

Hi, I'm Tim.
I'm a service designer
working inside
city government.





Data Integration



Service Design Studio



Digital Products



Evaluation



Program Management

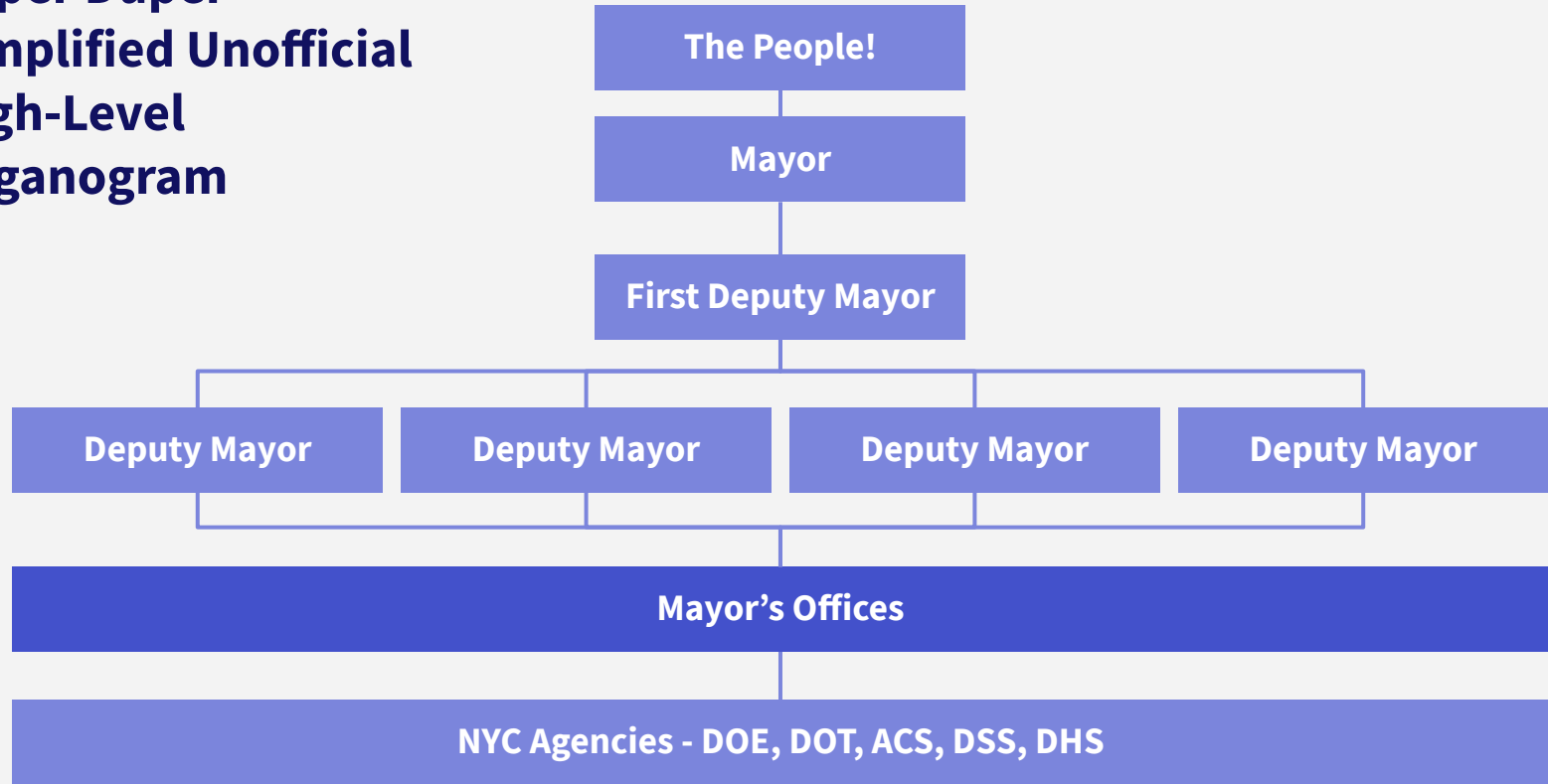


Research

NYC

**Mayor's Office for
Economic Opportunity**

Super Duper Simplified Unofficial High-Level Organogram



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

Residents



300,000+

Public Servants

70+

NYC Agencies



Service
Design
Studio

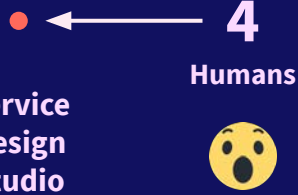


