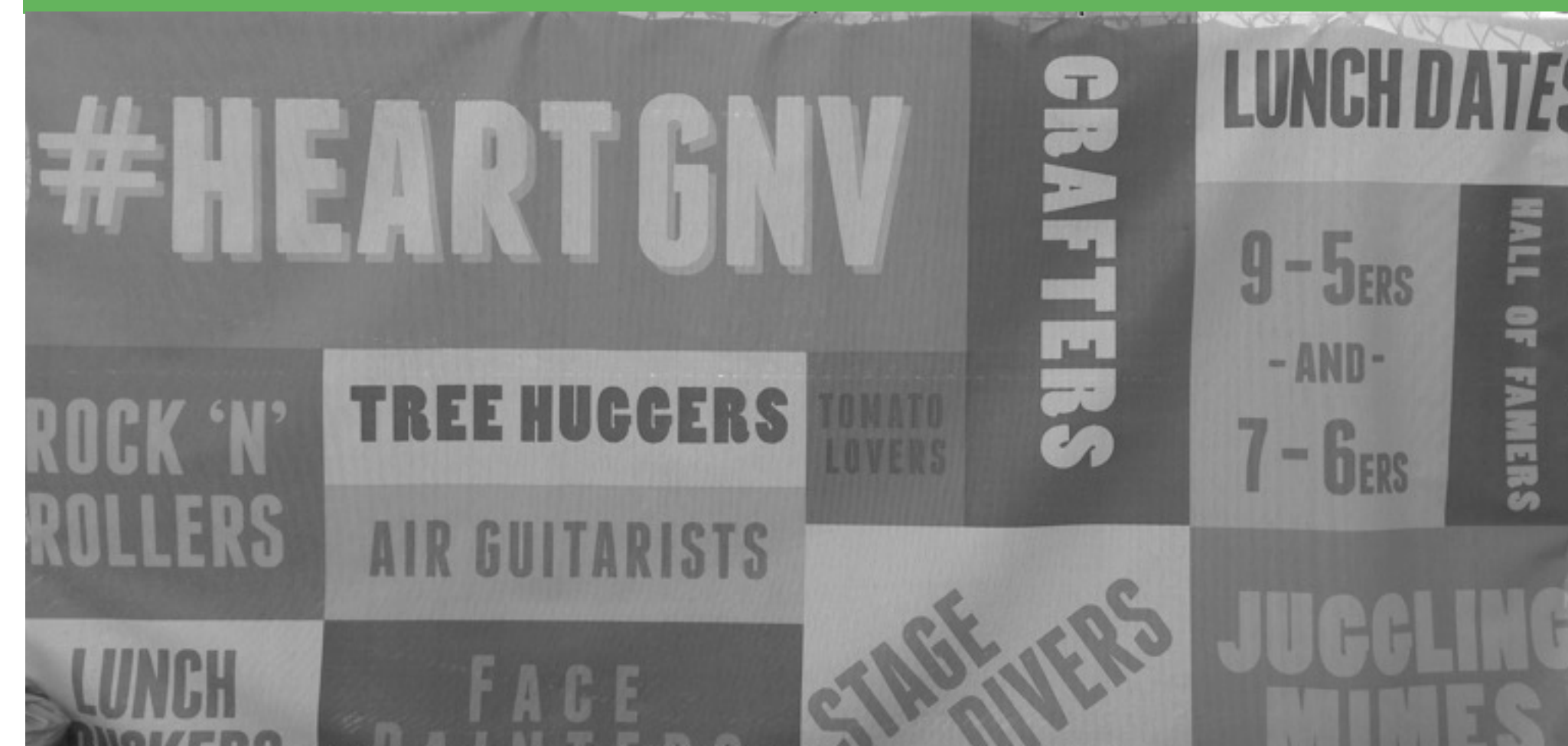


"I couldn't have set up the shop without the architect. He played the lawyer role too."

Independent Restaurant Owner

"She was asking about repainting her house, but didn't know the name of the city program"

Small business owner



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When it comes to starting a business, informal networks make all the difference.

How might we collaborate with the informal networks?



"Success in navigating government process is almost solely based on relationship."

Commercial developer

"It takes a lot of effort and long time to build trust."

Commercial developer



"I just got connected with the right people. It's luck how this (business) has happened."

Independent hair salon owner



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Local business owners make Gainesville a better place, yet the bias of bureaucracy is to evaluate, not celebrate.

How might we celebrate the wins as often as we point out the problems?

"It wasn't hard work, it was a lot of work. There was no recognition for going through all the hurdles."

Independent restaurant owner

"In my eyes, I was doing a favor for the city by removing the second drive. I didn't get a thank you from them."

Independent restaurant owner



"My vision is to get East side of town healthier."

Independent hair salon owner

"So much red tape, it feels like the city doesn't want you to do it."

Independent restaurant owner

The ingredients for a great business are there - low cost of living, dynamic culture, pool of university talent, yet city services feel like a hurdle, not an ingredient for greatness.

How might we make city services feel like another springboard, rather than a hurdle?



