

An aerial photograph of San Francisco at dusk, showing the city's dense urban landscape and the illuminated San Francisco City Hall in the center. The text "CIVIC BRIDGE" is overlaid in a large, white, sans-serif font, with a white arch above it that spans across the letters.

# CIVIC BRIDGE

Spring 2023 Cohort | Mayor's Office of Innovation

# Spring 2023 Cohort

- 1. Office of Economic & Workforce Development + ZS Associates** | Through this partnership, ZS Associates will work with OEWD to identify additional economic recovery indicators for the City to track. ZS Associates will then build Power BI dashboards for the identified indicators.
- 2. Office of Transgender Initiatives + Zendesk** | Zendesk will lead the design of a ready-to-share program blueprint and toolkit for the City's Guaranteed Income for Trans People (GIFT) pilot program for low-income transgender residents. The project goal is to create materials that can be used to disseminate the program's model and findings to other metropolitan cities, in order to provide a guide for replication of the program.
- 3. Planning + Accenture** | Accenture will design a blueprint for an integrated database for the City's Shared Spaces program. This project will also feature a real time build of the database design by City staff.
- 4. SFO + Adobe** | Through a user-centered research approach, Adobe will work with SFO to develop a strategic plan to improve SFO's customer experience. The project deliverable will include a 'future state' customer journey map featuring improvements for each customer touch point under SFO's direction, including qualitative and quantitative insights that can be used to inform strategic decision making for SFO customer services
- 5. Digital Equity Initiative (MOHCD) + Slalom** | Slalom will review and provide recommendations to update and operationalize SF Digital Equity's Digital Skills and Entrepreneurship Playbook (DSEP) materials. The DSEP is designed to be used by community-based organizations (CBOs) and other digital skill training providers to deliver digital literacy and ecommerce classes and programs. This project is in support of the second goal of the City's Digital Equity Strategic Plan 2019 – 2024, "to launch digital literacy innovation programs."



# Key insights

- Each project deliverable has the potential to provide a scalable model for other City Depts facing similar challenges
- All project proposals were evaluated and approved by a review committee of City Dept partners (COIT, Digital Services, DT, DataSF, CON)
- Since the inaugural cohort, this is the first Civic Bridge A&E resolution not to be introduced retroactively