8.5mil
Residents




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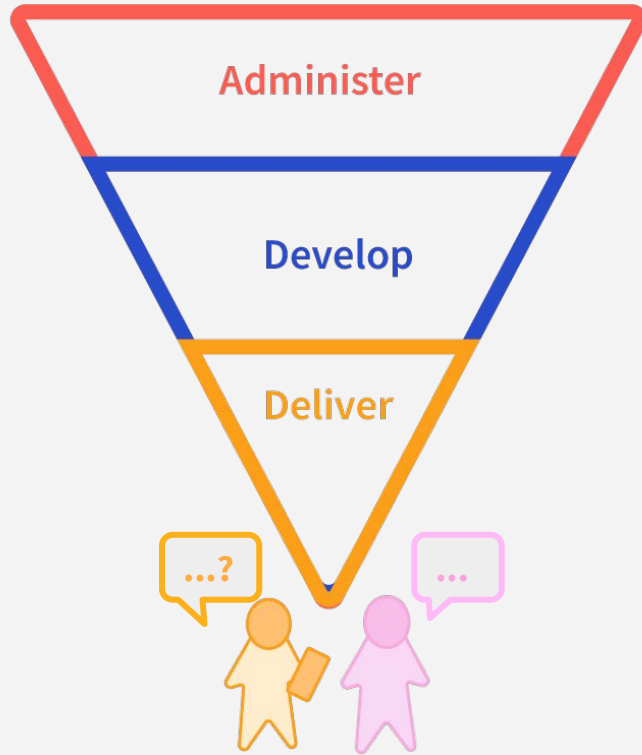
Service
Design
Studio

4
Humans


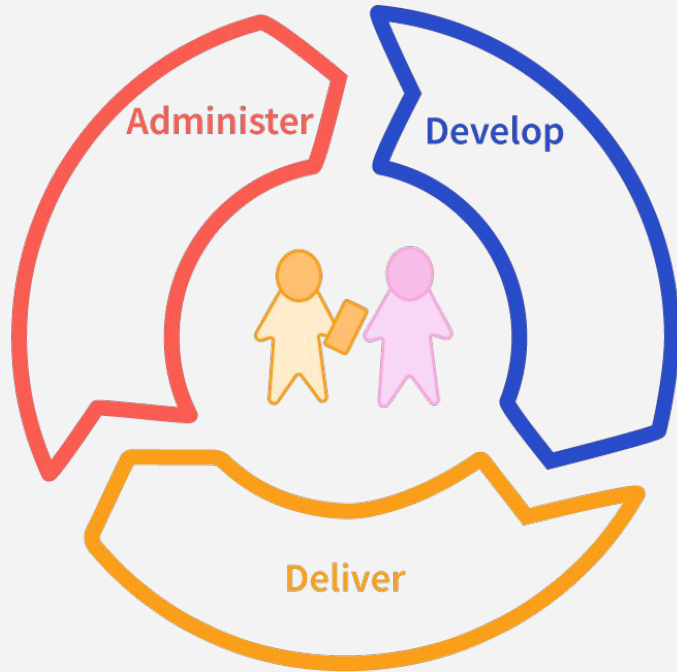


Civic Service Design is the practice of understanding the real, lived experiences of those who use and deliver services in order to improve government programs. at any stage of their development process.

Solutions are rooted in insights about the holistic experiences of those affected by public services.