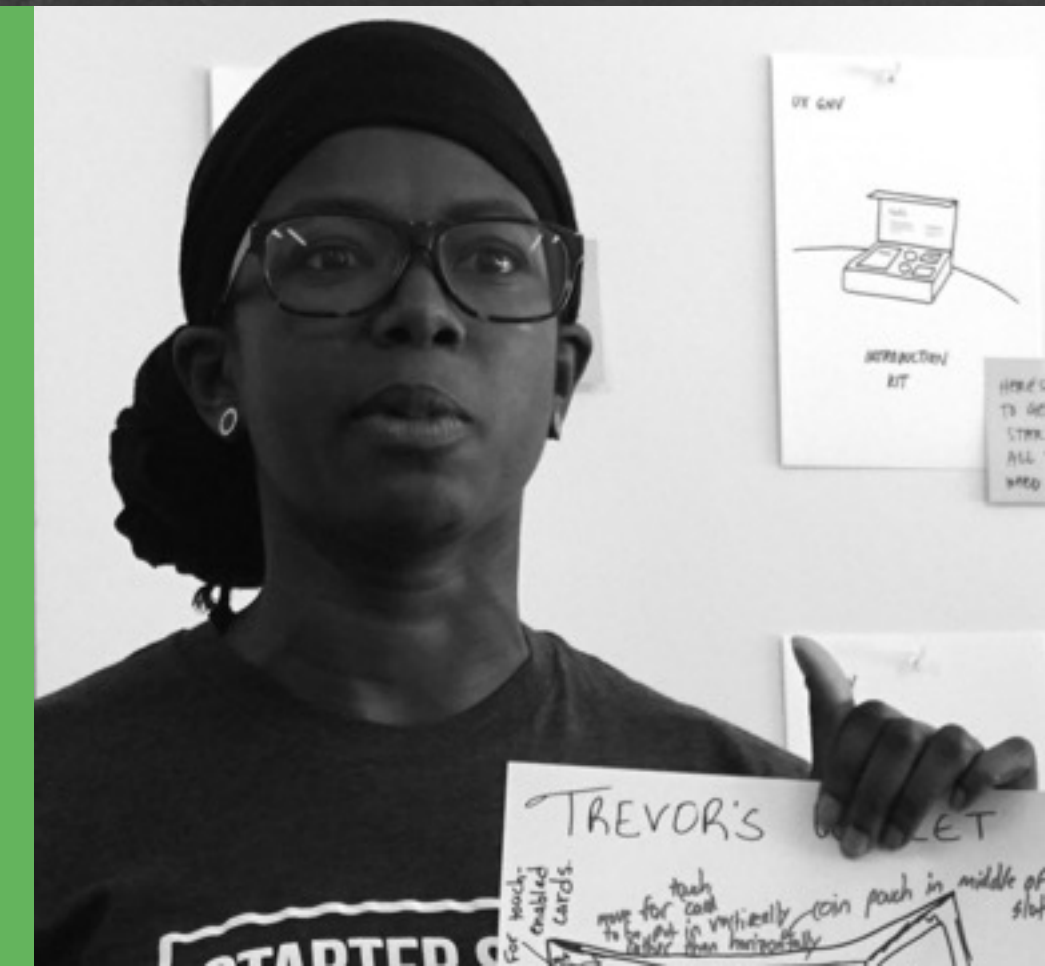
"Gainesville is the perfect place to set up a new business, the talent pool is amazing and it's affordable."

Entrepreneur



"To get right funding and mentorship, eventually I can imagine moving my company outside of Gainesville to grow successfully."

Entrepreneur



**SOME EARLY
PROVOCATIONS**





What if:

We re-designed First Step to be an amazing launch pad to fast track the dreams of Gainesville existing and future business owners?

What if the Development Services Center:

RE-ORGANIZED DEPARTMENTS BASED ON CITIZEN NEEDS

Rather than organizing based on governmental processes, could there be a team organized based on citizen needs. This would include private sector services, financial services, legal, accounting, branding, state services, etc.



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What if the Development Services Center:

