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New York City Mayor's Office for Economic Opportunity

Government UX Summit

Embedding Service Design in New York City Government: Lessons Learned

May 15, 2019

AGENDA

1

Who are we? What do we care about?

2

What is Civic Service Design?

3

How are we embedding design in the City of New York?

4

What have we learned?

5

Q + A



**1. Who are we?
What do we care about?**

The logo for NYC, consisting of the letters 'NYC' in a bold, dark blue, sans-serif font.

**Mayor's Office for
Economic Opportunity**

A decorative background element consisting of a honeycomb pattern of hexagons. Most hexagons are light gray, but one hexagon in the lower right quadrant is highlighted in a vibrant red color. The word 'Design' is written in white, sans-serif font inside this red hexagon.

Design

**We are rooted in the Mayor's Office for
Economic Opportunity, which creates
evidence-based programs and innovative
methods to reduce poverty and increase
equity.**

NYC

Mayor's Office for
Economic Opportunity

Research

Data
Integration

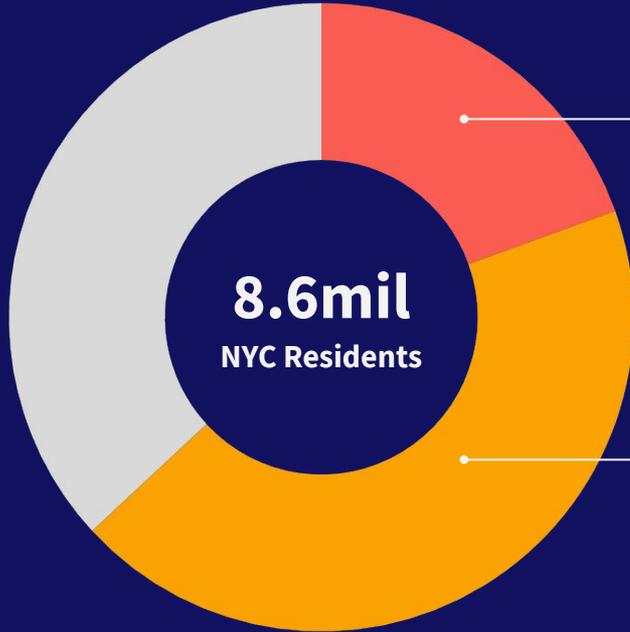
Program
Management

Evaluation

Design

Digital
Product

New York City residents in poverty or near poverty



19.5%

New Yorkers who live in poverty

43.5%

New Yorkers who live in near poverty,
below 150% of the poverty line

Source: New York City Government Poverty Measure 2005–2016,
NYC Mayor’s Office for Economic Opportunity, <https://on.nyc.gov/2X2dM7F>

**What “services” are we
talking about?**

Trash Collection

Food & Cash Assistance

Road Infrastructure

Shelters

Job Readiness Programs

Law Enforcement

Trash Collection

Food & Cash Assistance

Road Infrastructure

Shelters

Job Readiness Programs

Law Enforcement

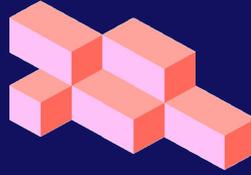
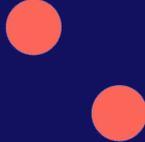
**We believe that if you improve
experience, you also improve
efficiency.**

We've observed that public servants can feel like they are **encumbered by processes and regulation, rather than **enabled** by them.**



2. What is Civic Service Design?

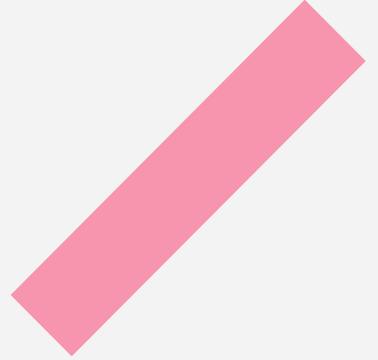
Civic Service Design



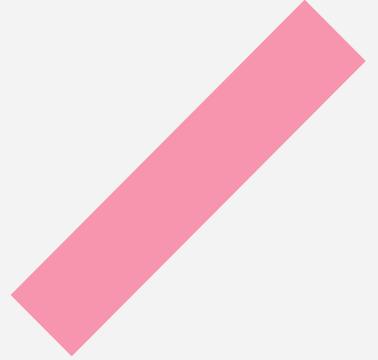
Civic Service Design

The practice of understanding the real, lived experiences of the people who use + deliver government programs to inform our decisions about the policies, processes and systems that affect those experiences.

