

LONG BEACH INNOVATION TEAM

Designmatters Fellowship | Fall 2015





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 May 2015 by Mayor Robert Garcia and City Manager Pat West, the i-team acts as an in-house research and development unit, focusing on one city priority and then moving on to the next.

Bloomberg has also partnered with Living Cities, an organization that harnesses the collective power of philanthropy and financial institutions to improve the lives of low-income people and the cities where they live. Living Cities will lead efforts to connect the growing network of cities with i-teams (currently 17 U.S. cities and two cities in Israel) and to share emerging learnings from this work with the field.

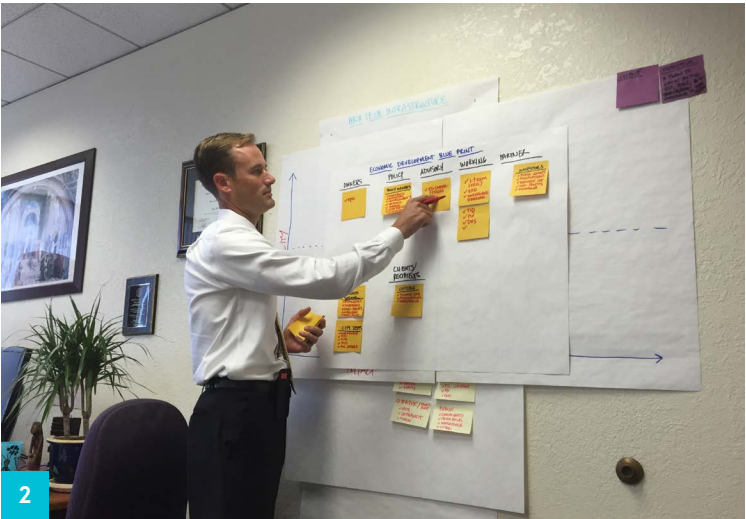
The i-team’s current priority is identifying economic development opportunities that will stimulate new investment, create jobs, strengthen the local workforce, and improve the city’s business friendliness. Guided by Bloomberg Philanthropies’ Innovation Delivery approach, the i-team uses a data-driven process to assess problems, generate solutions, and deliver measurable results.

The i-team is not responsible for the direct implementation of solutions, but instead acts as a coordinator, collaborator, and connector with the various partners, sponsors, and stakeholders within city government and non-governmental organizations. Although the i-team is based in city hall and works alongside city staff, it is outside the normal organizational hierarchy.



When I first arrived in Long Beach, the i-team had already been working together for nearly four months. During that time they had met with hundreds of individuals all across the city and had compiled an extensive amount of research on Long Beach’s economic landscape.

I knew that I would be responsible for managing and developing much of the visual communication for the i-team, 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 enduring a brutal commute to and from LA.



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.

To my surprise, I found it incredibly stimulating to participate in discussions about the local economy. Here was a group of people who were seriously passionate about Long Beach and committed to making meaningful improvements for all of its residents. We got to talk about the economy in a very real and tangible way, not just as some abstract, academic concept. It was exciting to think that what we said and did could one day make a positive impact on people’s lives. I came to realize that just about everything in life was related to the economy somehow, and I became obsessed with NPR’s economic podcast *Planet Money*, which gave me new insight into my Fellowship and appreciation for what I once considered a dry topic.

1. Long Beach City Hall exterior view.

2–4. The i-team holds regular staff meetings in either the board room or in i-team Director John Keisler’s office.

5. The workspace I shared with the i-team’s Industrial Designer Harrison Huynh and our Cultural Anthropologist Dr. Holly Okonkwo.

RESEARCH PROCESS



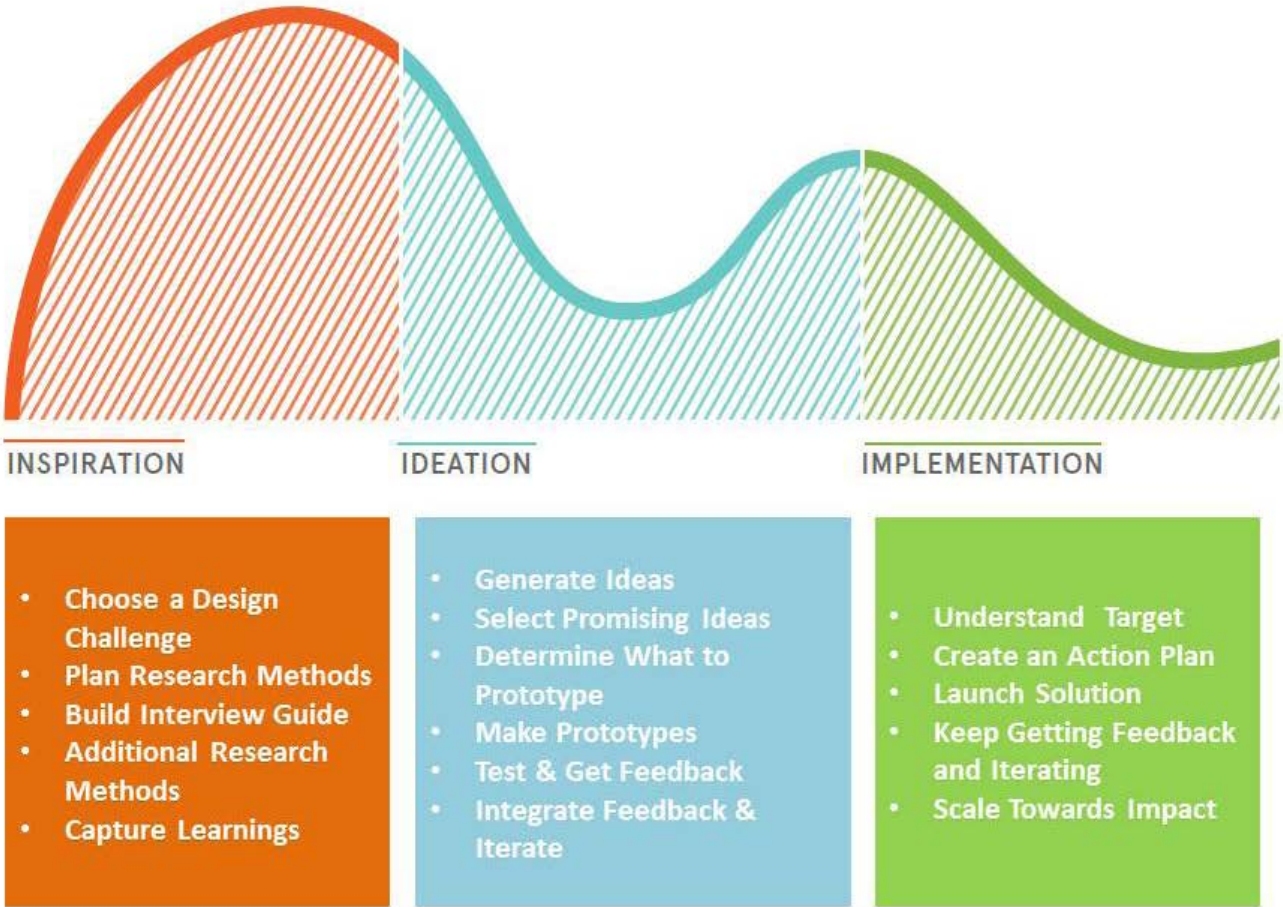
- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none">• Work to Understand Problem• Finalize Challenges & Issues• Select Metrics For Challenge | <ul style="list-style-type: none">• Open Innovation; Engagement• Tools to Engage Many• Brainstorming | <ul style="list-style-type: none">• Select Initiatives & Develop Plans• Develop Strategy to Deliver• Finalize All Targets | <ul style="list-style-type: none">• Prepare logic models.• Deliver charters• Implementation plan |
|--|--|---|--|

Bloomberg’s Innovation Delivery Process

The i-team follows a rigorous research process that is laid out in great detail in Bloomberg’s *City Hall Innovation Team Playbook*. In this research process, known as the “Innovation Delivery 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

