

An aerial photograph of San Francisco at dusk. The city lights are visible, and the sky is a mix of blue and orange. The text "CIVIC BRIDGE" is overlaid in large, white, sans-serif capital letters. A white arch graphic is positioned above the text, spanning across the cityscape.

CIVIC BRIDGE

Mayor's Office of Innovation | Civic Bridge

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

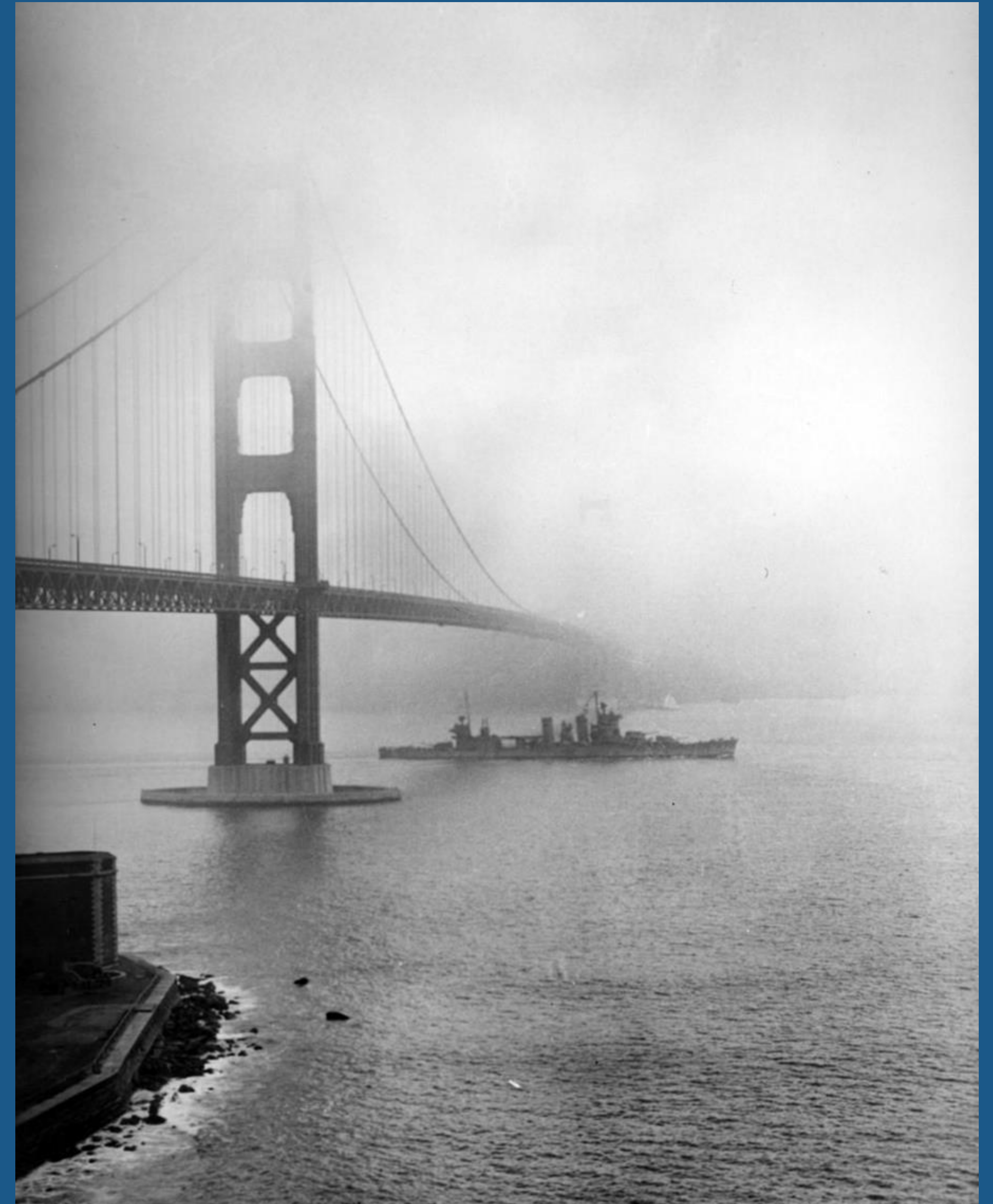
34 City departments

28 pro bono partners

52,718 volunteer hours

861 total participants

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



2023 Focus Area: *Economic Revitalization*

1. **Permit Center** | Designing a unified application process for special events in San Francisco
2. **Office of Economic & Workforce Development** | Building San Francisco's economic recovery dashboard 2.0
3. **Office of Transgender Initiatives** | Developing a scalable blueprint for the City's guaranteed income pilot program for low-income transgender residents
4. **Port** | Creating a strategic plan for the development of Fisherman's Wharf's commercial space
5. **Planning** | Designing a comprehensive data infrastructure for the City's Shared Spaces program
6. **SFO** | Developing a strategic plan to improve SFO's customer experience
7. **Digital Equity Initiative (MOHCD)** | Operationalizing the City's digital skills and entrepreneurship playbook
8. **Office of Financial Empowerment** | Developing a data infrastructure to support and expand a financial coaching program

**Project options have been reviewed and selected by the Internal Review Committee (COIT, CON, DataSF, Digital Services, Mayor's Office). List of project options is subject to change.*

Project types



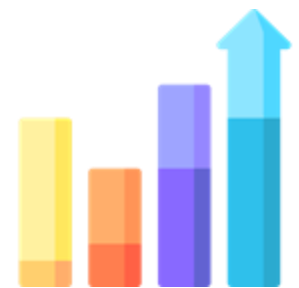
User Research & Design

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

**view past project examples in the Appendix*

Waiver request

This waiver allows our Civic Bridge program analyst to solicit known partners for this year's program.

Process:

- Send an "invitation to partner" with available project options to all historical partners
- Follow up directly with partners with skillsets and experience that match project needs
- Interested groups submit Project Interest Form to indicate projects for which they believe they can recruit volunteers (maximum of 3 projects)
- Program analyst matches projects with companies, and scopes required skill sets
- Company / Partner sources volunteers from within their employee pool



Appendix

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.

The process

Pre-Program

Sourcing projects

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

Selecting

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

Matching

Selected projects are shared with pro bono ecosystem through MOI newsletter and direct outreach to past partners and organizations that have indicated interest in participating in the program.

Pro bono partners then indicate which projects they'd be interested in working on (no more than 3 projects). MOI matches 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



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

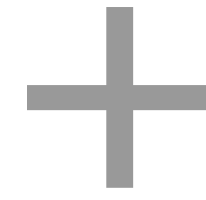
Through Civic Bridge, Accenture consultants contributed their skills in strategic planning, stakeholder interviews, and workshop facilitation to deliver a Change Management Charter, and a tactical tool to help SFPD prioritize strategy initiatives and associated stakeholder and communications considerations.

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

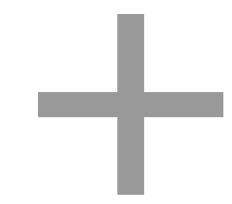
SERVICES

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



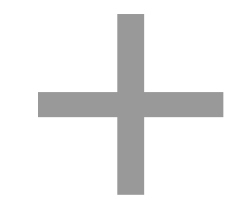
SFMTA needed support on capturing disparate TNC data in a dashboard so they could better analyze the data and ensure equitable access to ride-hailing services for people using wheelchairs.

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



**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