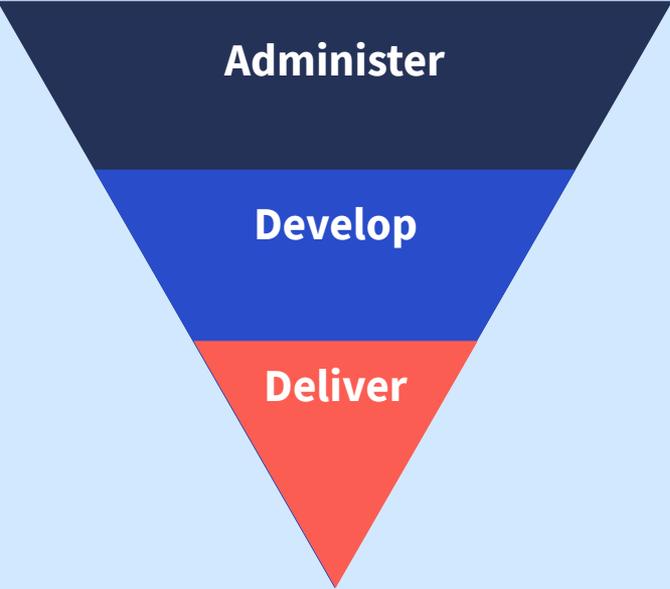
**Design is about how
things ~~look~~ work.**