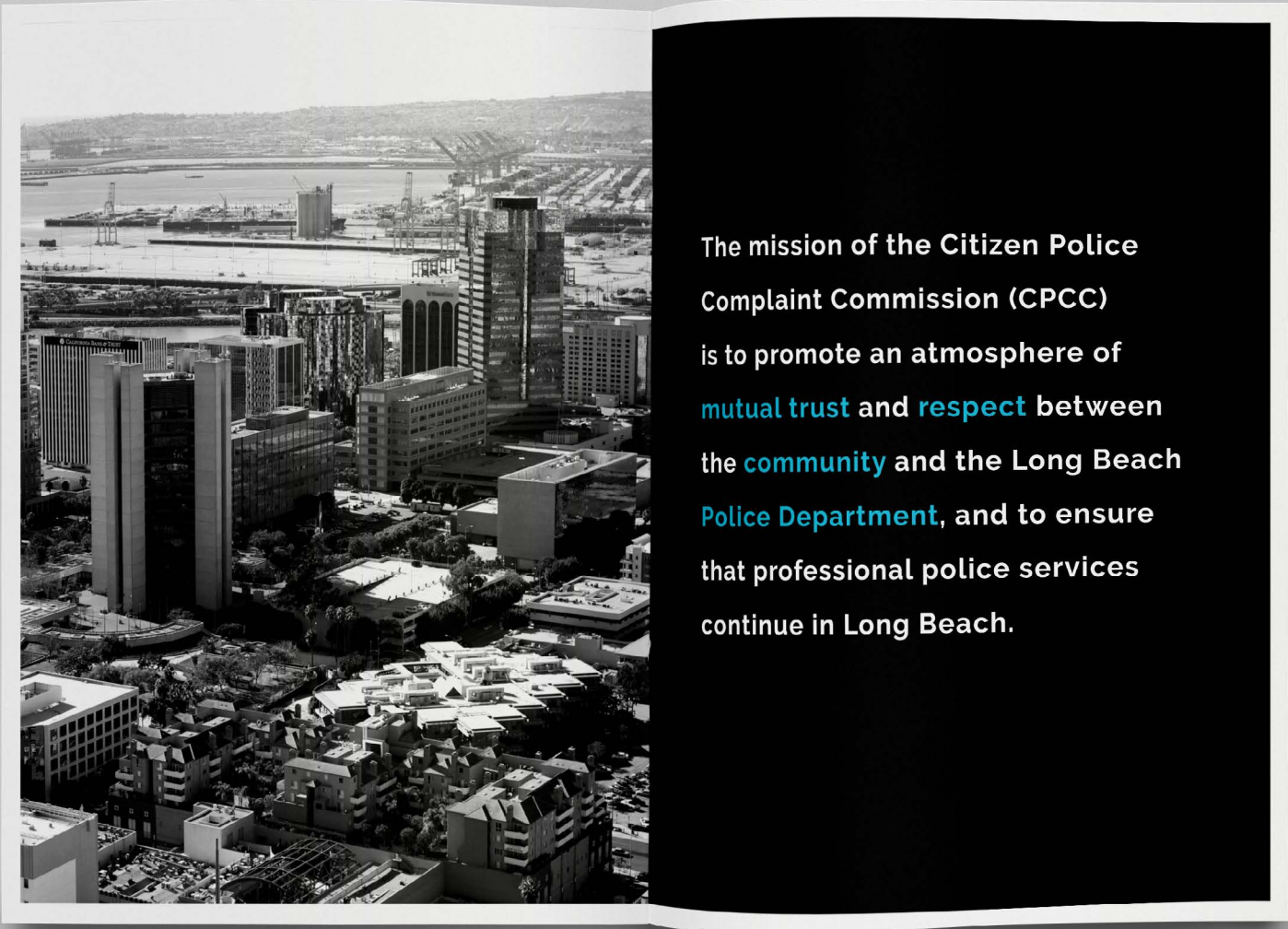
In reading the playbook, I noticed many similarities between Bloomberg’s process and IDEO’s Human-Centered Design process, which I had become familiar with during my Interface Design class



IDEO’s Human-Centered Design Process

at ArtCenter in my previous term, where graphic designers were paired up with product designers. We learned that when it comes to designing products and services for people, primary research (observations, interviews, etc.) is just as important as secondary research (literature reviews, gathering data, etc.).

As a result of taking this class, I acquired valuable first-hand experience in implementing a Human-Centered Design research methodology 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.



Early on I was tasked with re-designing the annual report for the CPCC (Citizen Police Complaint Commission). In order for the i-team to be successful, we would first need to build strong relationships with the various departments and senior staff within city hall.

We wanted to quickly demonstrate what the i-team had to offer. Our hope was that a well-designed annual report would be a fast and effective way to show other departments the benefit of good design and the potential impact it could have in government. Before the arrival of the i-team, there had never been an “in-house” designer

at Long Beach City Hall. It soon became very clear to me that there was a serious need for design and design-thinking in government.

My goal with the re-design of the annual report was to give the CPCC an air of friendliness, credibility, and trustworthiness. I wanted it to feel inviting and easy to read for the average person, especially for wary citizens who might be hesitant about submitting a complaint against the Police Department.







From October 2–22 the City of Long Beach hosted a wide range of events celebrating local innovation and entrepreneurship during Innovation Week(s), partnering with Los Angeles Economic Development Corporation (LAEDC), and Los Angeles County’s Innovation Week(s).

I designed a number of promotional materials for the events such as a banner, a web page, an email newsletter, and a public engagement campaign. Because we were partnering with Los Angeles County, it was important to echo the look and feel of their branding guide while maintaining our own unique identity so that the two campaigns felt related but distinct. To do this I borrowed the gradient and framing elements of the LA Innovation Week campaign and incorporated the i-team’s established colors, fonts, and imagery.