PRO-ACTIVELY HELPED ME CONSIDER MY OPTIONS

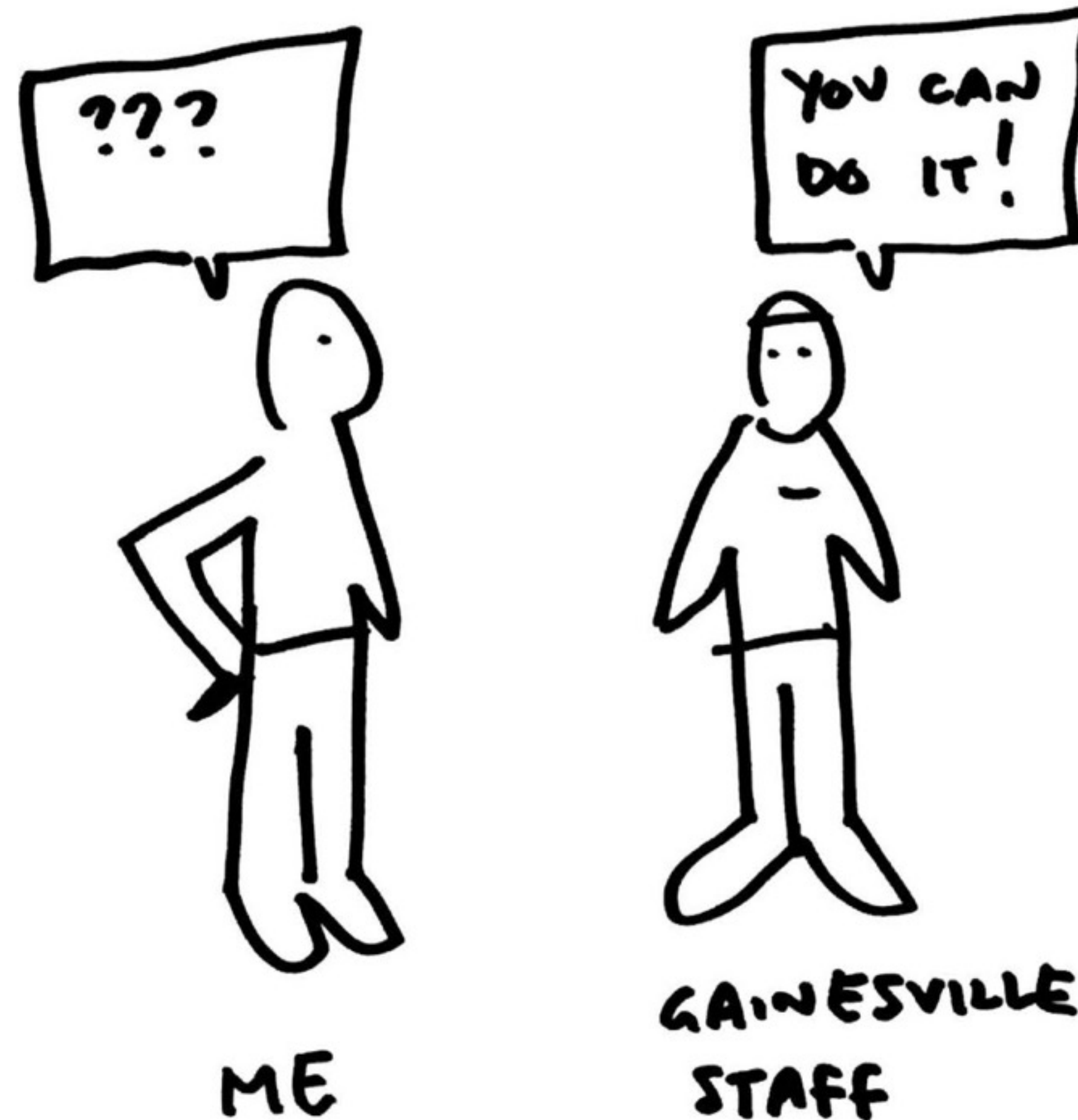
The structure of the interaction could be inspired and tailored by leading business leaders in town who tend to already be informal mentors. A simple digital tool provided and maintained by the city to support potential new businesses consider the options, services and processes necessary to get up and running.



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What if the Development Services Center:

OFFERED A BUDDY TO TAKE ME THROUGH THE PROCESS

So many stories of work-arounds when dealing with city services. Finding the “right person” to get you through the process can be key to success. But not everyone knows who this person might be or have access to them. The buddy would be drawn from a pool of specialists or nominated or an opt-in service. It’s very unlikely only one person can fulfill this role, so a team of people would be required to advocate and help you navigate the process.



What if the Development Services Center:

DISTRIBUTED HELP DESKS ALL AROUND TOWN

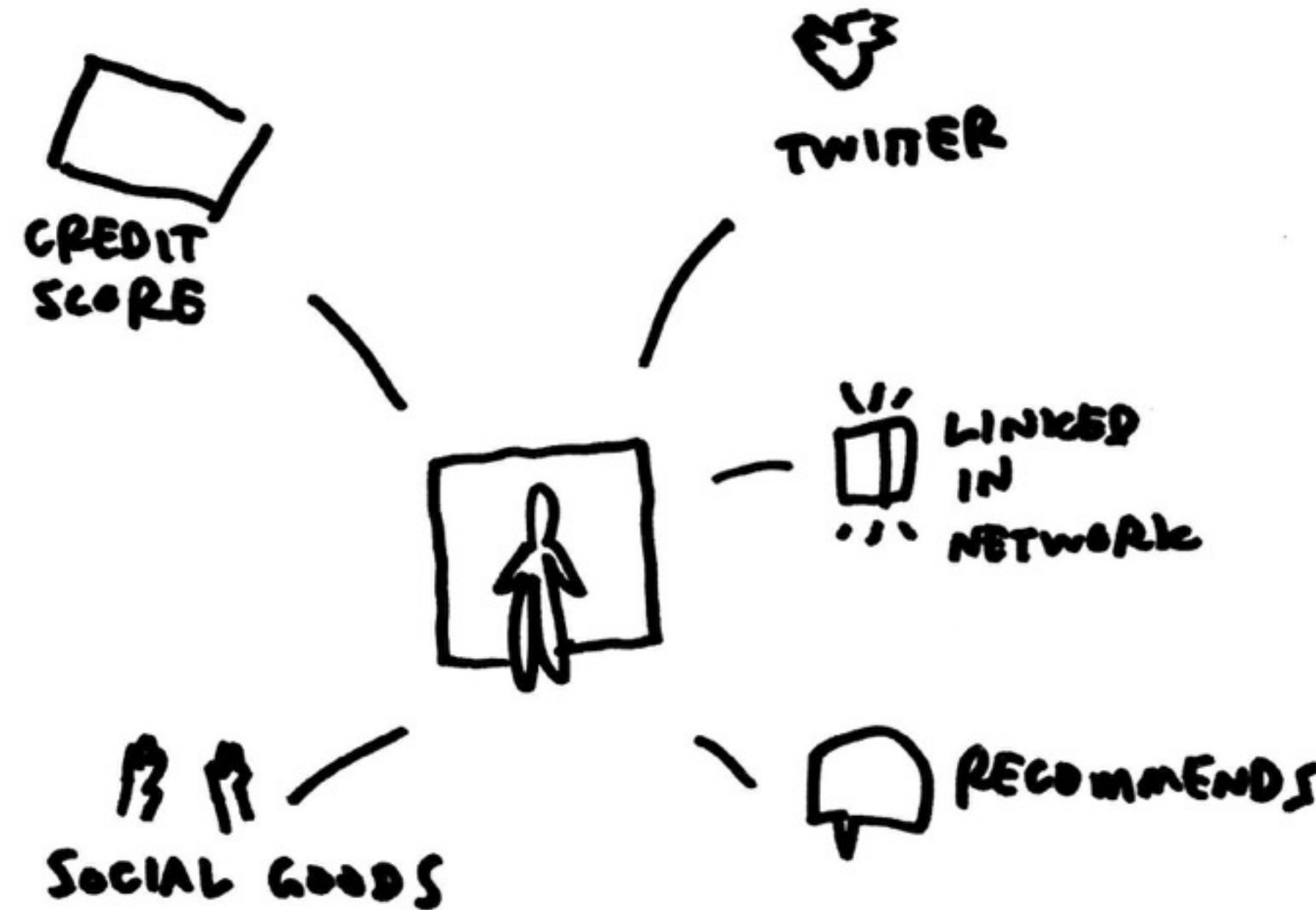
Rather than requiring citizens to come to city hall, these help desks would be spread all around the city. Finding the right team of “experts” is the real design challenge of this idea. Who in the community could fulfill this role? Could this include business leaders who have had success? Could this include adjacent industry leaders who are paid to navigate the city services processes?



What if the Development Services Center:

CREATED A LEVEL PLAYING FIELD

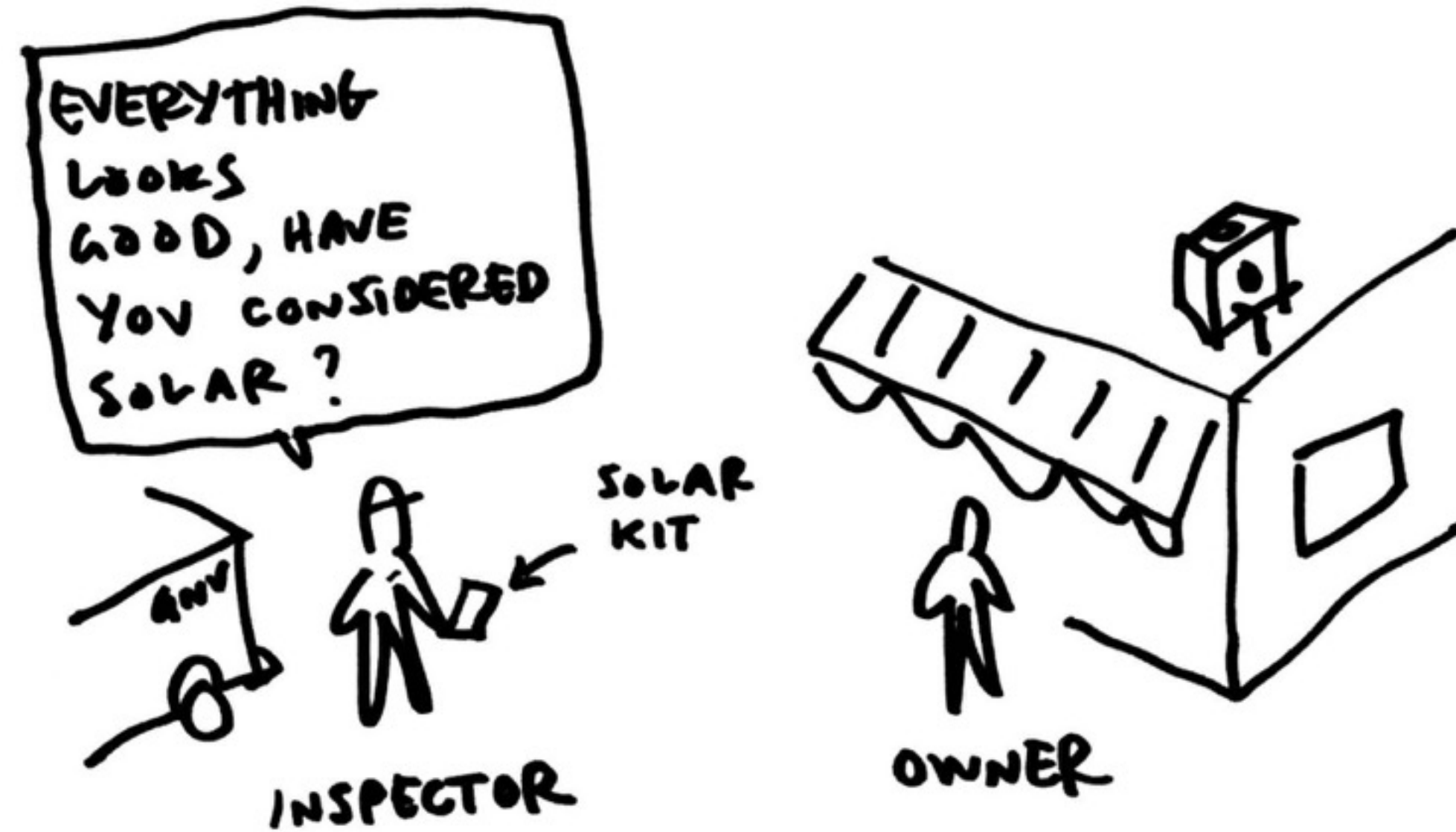
Everyone involved in this process wants there to be trust, clarity and safety. But how that gets achieved, measured, and expressed can vary greatly depending on the community you belong to. Providing a new way to establish a “business score” using people’s social network, community, history, etc could provide a more level playing field for all citizens of Gainesville.