**But visuals are
important too!**



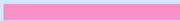
Traditional Program Development



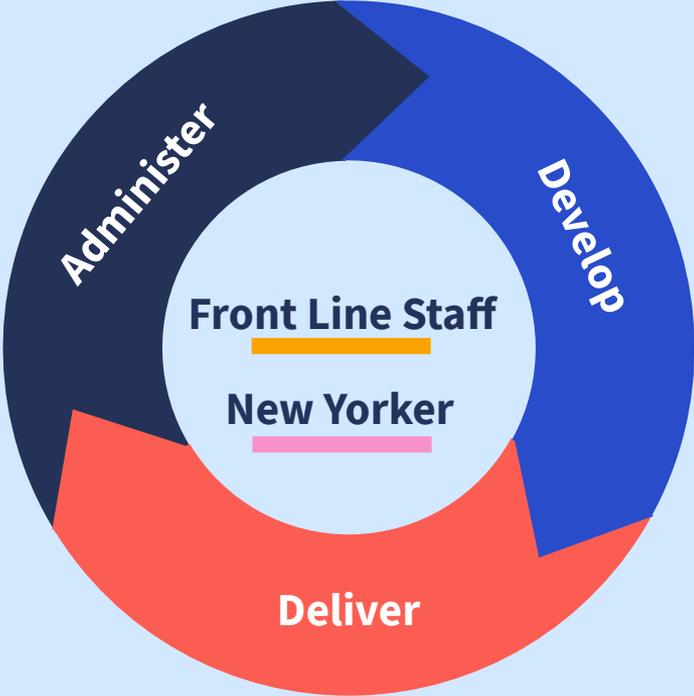
Front Line Staff



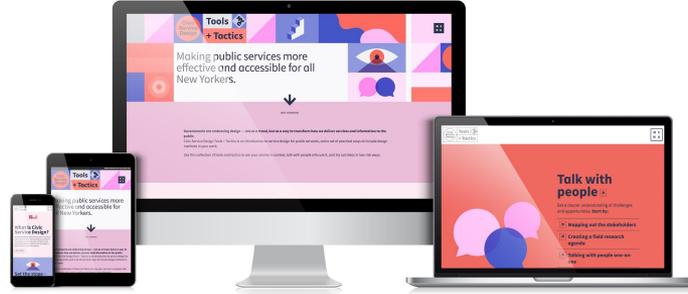
New Yorker

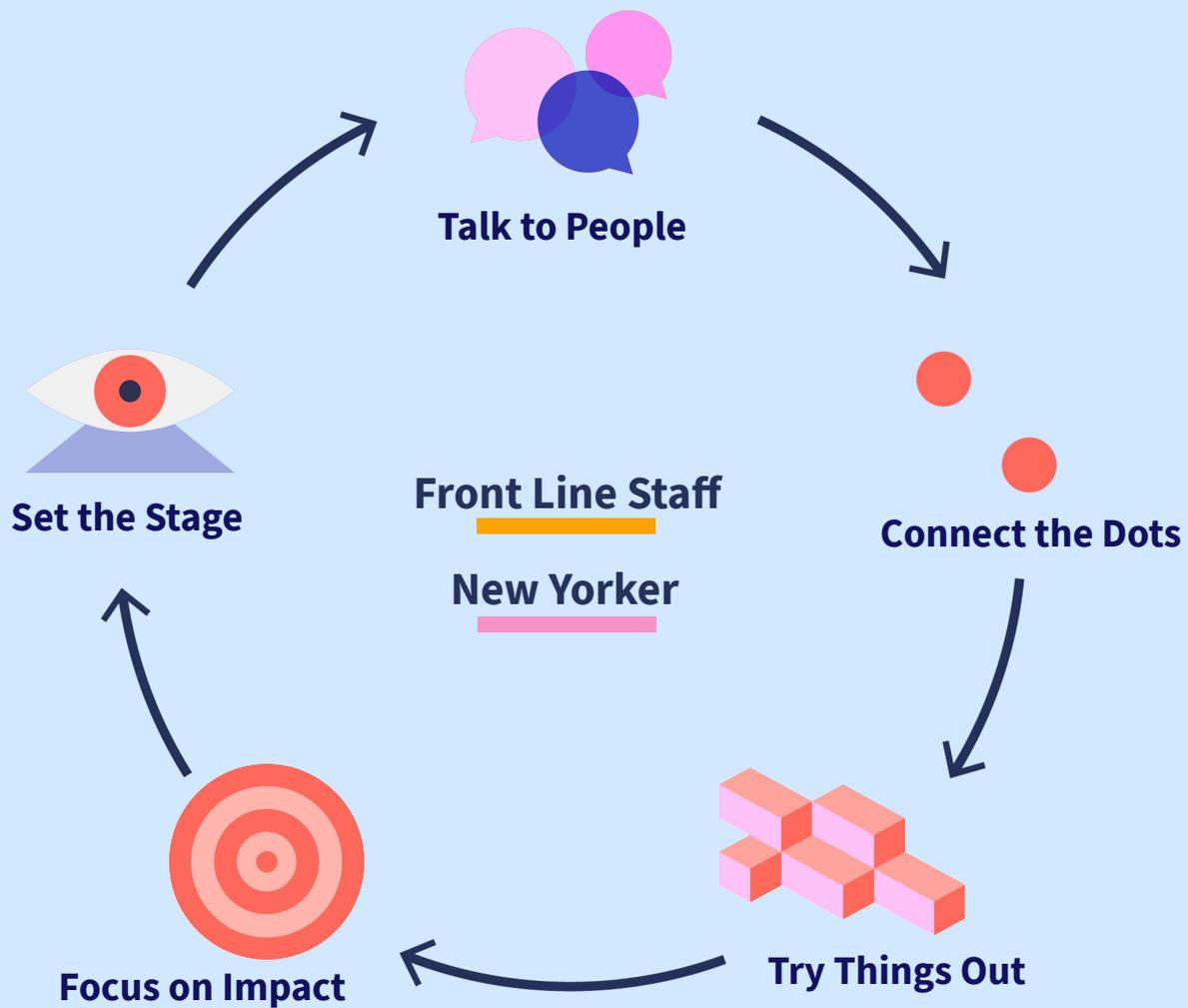


Civic Service Design



Civic Service Design Tools + Tactics





We believe government services should be

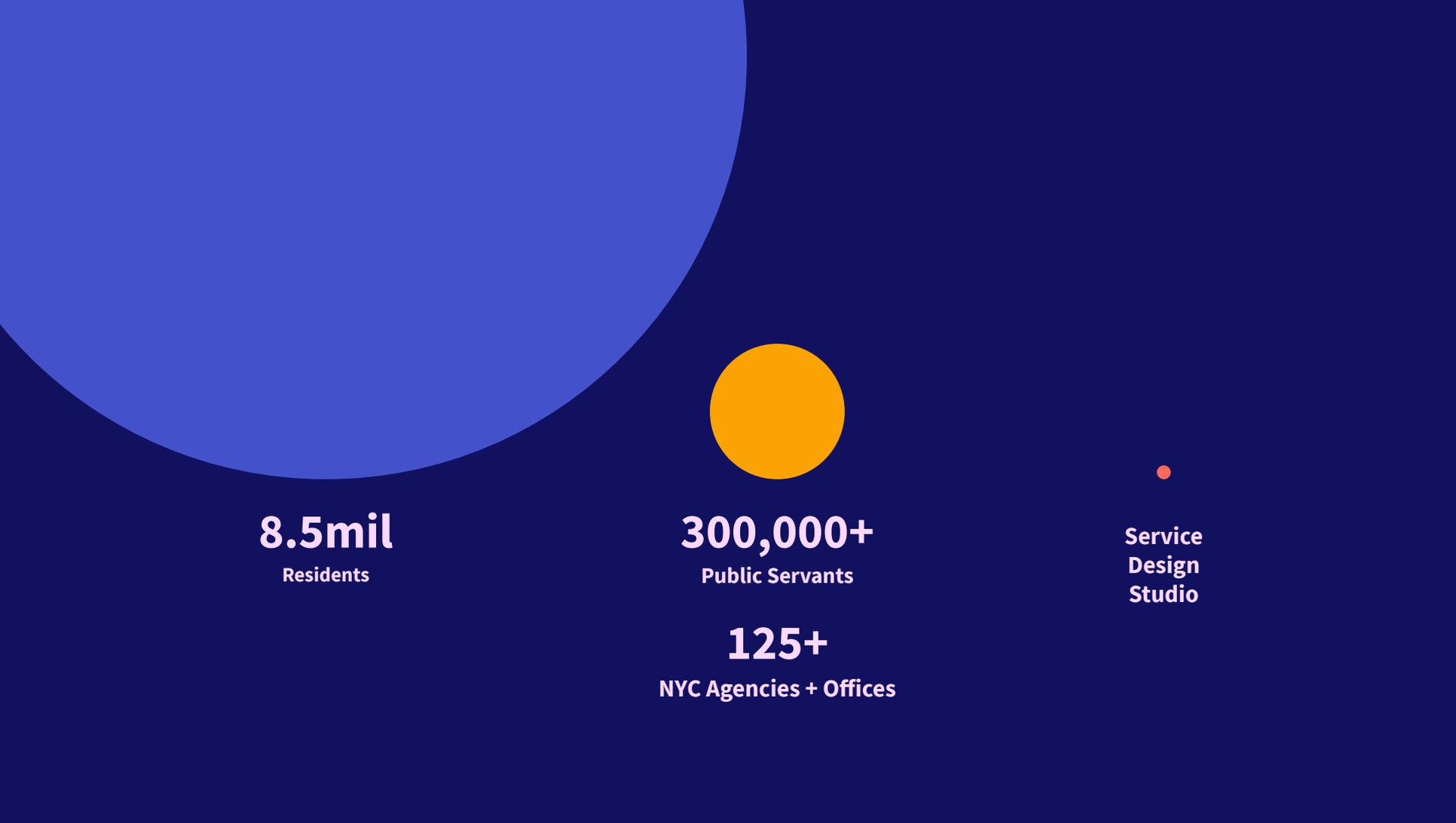
Created with the people who use and deliver them

Equitably distributed

Accessible to all

Rigorously tested and evaluated for effectiveness and impact

Prototyped and tested for usability



8.5mil

The infographic features three circles of varying sizes on a dark blue background. The largest circle is light blue and represents 8.5 million residents. The medium-sized circle is yellow and represents 300,000+ public servants. The smallest circle is a tiny red dot representing the Service Design Studio. The text labels are positioned below their respective circles.

Residents

300,000+

Public Servants

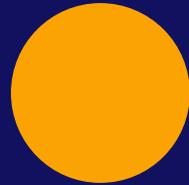
125+

NYC Agencies + Offices

Service
Design
Studio



8.5mil
Residents



300,000+
Public Servants

125+
NYC Agencies + Offices



8

Service
Design
Studio

of us!

