CIVIC BRIDGE

2025 Cohort 1 | Mayor's Office of Innovation

Civic Bridge 2025 Cohort 1: *Improving City service delivery & accountability*

FOCUS AREA FOR 2025 COHORT

This year, priority was made to source and match projects that focus on:

•Redesigning or rethinking how an existing service is delivered

•Implementing goal setting and performance measurement for a service or program

COHORT INSIGHTS

- Projects were scoped to be in service of key outcomes outlined in the strategic plans for the participating departments.
- All project proposals were evaluated and approved by a review committee of City Dept partners (COIT, Digital Services, DT, DataSF, CON) .
- Each project deliverable has the potential to provide scalable insights for other City Depts facing similar service delivery and impact measurement challenges.

COHORT PROJECTS

San Francisco Public Library (SFPL) & Adobe

SFPL plans to work with Adobe to develop a consistent method to collect actionable feedback from patrons of its public programming to measure impact and inform long-term operational decisions. Adobe will develop user-friendly feedback tools to source patron input and define a set of key performance indicators (KPIs) to measure tangible outcomes and qualitative community impact in line with the Library's Vision 2030 strategic plan.

San Francisco Municipal Transportation Agency (SFMTA) & ZS Associates

SFMTA plans to work with ZS Associates to improve SFMTA's customer service, outreach, and engagement. ZS Associates will develop a journey map for SFMTA's Public Outreach and Engagement Team Strategy (POETS) public engagement feedback loop, identify key performance metrics for each feedback milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of POETS.

Appendix

Program overview

Civic Bridge is a 16-week, cohort-based program that connects City Departments with pro bono teams to tackle civic challenges. Volunteers are expected to dedicate 20% of their time to the project over the 16-week timeframe. The program leverages tools, methodologies, and skill sets of pro bono teams of skilled volunteers to deliver implementable and valuable solutions.