What if the Development Services Center:

SET PEOPLE UP FOR SUCCESS

Rather than punish organizations for lack of compliance, the Services Center would focus on fostering the commitment of citizens for the greater good of Gainesville. It is difficult to have trust or confidence in someone who solely complies out of a requirement to do so. Committed citizens comply because they want to not because they have no other choice.



CITIZEN-CENTERED GNV

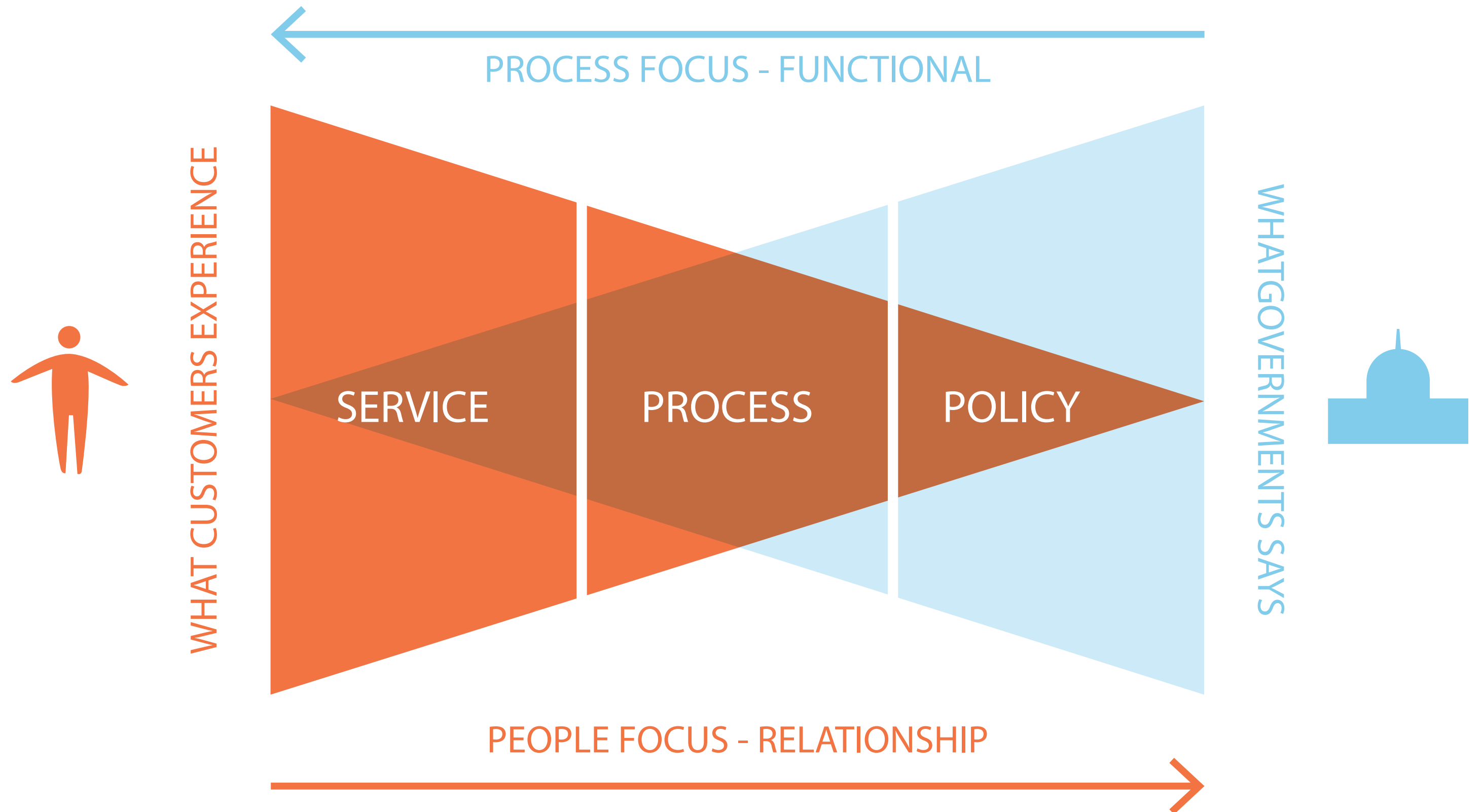


What is Citizen Centered?

GOVERNMENT POLICY AND CITIZEN SERVICE ARE IN TENSION WITH ONE ANOTHER