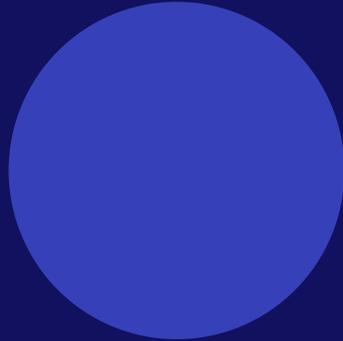
**Super Simplified
+ UNOFFICIAL
Organogram**



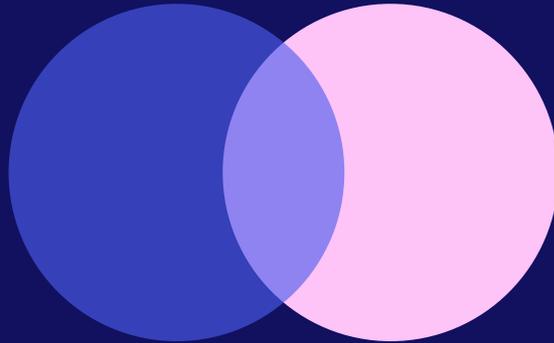


3. How are we embedding design in the City of New York?

**Build
Capacity**



**Build
Capacity**



**Do the
Work**

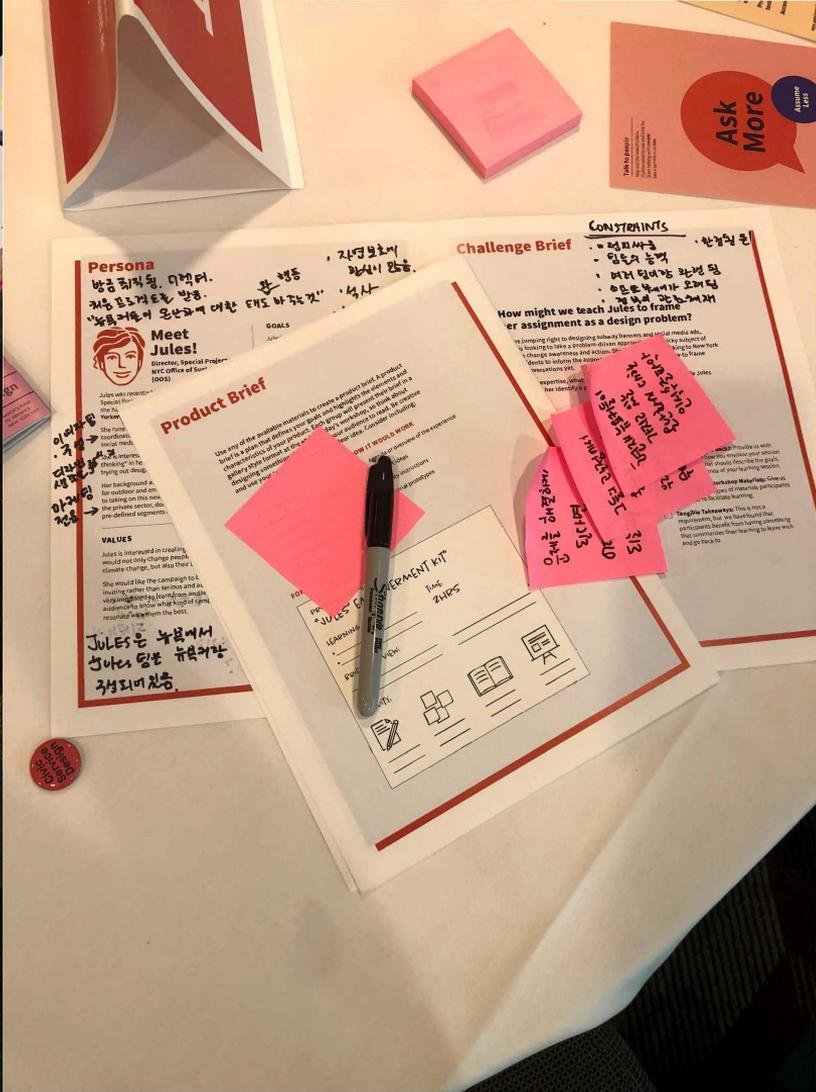
Civic
Service
Design

Tools + Tactics

in Action



WORKSHOP





**Civic
Service
Design**

Civic Design

Forum

"A design system is a set of interconnected patterns and shared practices coherently organized to achieve the purpose of digital products."