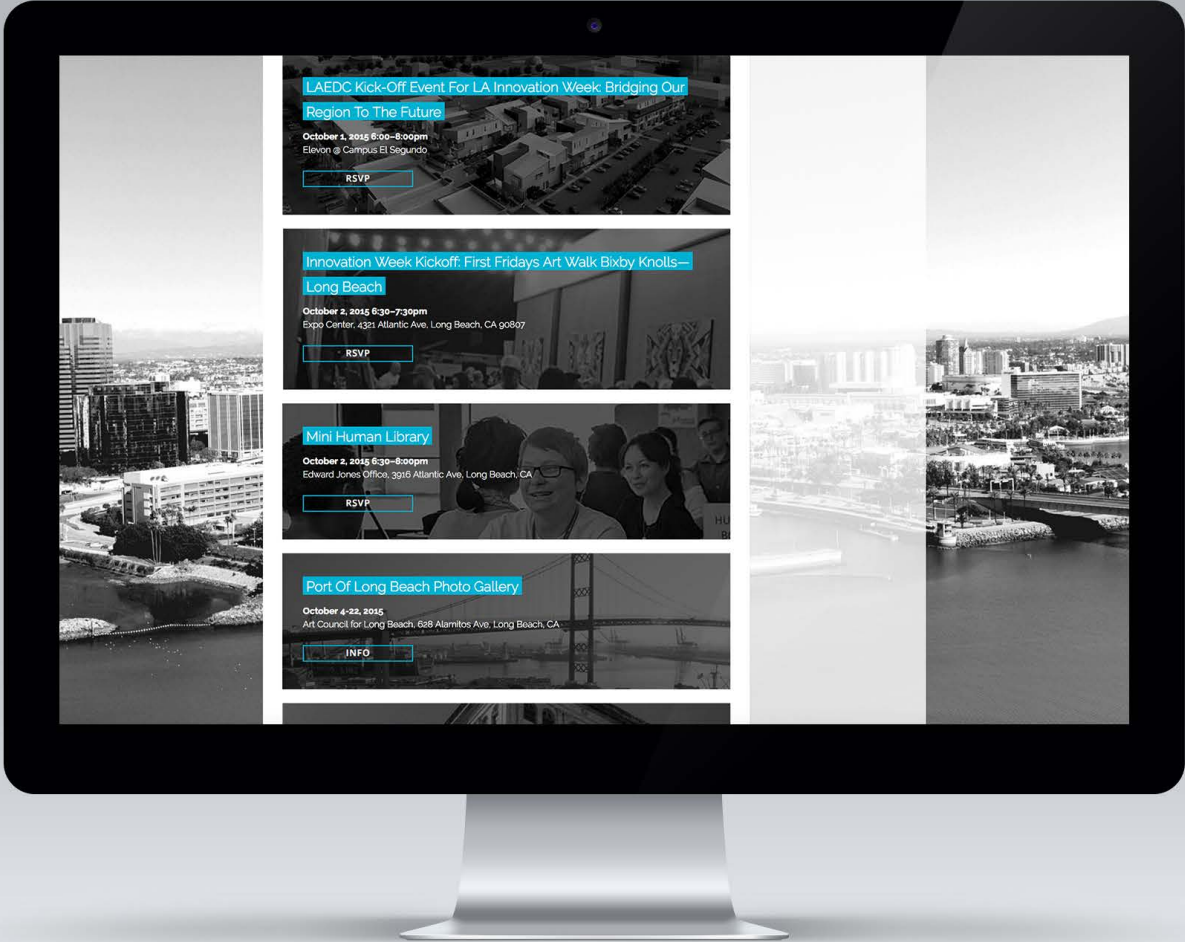
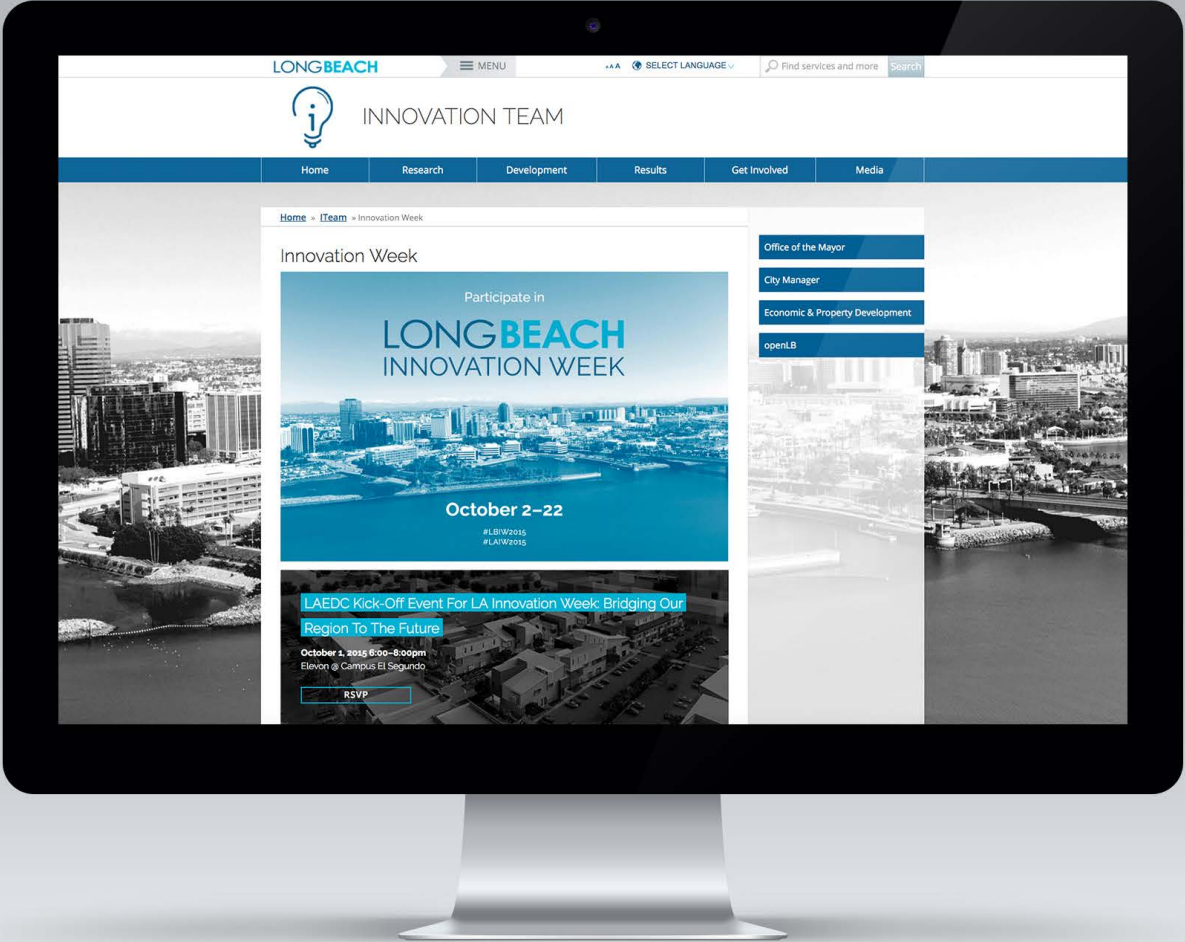
The i-team used Innovation Week as an opportunity to initiate an ongoing public engagement campaign asking residents of Long Beach questions about local innovation, business start-up needs, and economic opportunity. The i-team participated in many of the events, making connections with local innovators, entrepreneurs, creatives, leaders, and residents, gathering valuable insights and observations about the challenges and advantages that are unique to the City of Long Beach.

I think that one of the i-team’s most important roles is to act as a connector, bridging the gaps between all of the disparate sectors, districts, and demographics that exist in Long Beach. And city government should be expanding its role as facilitator, creating spaces and conditions that allow innovation to flourish.

1–2. Mayor Garcia and Chris Rico, Director of Innovation for the LAEDC, filming a promo for LBTV announcing Innovation Week.

3–4. Long Beach’s Innovation Week kick-off event at First Fridays Art Walk, Bixby Knolls.

5. Mayor Garcia chatting with Washington Middle School students about Innovation during the Innovation Week Hackathon event.



I designed a section on our website dedicated to Innovation Week, listing all of the different events in one location where people could RSVP directly.

LONG BEACH
INNOVATION TEAM

Welcome: About the Long Beach i-team

On May 18, 2015, the i-team officially began its work implementing the Bloomberg Innovation Delivery Process (Process). The Process requires i-teams to dedicate its first few months to rigorous research of the regional economic environment, and to identify both opportunities and obstacles to economic growth in the City of Long Beach. Since May, we've met with approximately 70 organizations and over 500 individuals, visiting campuses and facilities, and reading over 200 articles and reports, the i-team has recommended the following projects (see attached) in 2015-2016 to provide a foundation for economic development in Long Beach:

Initiatives

StartupLB Tools for Business

Provide online tools to prepare and guide entrepreneurs through the business startup process.

LB Center for Innovation

Collaboration between research, industry and government to bring innovative ideas to market.

Economic Development Blueprint

Provide a plan to coordinate economic activity, partners, space, and the investments to get there.

Branding for Business

Strategic Communications Plan and tools to tell the City's story and market for current and future business investment.

High Tech Infrastructure Plan

Maximize existing City assets to support the development of high tech business, investment, and resident workforce.

Sustainable solutions for Long Beach

1. **Economic Development Blue Print:** provide a plan to grow local businesses, jobs, and the workforce to fill them.

2. **High Tech Infrastructure Plan:** maximize existing City assets to support development of high tech business, investment, and resident workforce.

3. **StartupLB Tools for Business:** provide effective online tools to prepare and guide entrepreneurs through the business startup process.

4. **Branding for Business:** develop a Strategic Communications Plan to tell the City's story and market for current and future business investment.

5. **Center for Innovation:** formalize collaboration between research, industry and government to cultivate innovation and bring ideas to market.

Next Steps

The planning and design process for i-team projects is expected to begin in October 2015, and will involve significant outreach to the research, industry, and small business communities over the next 90 days. During this time, it is important to identify a diverse group of participants that will benefit from the successful design and implementation of the projects described above.