During our first visit to Gainesville, we used a framework for thinking about citizen service design to surface perceptions around how government could become more citizen-centered. While there were varying reactions to the balance of service versus policy that citizens and government encounter, the general idea seemed to take hold.

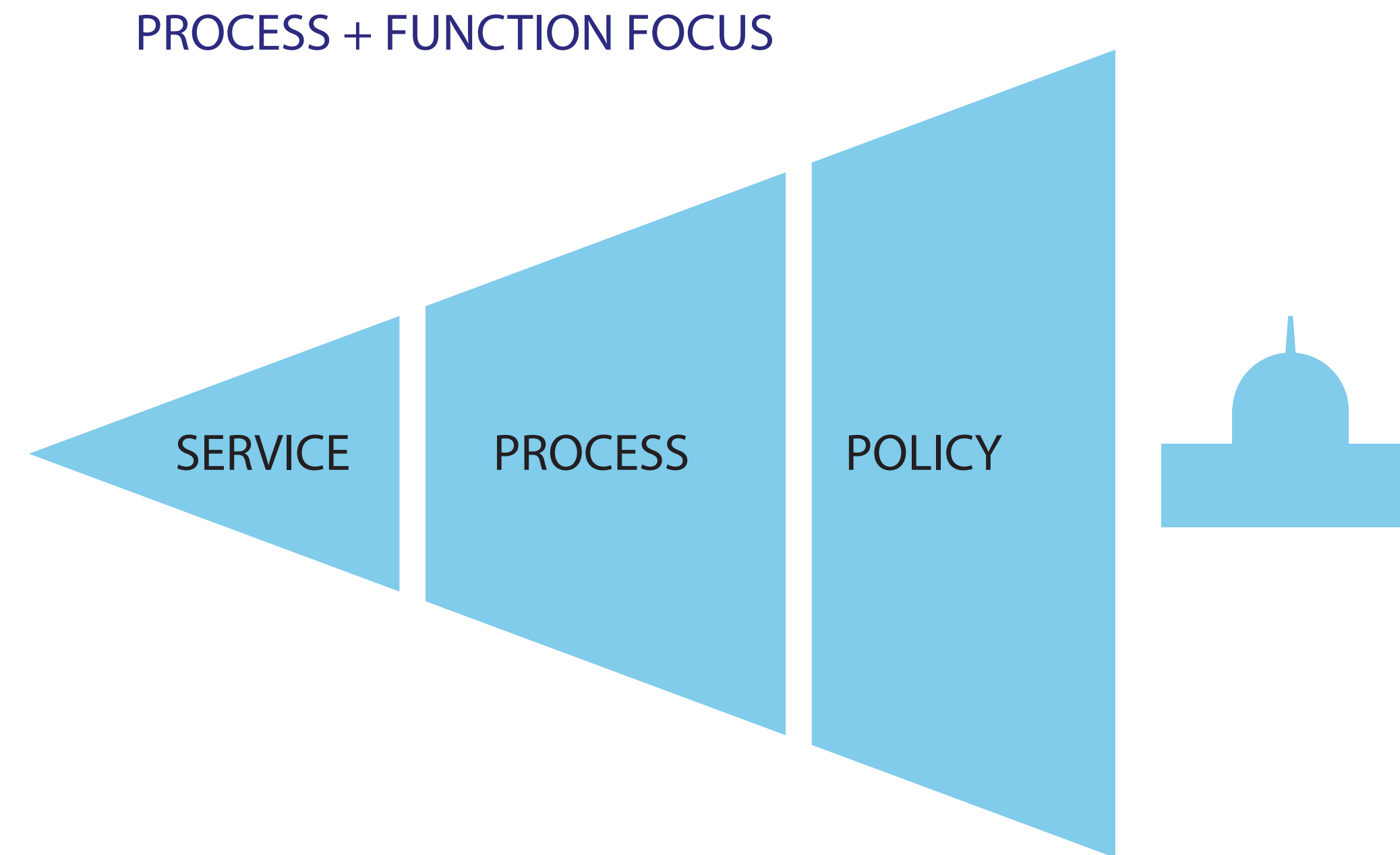
If this is an accurate view of the government service design landscape, how might we craft a design process for government that helps resolve this tension between policy and citizen service?