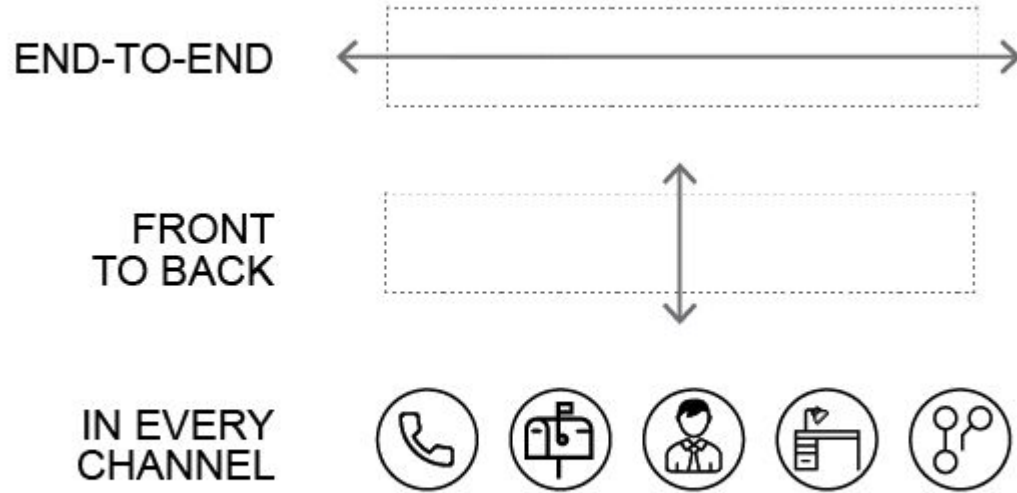


Traditional Program Development



Civic Service Design is the practice of understanding the real, lived experiences of those who use and deliver services in order to improve government programs. at any stage of their development process.

Solutions are rooted in insights about the holistic experiences of those affected by public services.



**Civic Service Design
considers people,
processes,
communications and
technology across the
service delivery
experience.**

*Diagram borrowed from:
“Service Design for Public Policy”
by Angelica Quicksey*

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

Trash Pick-up
Food & Cash Assistance
Road Infrastructure
Homelessness Services
Job Readiness Programs
Law Enforcement

Trash Pick-up

Food & Cash Assistance

Road Infrastructure

Homelessness Services

Job Readiness Programs

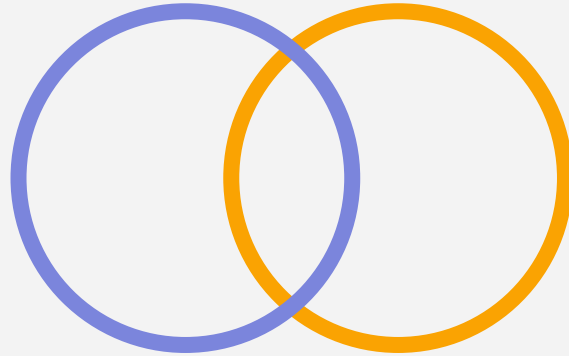
Law Enforcement



**Our mission is to make
public services more
effective and accessible for
all New Yorkers.**



Building Capacity



Doing the Work

Tools + Tactics

Office Hours

Internal & External Events

Workshops + Trainings

Design Master Contract

Supporting our digital products:

ACCESS NYC, Growing Up NYC,

Generation NYC,

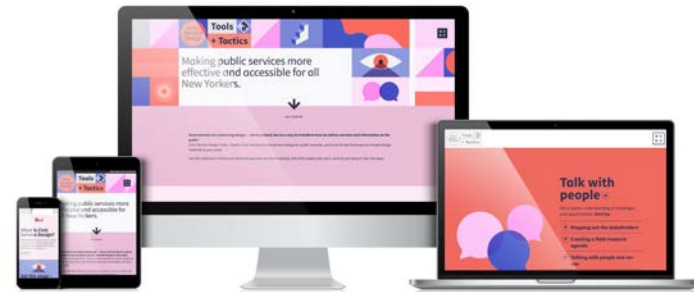
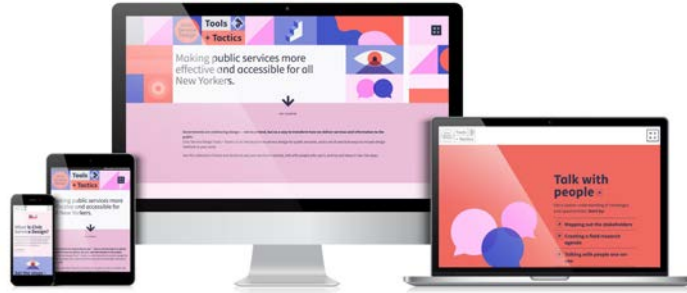
Integrated Workforce Platform