Innovation Week

Meantime, please participate in the Long Beach Innovation Week to connect with local innovators and entrepreneurs. Our goal is to continue to highlight local innovators across sectors, and to continue to connect and learn about economic development in our City. Get involved and stay engaged by sharing your ideas for our current campaign.

To send email contact us at i-team@longbeach.gov

LONG BEACH
INNOVATION WEEK

October 2-22

#LBW2015
#LAIW2015

Learn more & sign up at
www.innovateLB.com
www.innovate.LA

Follow us on Facebook & Twitter
facebook.com/iteamlb
twitter.com/iteamlb

LAIW
2015

INNOVATION
WEEK(S)
PARTNER

Get Involved!

Have an idea? Let us know what you think by participating in our current campaign, "What does innovation, entrepreneurship, and economic opportunity look like in Long Beach?"

Click below to submit your ideas!

Innovation in Long Beach means...

To launch a business in Long Beach I need...

Economic opportunity means...

Thank you!

Long Beach Innovation Week(s) was a huge success because of you. This was the first year that Long Beach had a role during LA's Innovation Week(s) and we hope to increase our presence in the coming years.

Twenty-two events were hosted locally, which made-up over 20% of all events in LA County. Your event did a fantastic job highlighting our vibrant, innovative, and creative culture. We're thrilled to have committed groups and individuals like you as partners and we will continue to work to highlight all you do for our one-of-a-kind city.

Now that you are part of our "Innovation Network" we will be inviting you to participate in events and design sessions. We will also be following up on Innovation Week(s) to evaluate our efforts and broaden our network.

Until then, connect with us on social media to stay updated.

Get Involved!

Have an idea? Let us know what you think by participating in our current campaign, "What does innovation, entrepreneurship, and economic opportunity look like in Long Beach?"

Click below to submit your ideas!

Share Your Ideas!

Facebook

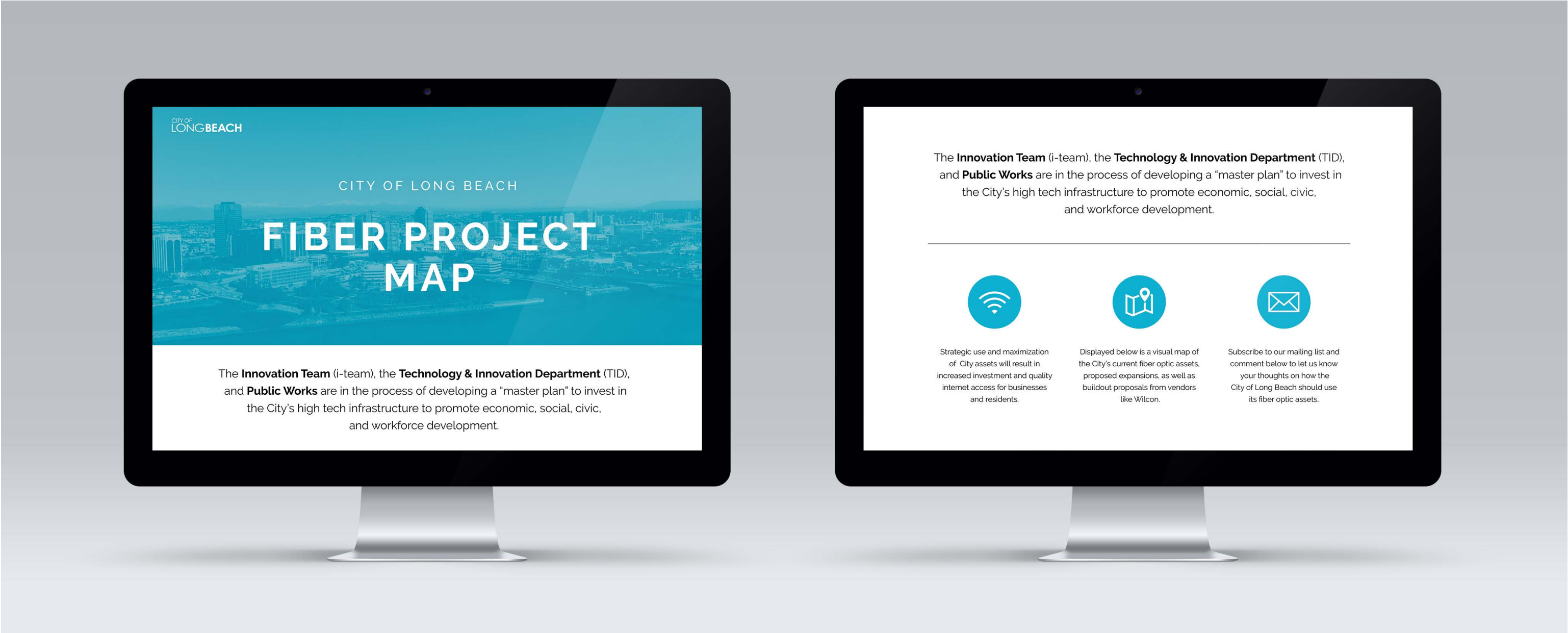
Twitter

Instagram

Website

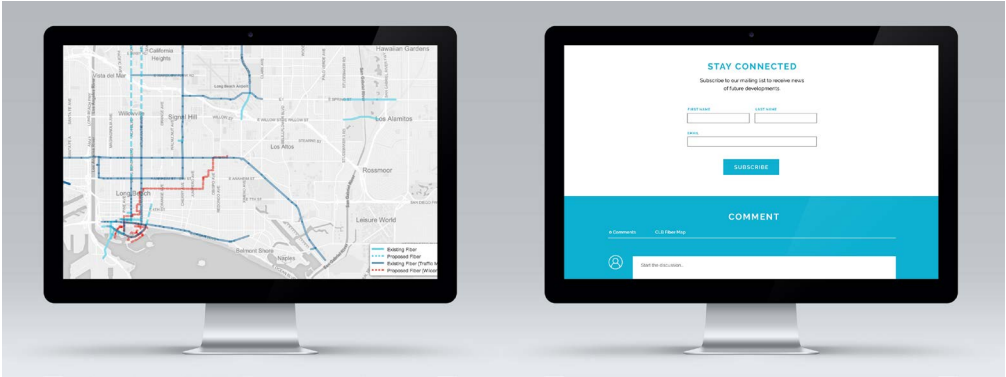
LONG BEACH
INNOVATION TEAM

In order to quickly capitalize on Innovation Week, we decided that an email newsletter would be a great way to promote the events and engage the public while introducing the i-team. By using mailchimp, we were able to rapidly prototype our first newsletter and gather data about the results via analytics.



I also designed a one-page website for Long Beach’s Fiber Project Map, an initiative that the i-team was working on to develop the city’s high tech infrastructure by utilizing existing fiber optic assets, and eventually expanding on them for increased internet access.

I kept the design very simple and clean while doing my best to incorporate the i-team’s previously established branding guide and visual identity.