Design Systems: A practical guide to creating design languages for digital products

"A design system is a set of interconnected patterns and shared practices coherently organized to achieve the purpose of digital products."

Alla Kholmatova
Design Systems: A practical guide to creating design languages for digital products



**Civic
Service
Design**

Office



Hours

**BOOK YOUR
APPOINTMENT TODAY**





Designing



for Opportunity



Shelter Enhancements

Department of Homeless Services

How might we identify shelter practices that unintentionally create or reinforce trauma in families?

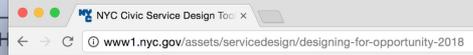
This event has ended.



APPLY BY Feb. 1st

MULTIPLE DATES

Designing for Opportunity Information Session



Service Design Studio 2018 Open Call for Partnership Application

DESCRIPTION

Designing for Opportunity invites New York City government agencies and offices to apply to partner with the Service Design Studio for 6-12 months on an initiative focused on improving lives of low-to-moderate income New Yorkers. You can learn more at: on.nyc.gov/designingopportunity

Together, let's design better public services.

The **Service Design Studio** at the Mayor's Office for Economic Opportunity ("NYC Opportunity") is excited to present our first ever open call for partnership initiatives, called **Designing for Opportunity**.

Designing for Opportunity pairs the Studio's designers with New York City government agencies and offices for 6-12 months to work together on addressing challenges faced by low-to-moderate income* New Yorkers.

New York City government agencies and offices that are interested in partnering with the Service Design Studio should submit a brief **online application**, introducing us to your initiative and explaining how service design might help you enhance the way that you deliver public services. to low-to-moderate income New Yorkers.

*The Service Design Studio utilizes the following definition for low-to-moderate income (LMI) individuals earning \$36,852 or below, which is less than 80% of the New York State City of New York, NY/US Metropolitan Statistical Area's (MSA) code 36640 Federal Financial Institutions Examination Council (FFIEC)-estimated 2017 Median Family Income of \$74,700.

1 Online Application Form: <http://on.nyc.gov/opencaapplication>

- What's Inside**
- 02 About the Studio
 - 03 Partnering with the Studio
 - 04 Your Team
 - 05 Your Initiative
 - 06 Application Process
 - 08 Application Questions
 - 10 Evaluation Rubric

APPLICATIONS DUE: **February 1, 2018**

<http://on.nyc.gov/designingopportunity>

APPLY BY Feb. 1st

3 days left to apply

APPLY BY Feb. 1st

Applications due today!

SUBMIT BY 6:00PM!

Designing for Opportunity • 2018 Open Call for Government Partnerships

ng Studio

and-in-hand with selected team members, the Service Design Studio and partners will work together to design a new one. Throughout the process, the Studio and partners will work together to address the challenges that clients and agencies face, and test new enhancements, designs, and service delivery models. This includes a wide-ranging including but not limited to: communications materials, user experience, or scripts for

ment, the Service Design Studio's core team through the process:

- Engage with People**
Understand the needs of the people who manage, deliver, and receive your service
- Connect the Dots**
Generate ideas for enhancements that balance innovation with feasibility

- Set the Stage**
Develop a deep understanding of how your program is currently being delivered.
- MONTH 1**

Tools + Templates: <http://www.nyc.gov/service-design>
HOME STATE Case Study: <http://www.nyc.gov/casestudy>



Pathways to Prevention

Administration for Children's Services

How might we make the process of matching families to child welfare services accessible and dignified?



Women in Rikers: Reentry

Mayor's Office of Criminal Justice, Office of the First Lady

How might we plan for women to re-enter their communities after jail time in a strong and stable way?



4. What have we learned so far?

1

Service design energizes City employees

People describe our Office Hours like therapy sessions.