What is Citizen Centered?

FOR GOVERNMENT, POLICY IS KING

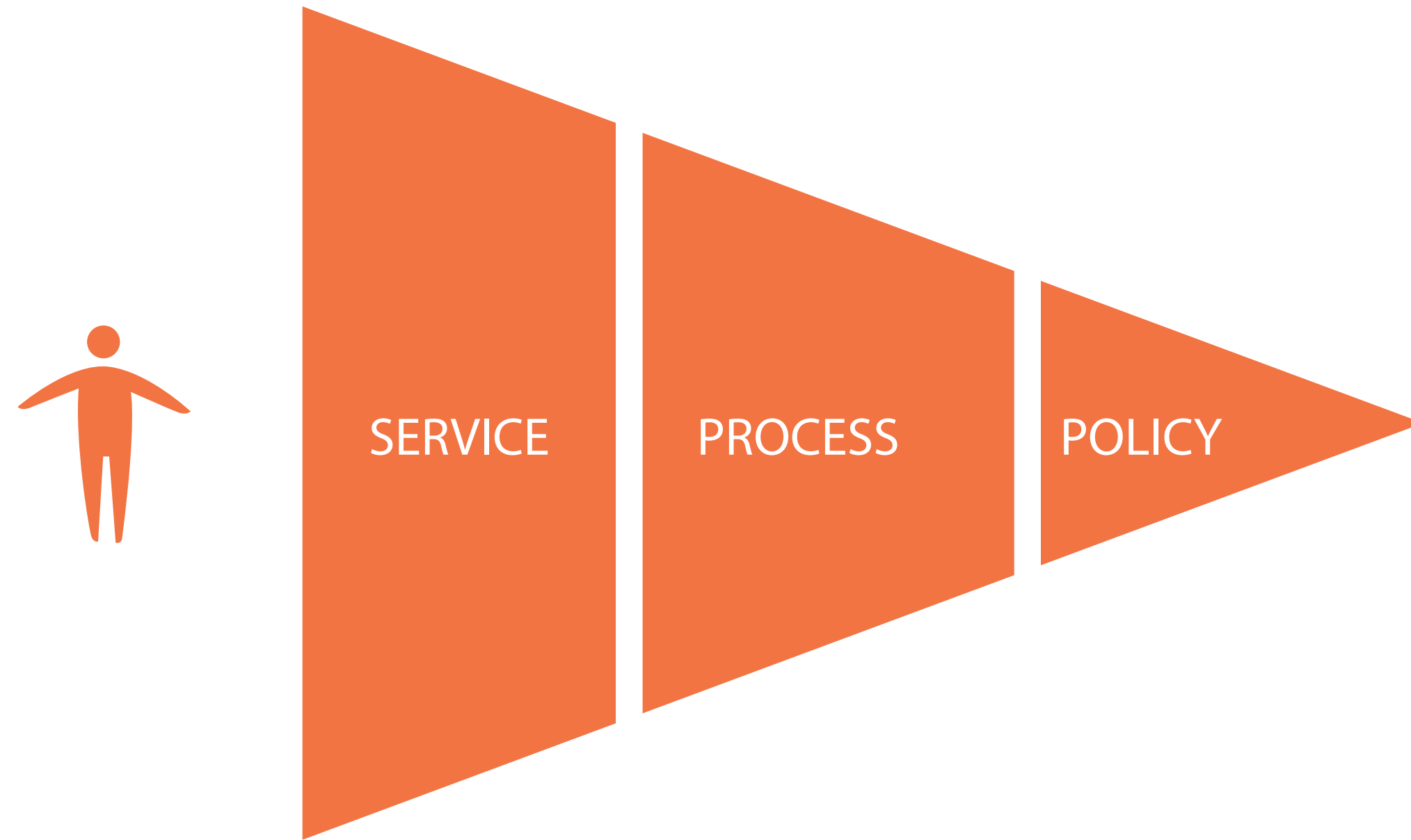
Political leaders and bureaucrats often get only “one bite at the apple” to make new policy. As a result, new policy tends to be highly prescriptive. There’s also a long time between ideation and implementation. This creates tremendous risk that the policy solution might not work for the people it’s designed to serve.



What is Citizen Centered?

FOR CITIZENS, IMPLEMENTATION IS THE POLICY

Regardless of intent, people experience policy as the way the service is delivered. Does it take three trips to city hall to get a new permit? That's the lens through which citizens view the underlying policy. How many times have we asked in our own lives of government services, "Why did they design it that way?!?"



What is Citizen Centered?

OVERLAYING AN ITERATIVE DESIGN PROCESS

They didn't design it that way. At least, they didn't intend to.

But now that we understand how citizen services and government policymaking are in tension, we can map a user-centered, iterative design process that helps us resolve it.