City Department + **Skilled volunteer team** = **High-impact deliverable**

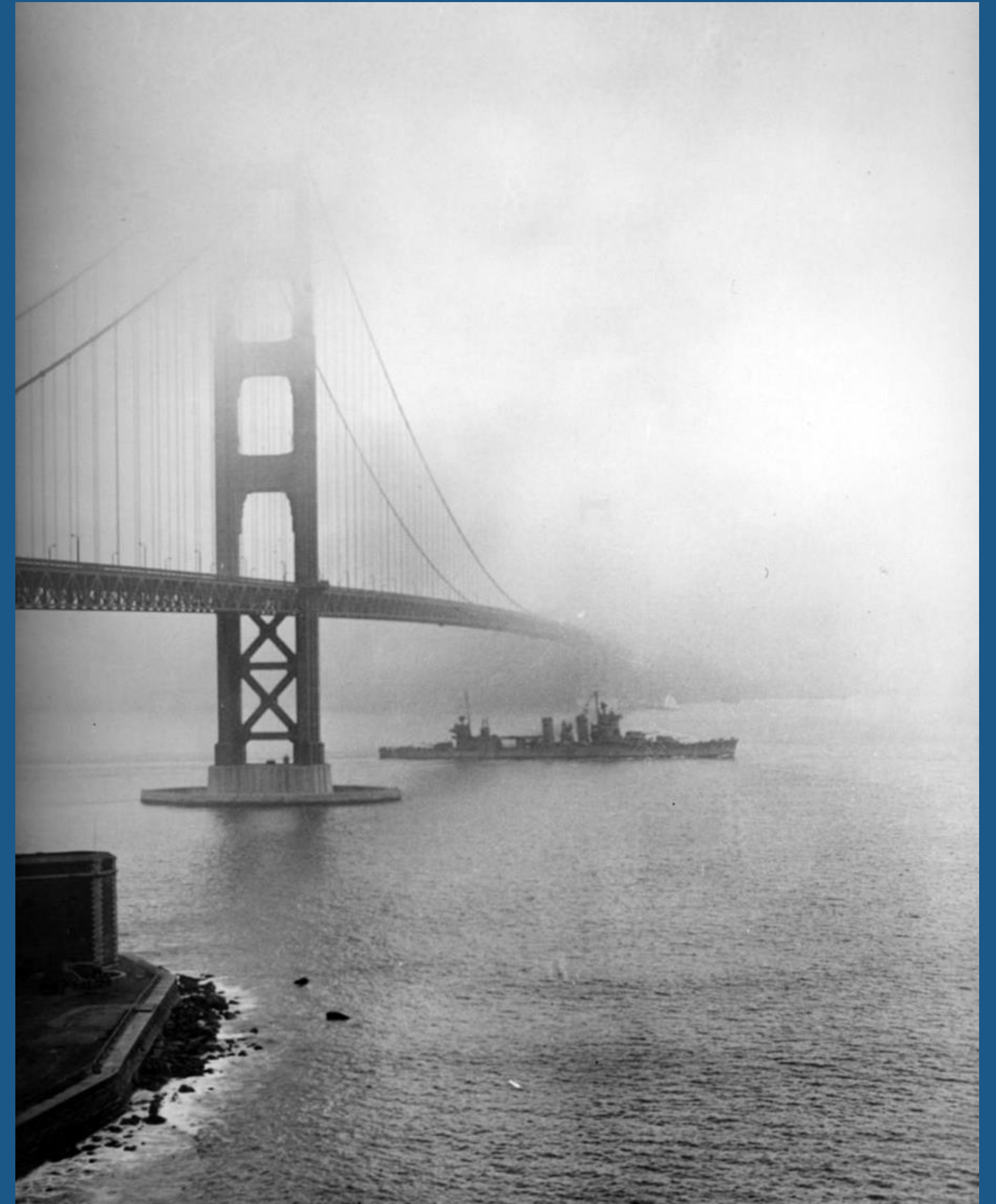# Civic Bridge impact

2015 - 2025

87 total projects

35 City departments

29 pro bono partners

55,742 volunteer hours

868 total participants

$8.75M fair-market value of pro bono work

Criteria for a successful project

A clear challenge statement
What is the problem you're trying to solve and what will "success" look like?

Potential for impact
Why is the project important? What impact will it have on the lives of residents?

Alignment with Mayoral priorities
This year's cohort is focused on economic recovery, revitalization, and resilience.

Leadership support
The challenge should be "mission critical" not just "nice to have" for Department leadership. The project should have the support of your Department head so the Department can carry forward the Civic Bridge solution/deliverable.

Internal champion
At least one City lead to serve as primary point of contact for the pro bono team, help guide/manage the collaboration, and ensure the work is aligned with the Dept's North Star.

Project types

User Research & Design

Focuses on understanding the end users of a government service or program, e.g. user research plan, stakeholder engagement

Strategy & Service Execution

Focuses on execution of components of strategies for a City department, e.g. pilot/program design, service blueprint, operational frameworks, scenario planning

Data Synthesis & Modeling

Focuses on leveraging data to solve a particular challenge or need

Communications & Content

Focuses on improving a City Department's communications and outreach, e.g. content for a marketing campaign

Technology Prototyping

Focuses on targeted, high need, technology implementation needs, e.g. website wireframe, process map

The process

Pre-Program

Sourcing projects
MOI sourced project proposals from City Depts that have leadership support, dedicated resources, and potential for impact

Selecting
Project proposals were evaluated by a review committee of City Dept partners (COIT, Digital Services, DataSF, DT, CON)

Matching
Selected projects were shared with pro bono ecosystem through MOI outreach to past partners and organizations that have indicated interest in participating in the program.
Pro bono partners then indicated which projects they were interested in working on (no more than 3 projects).
MOI matched partners with projects based on pro bono skill sets/expertise and interest

16-Week Project

Define
Refine project scope and define project plan

Discovery
Understand the challenge and government landscape

Design
Synthesize insights and create concepts for solutions

Delivery
Deliver actionable solutions and create an implementation roadmap
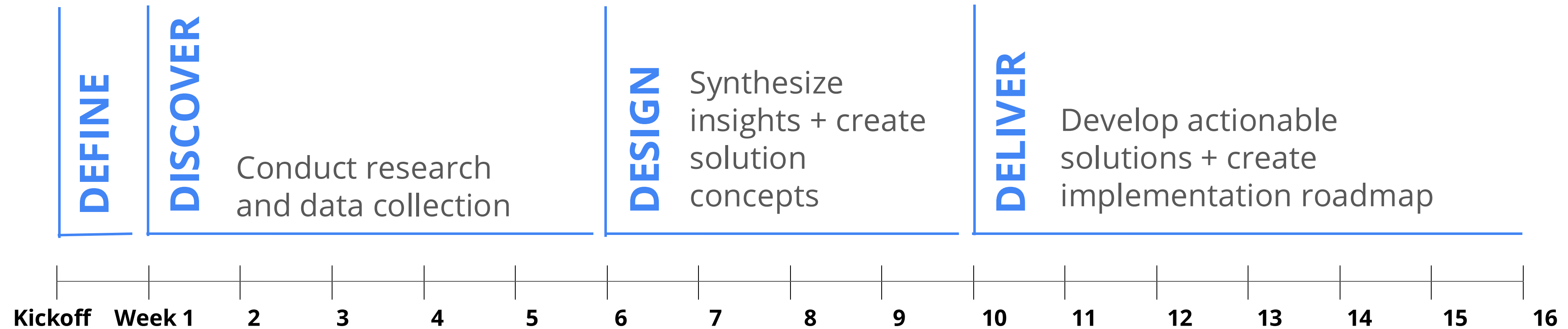
Post-Program