Our project partners have reported a notable increase in job satisfaction, stating that this process “*reconnects us with what we really care about, which is serving our clients rather than tackling bureaucracy.*”

2

Follow that energy

We take the time to listen and reflect on what we learn during Office Hours and throughout projects, and we tailor our offerings to fit those needs.

Measure early and check in often.

Celebrate your colleagues that are embracing design.

Office Hours



185

Office Hours

> 28%

NYC Agencies

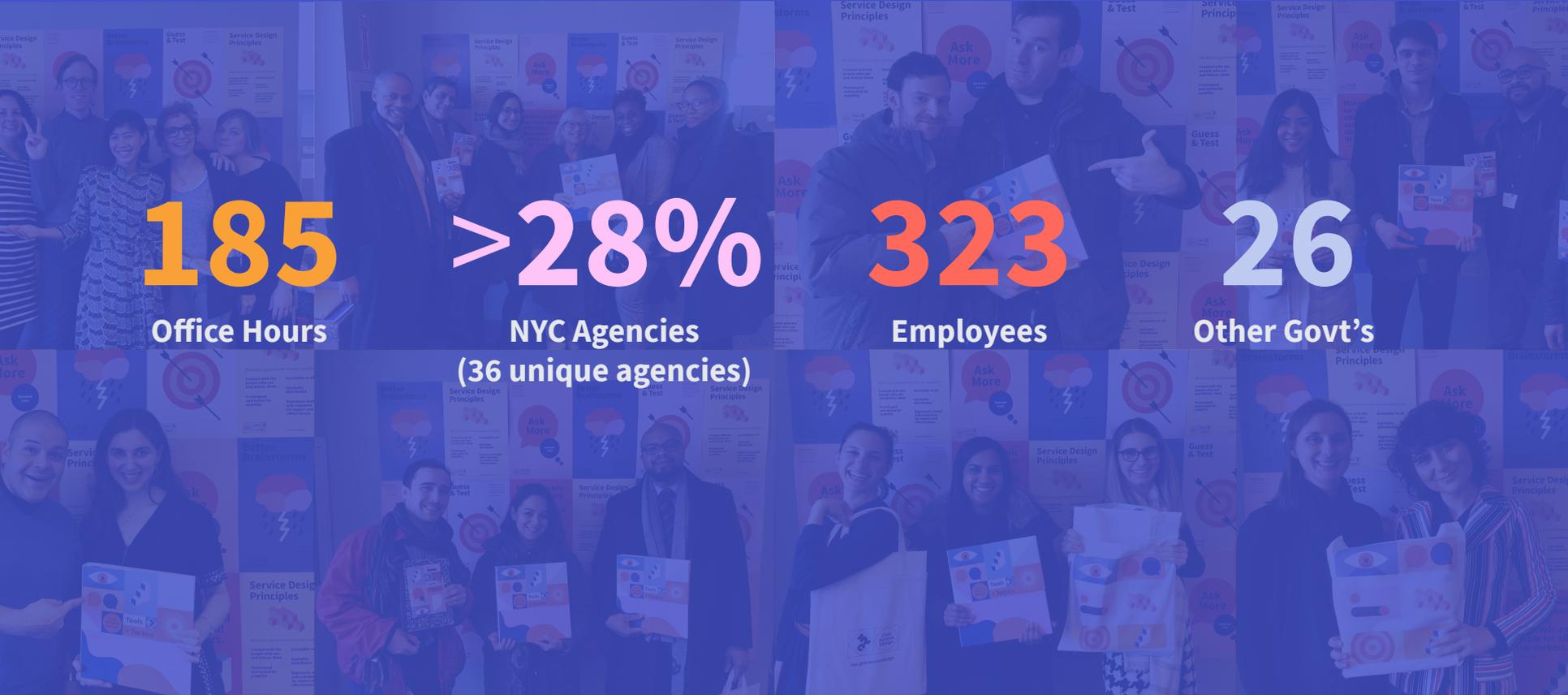
(36 unique agencies)

323

Employees

26

Other Govt's



**Alaska, Arizona,
California, Canada,
Colorado, Illinois,
Massachusetts,
Mexico, Michigan,
Minnesota,
New York, Palau,
Pennsylvania, Rhode
Island, S. Korea,
Taiwan, Texas, United
Kingdom, Virginia,
Washington DC**



Office Hours: Common themes

Testing a program, service, or design concept

Creating enhancements that scale existing programs and services

Streamlining department processes and facilitating new ways of working

Planning communications campaigns for behavioral change

Building toolkits and guides that are useful to people

Building new digital products

Expanding capabilities and use cases for existing digital products

Co-designing trainings and workshops



Daniella Henry

Mayor's Office of Recovery and Resiliency

We are so quick to think that an app will solve everything, but during my time with the Service Design Studio, I realized that technology can materialize in a number of ways. Good old paper can be technology too.