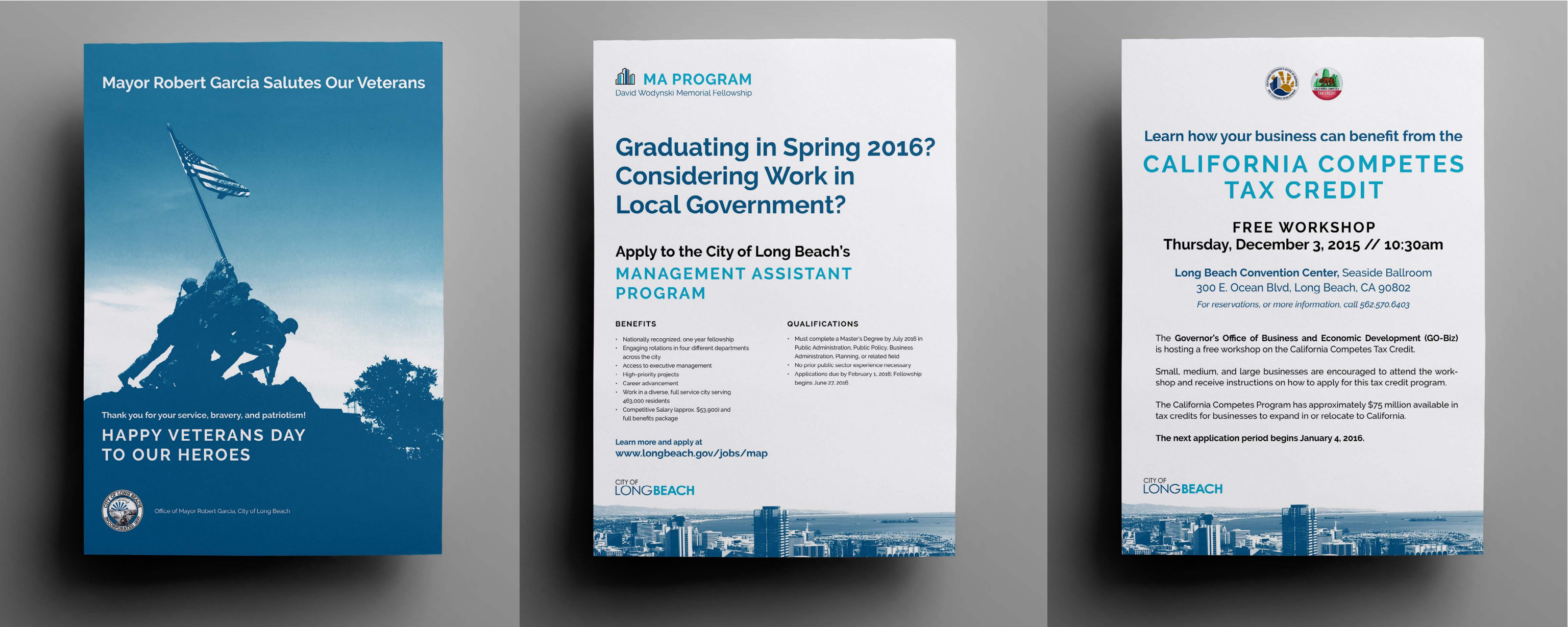


Occasionally I was asked by other departments for help designing various flyers and infographics, including the Mayor’s office and the City Manager’s office.

For this assignment I was approached by one of the Management Assistants for help with designing an infographic, mapping the disposal process of all the different types of trash. Apparently there was no single document or website that residents could quickly refer to in order to find out which department to call and what time they might expect pick-up.

Determining the best method of organizing all of the information in a clear and compelling way initially seemed like a straightforward task. But on closer examination, it proved much more challenging and complicated than we anticipated.

Eventually we developed a simple flowchart where users would be asked a few basic questions and were quickly guided to a clear answer with a phone number they could call. The process map would be accessible on the city’s website.



A few of the flyers I designed. Again, my goal was always to make sure that all the material followed the established i-team branding guide so that everything felt cohesive, clear, and consistent.

BRANDING THE I-TEAM: COMPETITIVE AUDIT

BRAND KEYWORDS

Connector	Enabler
Responsive	Facilitator
Catalyst	Rooted
Confidence	Human
Effective	In-touch
Community	Trustworthy
Personal	Socially-attuned
Intimate	Foster
Familiarity	Nurture
Collaboration	Fluid
Commitment	Organic
Loyalty	Evolving
Credibility	Open
Proactive	Authentic
Supportive	Advocate

LONG BEACH INNOVATION TEAM

Karen Davison

COMPETITIVE AUDIT: IDENTITY SIGNATURES



LONG BEACH INNOVATION TEAM

Karen Davis

COMPETITIVE AUDIT: IDENTITY SIGNATURE



LONG BEACH INNOVATION TEAM

Davison

COMPETITIVE AUDIT: IDENTITY SIGNATURES



LONG BEACH INNOVATION TEAM

Karen Davison

COMPETITIVE AUDIT: IDENTITY SIGNATURES



LONG BEACH INNOVATION TEAM

Karen Davis

COMPETITIVE AUDIT: IDENTITY SIGNATURE:



LONG BEACH INNOVATION TEAM

Davison

One of the ongoing tasks I was given during my Fellowship was to flesh out the i-team's branding guide. My Designmatters predecessor Chase, an industrial designer, had developed the visual identity when the i-team was first formed. He told me that the identity could use some improvement and suggested that I use my skills as a graphic designer to re-design the branding guide.

Because my time was always being divided between various meetings and design projects, I was only able to work on the i-team's branding