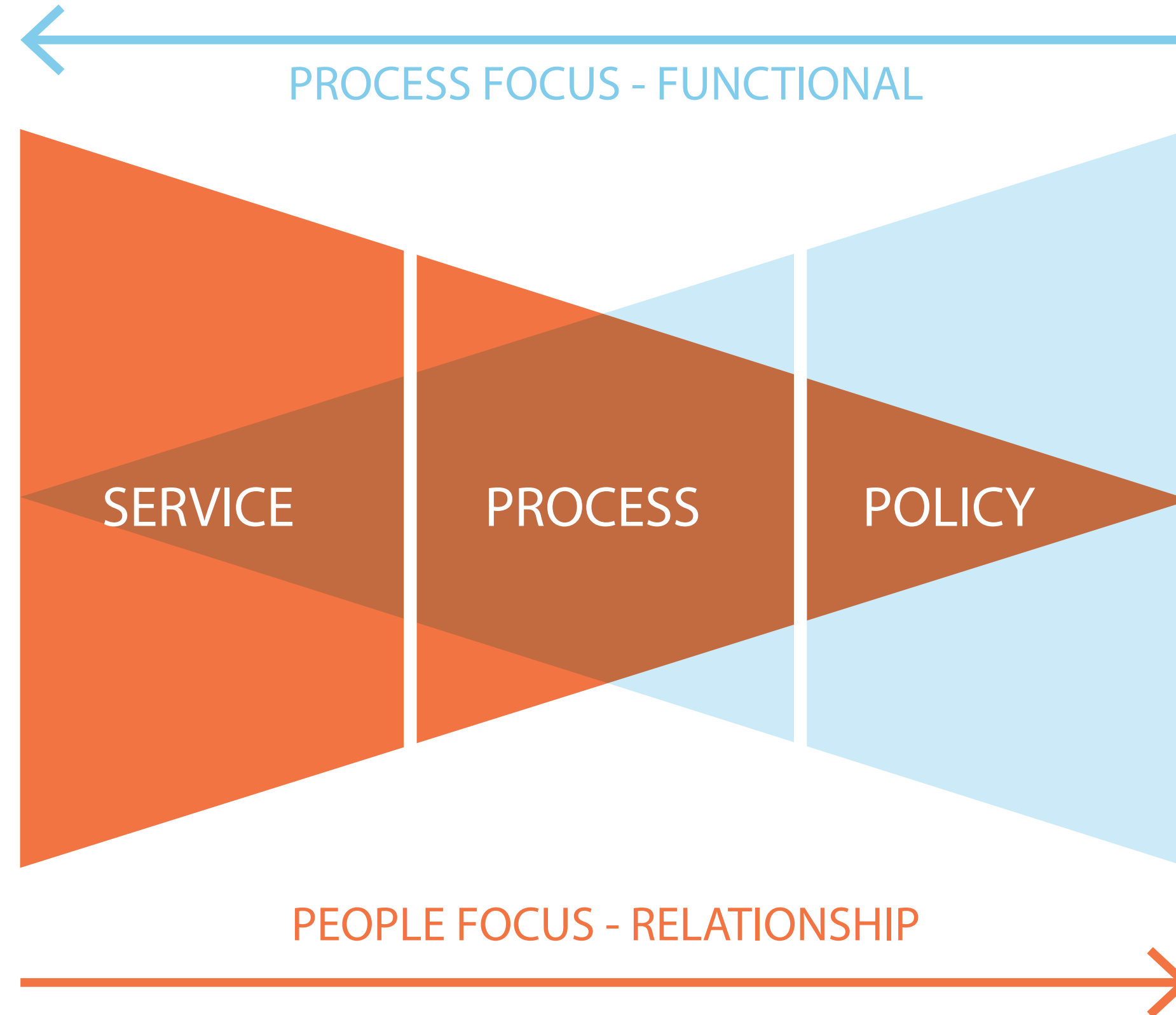
Could government frame policy as a an optimistic design challenge without any bias to the solution?

How might citizens and bureaucrats see themselves as co-designers, crafting solutions to the policy challenge and prototyping them together?

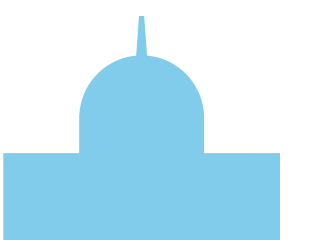
Rather than picking an implementation plan in the policymaking process, why not bring a human lens to which solution best solves the problem?



WHAT CUSTOMERS EXPERIENCE



WHAT GOVERNMENTS SAYS





Shifts

In order to become more citizen-centered, there will need to be some shifts in mindset by all the people involved in and delivering the project.

Some Shifts will be Needed

FROM:

- A culture of “No”
- Reactive
- Expect customers to come to you
- Policy oriented
- What would you add here

TO:

- A culture of “Yes, and”
- Proactive
- Go to your customers
- Service oriented
- What would you add here

**POSSIBLE
DELIVERABLES**



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The deliverables serve as tools to support the core team in carrying out future citizen-centered projects.

- High level description of the Services Center, including it's value, offer and possible menu of services.
- Descriptions of the mindsets of your different audiences to help foster empathy.
- An experience blueprint for a new First Step program of the Services Center that demonstrates the design outcomes of being citizen-centered.
- Principles for being a citizen-centered organization that team can use to stay aligned
- A framework for understanding how future citizen-centered projects will cascade from this demonstration project

THANK YOU