Grant Pezeski

Department of Health and Mental Hygiene

...there is an incredible array of design pattern resources available online from city and even federal sources! You can start small, by integrating it into your work little by little. There is a generous community of practice growing in city government right now.



Sam Glaser-Nolan

Mayor's Office of Operations



After seeing how [Service Design Tools + Tactics] helped us understand the complexities of homelessness and service delivery, I realized how important it was to incorporate them into our daily work.



Felipe Flores

Department of Information Technology and Telecommunications

If you're designing with a team be the first person in the room to sketch out ideas. It sounds silly and people may make fun of you (I know from experience) but this simple approach will help align your team.



Shifra Goldenberg

Mayor's Office of Operations



When I learned about service design, I was excited about using a strategy to surface the assumptions we make in our work, identifying and learning from perspectives we're missing, and using new insights to offer better public service.



Jessica Brooks

Department of Consumer Affairs



My advice to government colleagues is to always keep your "yes...and" hat on



Demi Canty

Administration for Children's Services

I am lucky enough to have leaders within the Division of Prevention and CBS that do not just support integrating service design into our work but are also striving to make it a standard practice for how ACS supports families.



Sarah Fraizer

Department of Parks & Recreation



Service design is the act of finding the best way to tackle a problem right now by listening to those who know the problem best, by being creative about solving for the end goals,



Shikha Mittal

Department of Small Business Services

I think service design offers an approach in which we can go out and talk to people with the goal of developing insights that will help us serve people better. If people feel heard, they'll feel included and more involved. Continuing to be part of the conversation with the public

3

Swag is effective

We spend a lot of time thinking about our visual presence, and it has been extraordinarily helpful in recruiting people to participate in our offerings.

Civic Service Design Tools + Tactics



600

Field Guides



150

Toolkit Binders



4

Toolkits aren't enough

Toolkits lack the ability to provide one-on-one coaching and hand holding. We're working to make our toolkit more actionable and better connect with our offerings.

For best results, supplement with individual attention!

5

Gov time vs. design time

Designers have to balance adapting to the realities of government speed while demonstrating the benefits of working in different ways.

6

Design is a collaborative sport

It's invaluable to have someone inside a partner agency that can leverage their institutional knowledge and experience to help you understand and navigate subject matter, bureaucratic, political, and legal complexities.

7

Experience is the best teacher

Helping public servants build their design capacity means modeling best-practices and processes while providing opportunities to learn by doing.

This helps people adopt and refine new skill sets, get comfortable with new processes, and grow into new roles.

8

Research respectfully

Soliciting experiences with social services must be done in a trauma informed way.

People appreciate being asked for feedback rather than feeling marketed to.

PROGRAM DIRECTOR

Pathways to
Prevention project

“Our families do not hear enough that they are agents of change, and your conversations with them were a place where such energy starts.”

9

Big problems, smaller scope

Government services are designed and delivered by a collection of related but distinct teams, divisions, and agencies.

This means that you will surface pains points and opportunities outside of your scope of work, and you must prioritize and focus.

10

Hand off is hard!

For a government agency to reap the greatest benefits of a design process, our projects cannot have strict cut offs: the process must continue to grow and evolve in an iterative way.

Our position allows for this to happen easily, but it also makes it hard for us to know when to stop.

Thank you! Questions?

Learn more

[**nyc.gov/servicedesign**](https://nyc.gov/servicedesign)

Email

[**cbauer@nycopportunity.nyc.gov**](mailto:cbauer@nycopportunity.nyc.gov)

Twitter

[**@NYCOppportunity**](https://twitter.com/NYCOppportunity)

Apprenticeships, Fellowships + Jobs

[**buildwithnyc.github.io**](https://buildwithnyc.github.io)