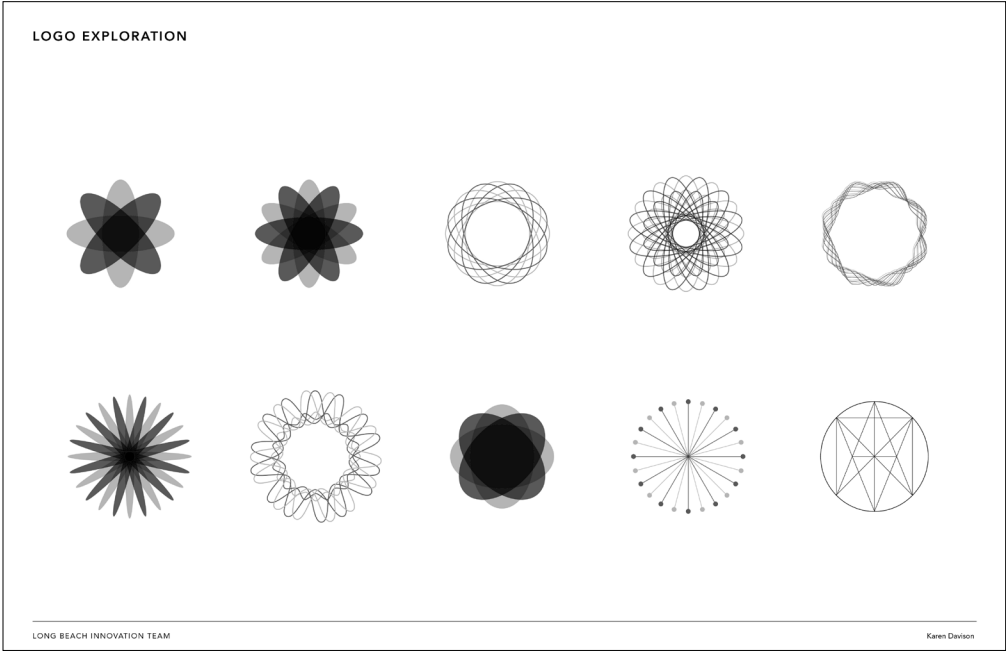
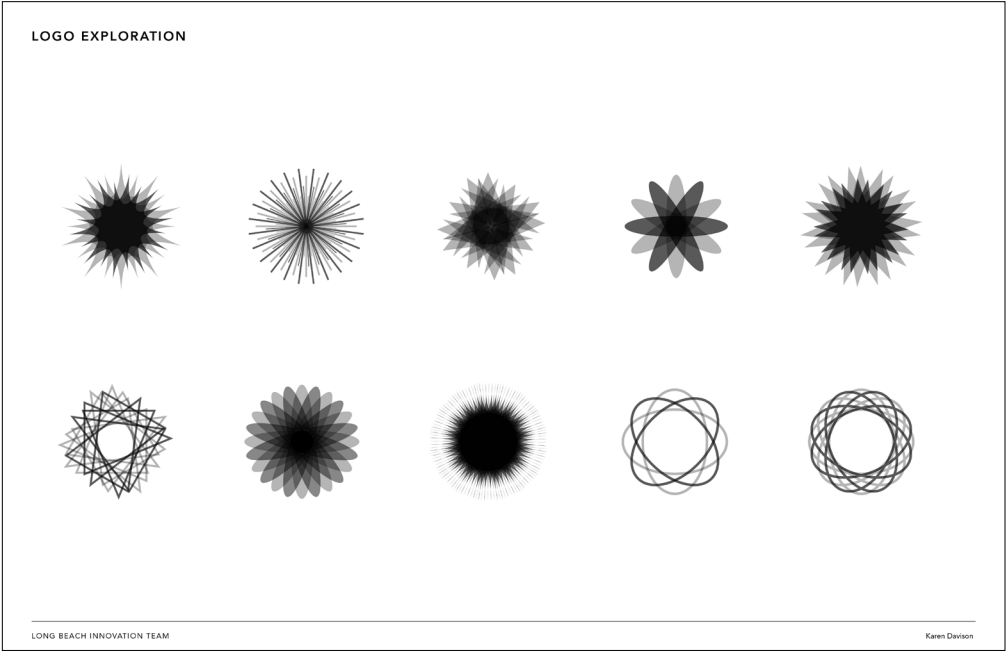
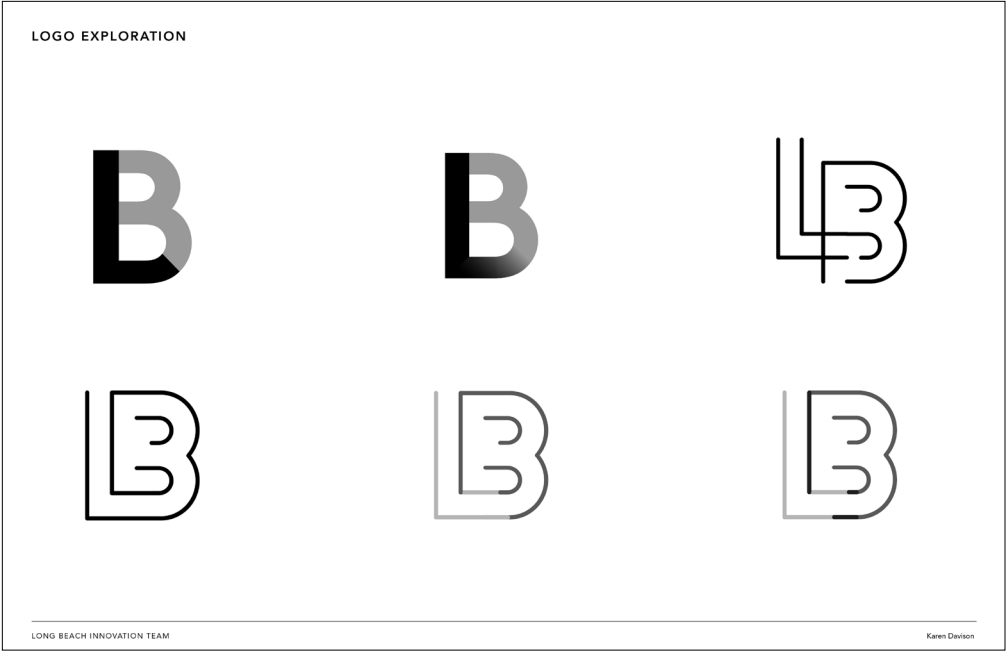
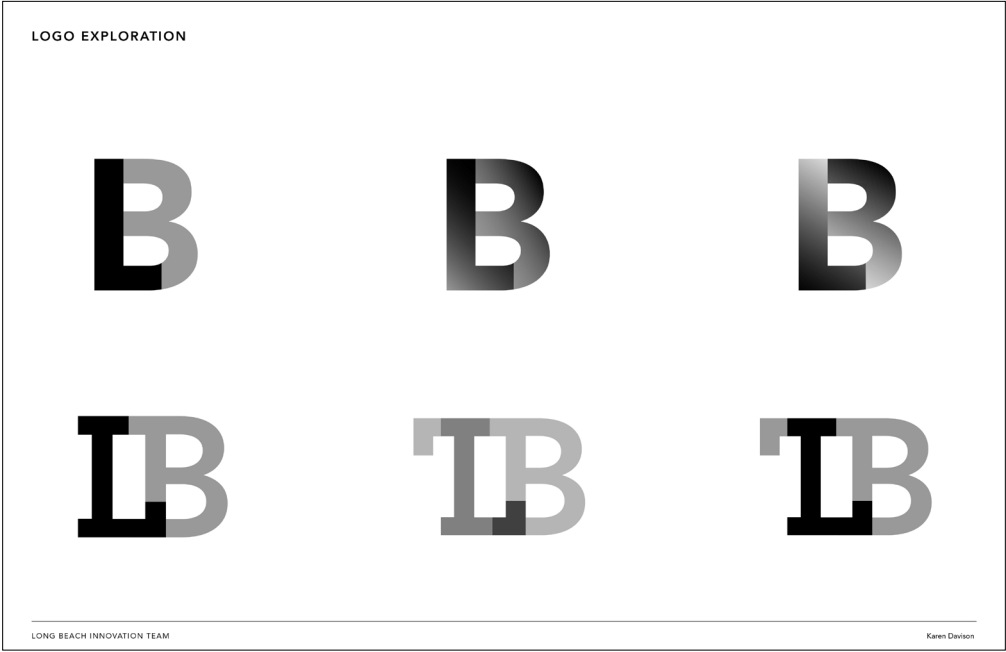
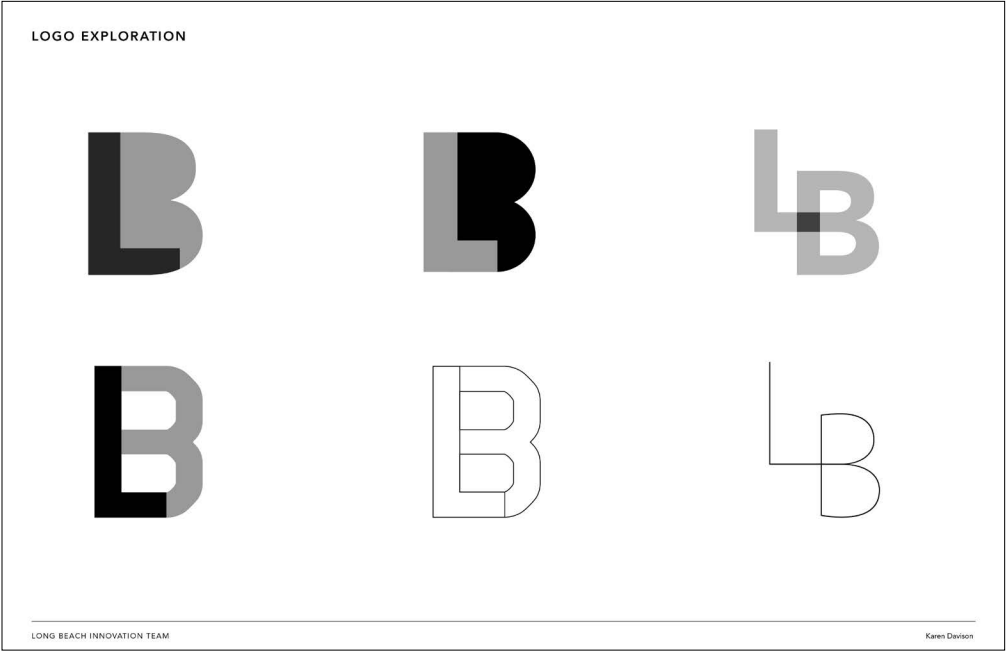
sporadically and sadly never got to see it completed. However, I did manage to do some valuable preliminary research and ideation that hopefully the next Fellow would be able to expand on.

I started with taking a closer look at the i-team's brand values. During one of our staff meetings, I led a brainstorming exercise where the whole team fleshed out its existing brand values by listing as many words and phrases that they felt reflected the essence and role of the i-team. I wanted to narrow down the list to a few brand

keywords that could be more easily distilled and interpreted in a visually compelling, graphic way. I also did a competitive audit so that I could show the rest of the team what's been done already.

The i-team's current logomark, a light bulb, feels safe, expected, and even a bit cliché. A quick Google search of the word innovation proved that my instinct was right. I think that an Innovation Team should represent itself with a logomark that's, well, innovative.

BRANDING THE I-TEAM: LOGO EXPLORATION



A few brand keywords that really stood out were connector, catalyst, and community. With those three words in mind, I did some rough exploration. The first round of sketches were typographic, playing with different ways that the L and B, representing the community of Long Beach, could connect into a single shape.