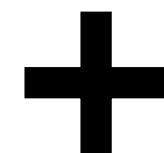
# Appendix

# 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 - 2022*

**80** total projects

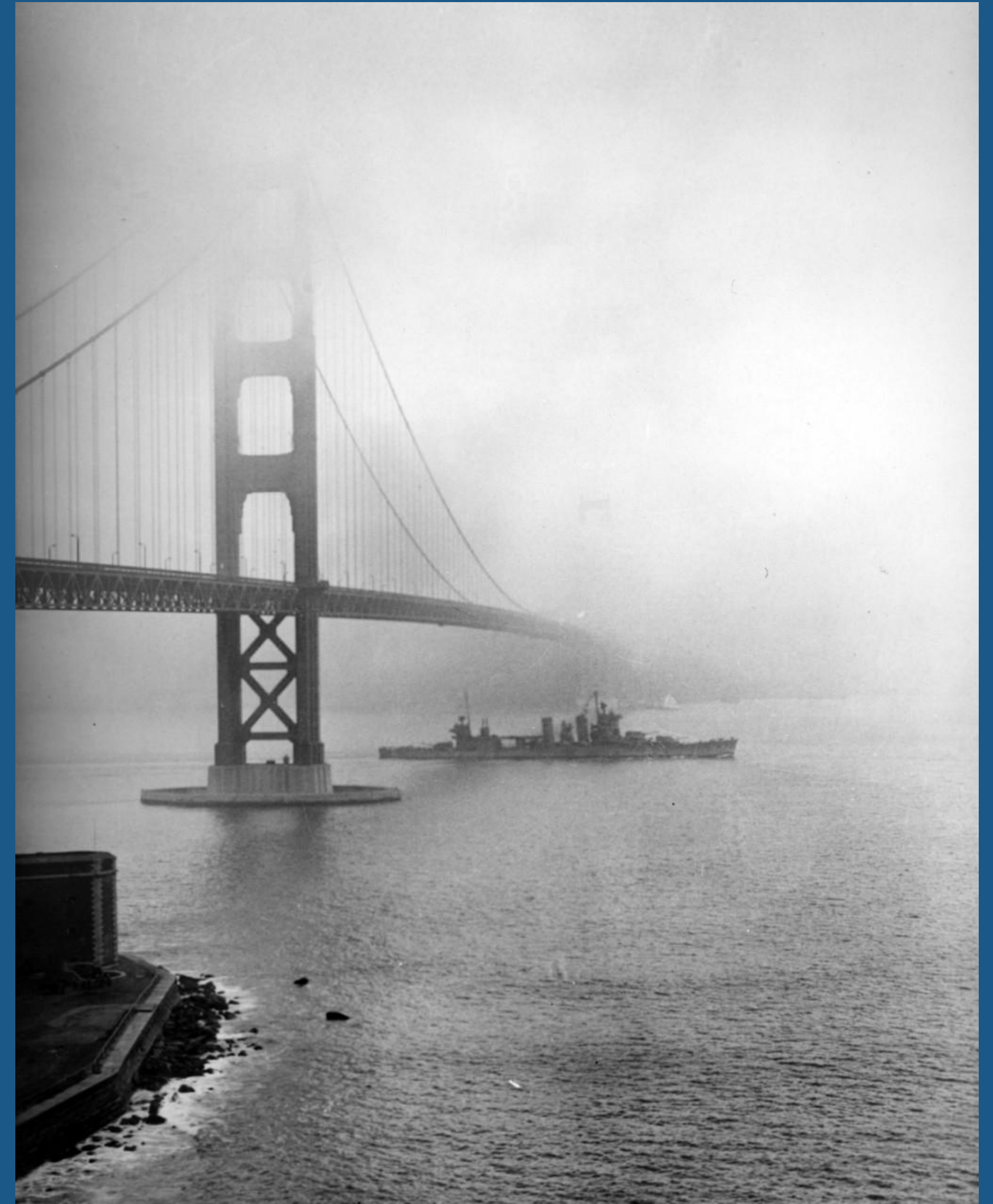
**34** City departments

**28** pro bono partners

**52,718** volunteer hours

**861** total participants

**\$7.85M** fair-market value of pro bono work



# Criteria for a successful project



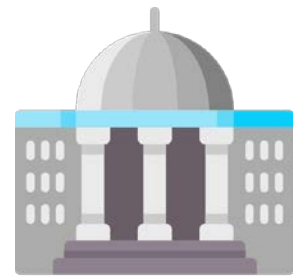
## **A clear challenge statement**

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



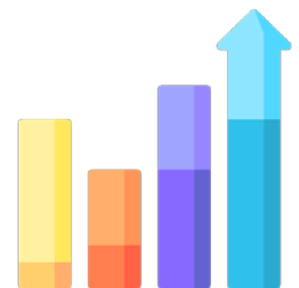
## **User Research & Design**

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

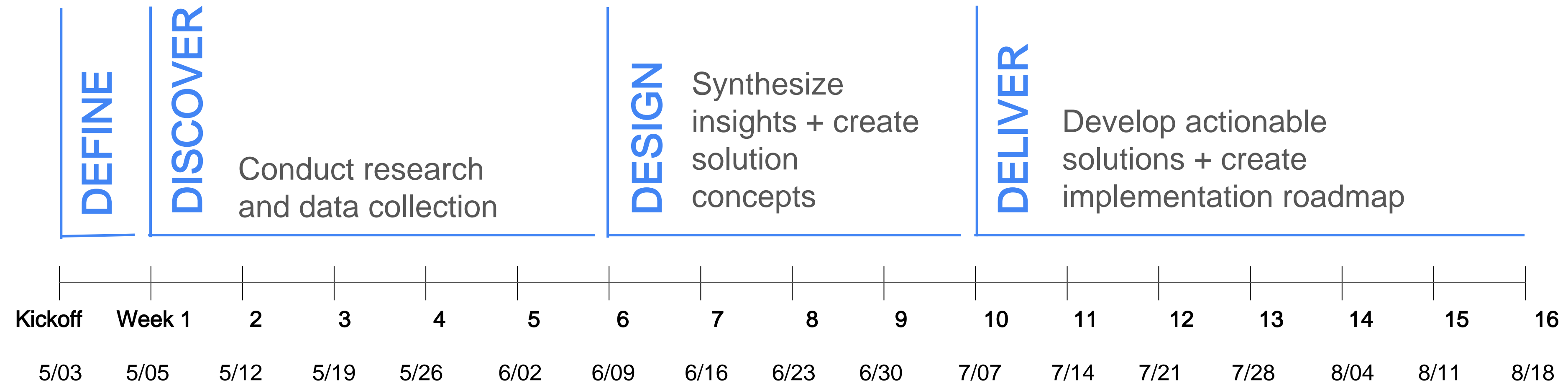
### Share

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





### CHALLENGE

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

### SERVICES

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.

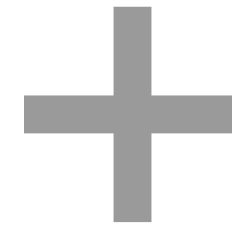
### OUTCOMES

- ✓ 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



## 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.



## CHALLENGE

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.

## SERVICES

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

## OUTCOMES

- ✓ 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

CASE  
STUDY  
DATA



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.



CASE STUDY  
TECH/WEBSITE PROTOTYPE



San Francisco  
Rent Board



**Civic Consulting**  
alliance

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