Share
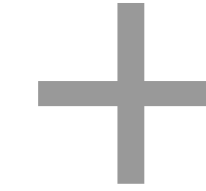Project teams showcase their project work to key stakeholders

MOI support
As needed, MOI support City Dept implement the Civic Bridge deliverable

Program phases + key events

DEFINE

DISCOVER Conduct research and data collection

DESIGN Synthesize insights + create solution concepts

DELIVER Develop actionable solutions + create implementation roadmap

Kickoff | Week 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16

CHALLENGE	SERVICES	OUTCOMES
The San Francisco Police Department (SFPD) sought to understand best practices and develop tools to help them integrate the many change initiatives into their strategic plan	Through Civic Bridge, Accenture consultants contributed their skills in strategic planning, stakeholder interviews, and workshop facilitation to deliver a Change Management Charter, and a tactical tool to help SFPD prioritize strategy initiatives and associated stakeholder and communications considerations.	✓ The team gathered data to understand the challenge through stakeholder interviews and reviewing "lessons learned" from past efforts ✓ They facilitated workshops with SFPD staff and SMEs to create a shared version of change management success, governance, and principles ✓ They developed a Change Management Charter and a tactical tool which they refined with SFPD feedback

Office of Contract Administration

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zendesk

| CHALLENGE	SERVICES	OUTCOMES

CHALLENGE

The Office of Contract Administration (OCA) wanted to better understand the needs and pain points of bidders and suppliers as they sought to improve the contracting process

SERVICES

Through Civic Bridge, Zendesk volunteers contributed their skills in user research, service design, and strategy to surface barriers facing bidders and suppliers, as well as stakeholder Departments, and to deliver recommendations for a more streamlined contracting experience

OUTCOMES

✓ The team gathered data to understand the challenge through stakeholder Department interviews and currently available resources

✓ They designed and launched a survey to bidders and suppliers, then synthesized key takeaways and trends from ~100 responses

✓ They developed recommendations on how the contracting and compliance process may be streamlined and for a One-Stop-Shop.

SF DEPARTMENT OF

CHILDREN YOUTH & THEIR FAMILIES

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salesforce

CHALLENGE	SERVICES	OUTCOMES
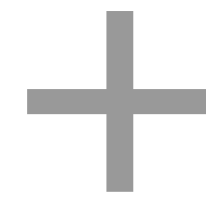
The Department of Children, Youth and their Families (DCYF) wanted to raise awareness about the presence of children in San Francisco and their rights as part of their efforts towards a more inclusive and representative city.

Through Civic Bridge, Salesforce volunteers use their skills in communications and partnership-building to develop a communication toolkit and strategy for the Department.

✓ The team collected more context and data about the challenge through interviews with City and UNICEF stakeholders.

✓ They interviewed residents in San Francisco to get a baseline of what they viewed as a "child-friendly" city and inform the strategy deliverable

✓ They developed a communications toolkit that included content calendars, partner engagement timelines and tools, and marketing best practices

SFMTA + **ZS**

CHALLENGE	SERVICES	OUTCOMES

SFMTA needed support on capturing disparate TNC data in a dashboard so they could better analyze the data and ensure equitable access to ride-hailing services for people using wheelchairs.
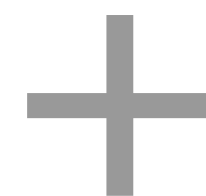
Through Civic Bridge, ZS consultants contributed their skills in data processing, transformation, analysis, and visualization to build a user-friendly dashboard in Tableau.

✓ The team extensively interviewed SFMTA and SFCTA staff to understand the current data landscape and needs

✓ They designed a prototype blueprint based on use cases and what data variables were most important

✓ They developed two data dashboards on Tableau, one for internal City use and the other to be public-facing. The dashboards included statewide data and a focus on user-centered design.

San Francisco
Rent Board

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Civic
Consulting
alliance

CHALLENGE	SERVICES	OUTCOMES

CHALLENGE

Rent Board needed support in better sharing their services and available resources to San Franciscans renters and tenants

SERVICES

Through Civic Bridge, Civic Consulting Alliance volunteers contributed their skills in website design, content development, and strategic thinking to launch a new, more accessible website for Rent Board.

OUTCOMES

✓ The team used the Pareto principle to the Rent Board's current website and call volume to determine the major areas of confusion

✓ They worked with City staff and attorneys to translate dense, legal rental language to more layman terms

✓ They worked with Digital Services to design the website's layout to make resources more discoverable

✓ They launched the new, more accessible website on sf.gov