The second round of sketches also explored connection, but focused more on the idea of a catalyst or spark. I presented my research and exploration to the team. They found the competitive

audit very helpful, having never seen the plethora of innovation-related and Long Beach organizational logos side-by-side and in one place.

Each of my colleagues had their personal favorites regarding my logo exploration, but the overall consensus seemed to favor the more abstract, catalyst-inspired marks. I was hoping to continue the sketching process even more, but I was nearing the end of my Fellowship and had to shelve my work.

MEETING WITH BLOOMBERG AND THE LOS ANGELES I-TEAM



Towards the end of my Fellowship, Bloomberg and Living Cities flew into LA for a three-day, on-site visit to meet with the Los Angeles i-team and the Long Beach i-team.

There were several reasons for the on-site visit. It gave Bloomberg and Living Cities the chance to meet all of the members of the i-teams face-to-face, to hear personal accounts of everyone's experiences, both good and bad. It allowed the i-teams to give detailed and thorough presentations about our progress in developing each of our initiatives. It provided an opportunity for the i-teams to participate in hands-on workshops with some of our internal and external partners, learning how to fill out charters for initiatives. And it also provided an opportunity for Bloomberg and Living Cities to offer their expertise, guidance, and direction to both i-teams while gathered together in the same room.

After giving our presentation, Bloomberg informed us that some of the Long Beach initiatives were still too broad and macro in scope, that although they were very good strategies, they needed to be narrowly-defined, very specific, tangible interventions.

Overall the experience was exhausting yet invigorating. Everyone learned a lot from Bloomberg's guidance. It was also really helpful to be able to swap stories and share our successes and failures with another i-team, to know that we are facing similar struggles, growing pains, and stumbling blocks. It was also very interesting to see the ways in which we differ and how each city comes with its own unique set of challenges and priorities. I was really impressed with the fact that the LA i-team hired IDEO to help them with their public engagement campaign, gathering valuable insights into how residents feel about Los Angeles and neighborhood revitalization.



1. The Long Beach i-team visited the Los Angeles i-team at their offices in LA City Hall. Both teams gave brief presentations and shared their experiences.
- 2-3. Bloomberg site visit to Long Beach City Hall. The day was spent giving presentations and participating in hands-on workshops with the i-team, city government staff, and other partners.
4. Bloomberg site visit to LA City Hall. The Long Beach and LA i-teams convened and participated in group workshops and continued to learn from one another.
5. A few of the Long Beach i-team members, including myself, visited the LA i-team at LA City College as part of a public engagement campaign led by IDEO.



Holly proceeded to flesh out an outline of our research methodology, describing opportunity zones as:

A concept inspired by the rich traditions of urban ethnography and tactical urbanism, both of which seek to better understand the inner workings of urban life and inspire positive social change.

The goal of this initiative is to identify high poverty neighborhoods using select criteria, and to partner with community members and stakeholders in the area to understand neighborhood challenges and craft collaborative, intentional pilot projects. 3-4 sites will be identified based initially on the following criteria but will evolve based on findings from previous site exploration.

Based on our criteria, we decided to start with a neighborhood known as the Anaheim Corridor, a dense area that contains roughly 7 percent of Long Beach’s total population. This neighborhood has a mix of residential and commercial zones, and is home to a large population of immigrants, including the largest population of Cambodians outside of Cambodia.

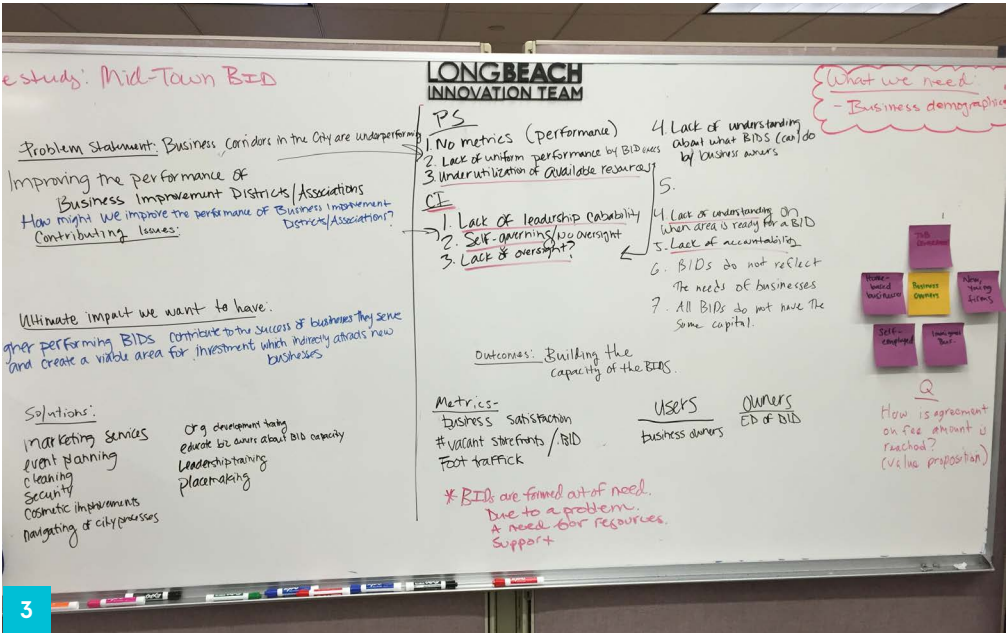
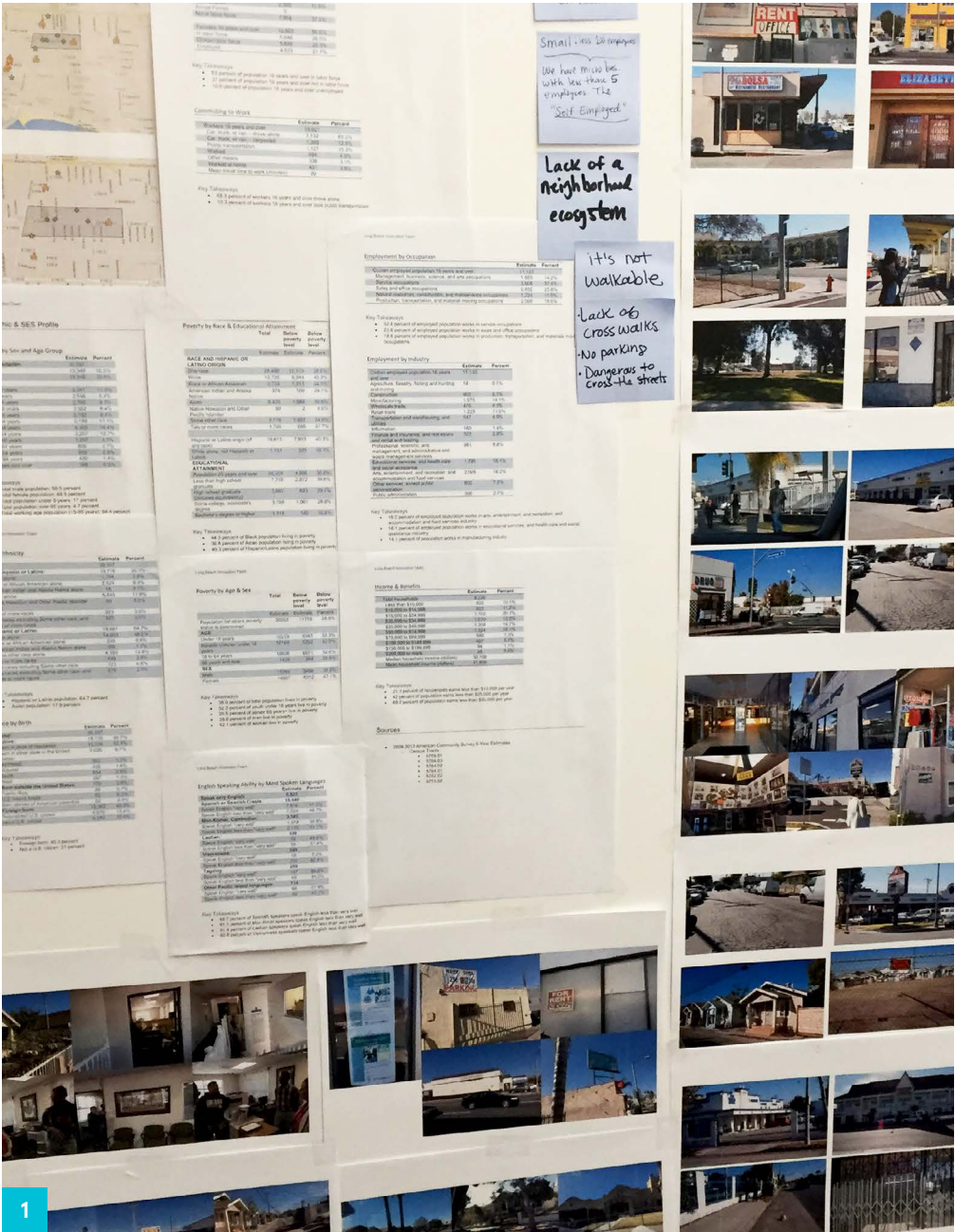
We decided to start off our preliminary research by doing a quick site visit of the area, documenting the physical environment and meeting with representatives of the United Cambodian Community. What stood out immediately after surveying the area was the alarming number of vacant lots and storefronts.



1. Alma speaking with the Program Coordinator for Living Arts at the offices of the United Cambodian Community.

4-5. A few examples of the numerous vacant properties we saw during our visit to the Anaheim area.

ANAHEIM OPPORTUNITY ZONE: INITIAL OBSERVATIONS



Design Question

How might we attract and/or grow small businesses in areas of high unemployment and poverty?

Contributing Issues

- Existing businesses have limited access to capital
- No/low access to internet
- Businesses lack access to digital marketing
- Existing businesses have limited connection to other businesses and markets in the city/region and beyond
- Potential business owners/managers do not perceive these areas to be safe/viable locations to open businesses.
- Limited access to skilled/trainable employees
- Funders are reluctant to invest in businesses areas of high poverty and/or high unemployment.
- High concentration of unemployment and poverty may detract consumers
- Potential business owners (unlicensed entrepreneurs, homebased businesses) do not have access to business development services.
- Zoning does limits types of businesses that may open

Metrics/baselines

- Number of small/med businesses in the area
- Number of businesses with access to high-speed internet
- Business growth by revenue
- Business growth by employees
- Number of vacant commercial real estate
- Unemployment rate
- Business service utilization rate

Target

- Increase in number of small businesses by ____%
- Increase in businesses with access to high-speed internet from ____ to ____
- Increase in business revenue by ____ %
- Increase in number of employees reported from ____ to ____
- Decrease in number of vacant commercial real estate from ____ to ____
- Decrease in quarterly unemployment rate from ____ to ____
- Increase in business services utilization from ____ to ____

Users

- Existing small business owners/managers/entrepreneurs located in areas of high poverty and high unemployment
- Home-based (licensed) business owners located in " "
- Potential business owners/managers/entrepreneurs

Upon returning from our site visit, we immediately compiled all of the photographic documentation and relevant data we had and posted everything up on the wall. We conducted another informal brainstorming session in which we discussed our initial observations and impressions of what we had seen and heard. We then proceeded to define contributing issues, metrics, targets, and users, which Holly later drafted in a preliminary research document.

We then discussed what our next steps should be. We decided that it was important to contact community leaders to connect us with local residents and small business owners so that we might conduct more in-depth observational research and interviews.

Unfortunately, my Fellowship came to an end before we were able to move on to the next phase of our research.

1. Print-outs of data pertaining to the demographics of the area and photographs we had taken during our site visit.
- 2-3. Brainstorming session in which we discuss observations and define objectives on the white board.
4. Document outlining our initiative.

CONCLUSION: PERSONAL INSIGHTS AND OBSERVATIONS ABOUT MY FELLOWSHIP

The physical layout and design of a workspace can play a crucial role in a team’s ability to function as a cohesive unit.

- The i-team was spread out onto three separate floors of city hall
- Most of us were in cubicles embedded in the middle of other departments, like HR, the City Manager’s office, and IT.
- It felt like we were working in silos, out of the loop and disconnected from our teammates’ day-to-day activities.
- I was always conscious of the fact that our conversations were audible to surrounding departments, which sometimes made it difficult to have frank, open discussions or lively debates and brainstorming sessions.
- Having a weekly staff meeting in the boardroom was not always ideal. The environment felt stiff, formal, and stuffy. It seemed to impact team dynamics and conversation in subtle ways.

The i-team desperately needs a dedicated communal space, which would encourage better collaboration, creativity, and teamwork.

- It should feel relaxed, safe, informal, and completely separate from other departments.
- It should allow for spontaneous collisions and conversations between teammates, which can spark innovative, and even unconventional, lines of thinking.
- Socializing can be productive: seemingly unrelated, personal conversations can lead to making unexpected connections and epiphanies with regards to work-related issues.
- There needs to be dedicated wall space where everyone can continually add notes, ideas, research, photos, drawings, etc. for both brainstorming and inspiration.

Lack of resources/options in city hall forced us to be more creative in ways of getting around the limitations of our workspace.

- We tried to have spontaneous Starbucks runs with anyone who was free, which allowed us to quickly catch up in a casual way outside a government setting.
- We started to schedule meetings at local restaurants/cafes/ library for informal brainstorming sessions.
- Our director John gave us permission to start converting his office into a semi-communal space, where the group could meet and talk privately when John wasn’t using his office.

Other i-teams are a valuable resource.

- On-site visits are extremely helpful if possible, but Skype meetings and phone calls are also a good way of staying connected.
- Some sort of exchange program could be beneficial, where i-team members temporarily swap places with one another to see what can be learned from other cities.
- A lot can be learned from hearing about each other’s successes and failures.
- It was also really great to have all of the designers from each i-team participate in regular Skype sessions as a group, to share the challenges and issues unique to being the only “creative” on a team.

It’s important to speak up, even if you feel out of your depth.

- It’s always good for government to hear the perspective of outsiders and laymen.
- Asking seemingly stupid or obvious questions is helpful because it sometimes challenges what people think is self-evident but might not actually be so.

The i-team should participate in more hands-on workshops and training as a whole group.

- Simply reading about the Bloomberg process and other Human-Centered Design methodologies is not necessarily enough preparation.
- Many of the steps outlined in these research methods are completely new for some members of i-teams and require lots of practice and guidance from experts, such as best practices and techniques for observational research, conducting effective interviews, generating insights and ideas as a group, prototyping, implementation, etc.
- The researchers (i.e. Cultural Anthropologist) and designers should take lead on guiding this process, but it’s not realistic to expect that they can properly “train” the whole team, which is why workshops are really the best option. These workshops should ideally be conducted at the formation of an i-team, but are still quite valuable even late in the game.

Project managers should be freed up to do what they do best: manage projects.

- Much of their time is spent gathering, reading, and organizing massive amounts of data and literature reviews.
- The i-team should use part of their funding to hire research assistants, interns, etc. to do most of the time-consuming legwork.
- Trying to meet lots of rigid time lines and goals can interfere with the natural flow of the research process, making people feel rushed or stressed when they are running behind schedule.
- Preparing for and conducting stock-takes with the mayor, where we update him on our progress, occurred too frequently and took time away from our research process.

THANK YOU!



I want to thank all of my amazing colleagues and friends on the Long Beach Innovation Team. Their work ethic and dedication were an inspiration to me daily and they truly made me feel like a valued member of the team.

I also want to thank my mentor Mari Nakano 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.

And a special thanks to Mariana Amatullo, Jennifer May, and Designmatters for giving me the opportunity to learn and grow during this incredible Fellowship.

The i-team treating me to a farewell lunch on my last day. (Pictured left to right) Eric Romero, John Keisler, Alex Chavez, Harrison Huynh, Alma Castro, Heidi Wiersma, Karen Davison (myself), Holly Okonkwo, Ryan Murray.