Agency Partnerships

Civic Service Design Tools + Tactics

Civic
Service
Design

Tools
+ Tactics



Office Hours



Office Hours

119

Office Hours

25%

NYC Agencies
(35 unique agencies)

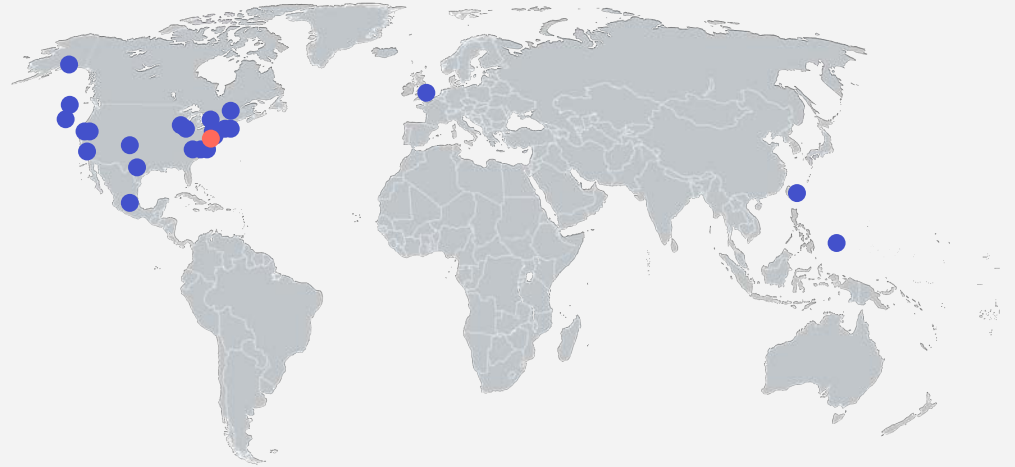
276

Employees

19

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: NYC Design Champions





NYC Design Champion: Shikha x


Secure <https://civicservicedesign.com/nyc-design-champion-shikha-mittal-548e4728bcae>

NYC Design Champion: Shikha Mittal

Senior Program Manager, NYC Department of Small Business Services

56



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

Tools + Tactics in Action

Welcome to Civic Service Design in Action

As designers working inside government, we've seen how public servants can use service design to create effective and accessible public services. For many public servants, service design represents a new way of working. We created **Civic Service Design in Action** to give public servants facilitated, hands-on experience using service design in their work.

During this workshop, you will:

- Learn the **What, Why, How, and When of Service Design**
- Gain hands-on experience applying **Civic Service Design Tools + Tactics** to your program or service
- Complete a set of design deliverables to take back and use in your work with your team

So, what's in this workbook?

SERVICE DESIGN 101
A quick introduction to Service Design, which includes:
What is Design?
Why Design?
How do I Design?
When do I use Design?

SERVICE DESIGN IN ACTION
Step-by-step design activities to help you apply the **Civic Service Design Tools + Tactics** to a service that you're working on. You will:
Section 1: Frame Your Stakeholders
Section 2: Map Your Service Journey
Section 3: Map Your Stakeholders
Section 4: Turn Challenges into Opportunities
Section 5: Take Action

ACCESS NYC
Civic Study

Look for this icon throughout the workbook.

Examples from ACCESS NYC:
In each activity you will see examples from a digital product that our team works on, ACCESS NYC.
ACCESS NYC is a mobile-friendly front door for New Yorkers to screen for program eligibility, apply, gather required documents, and schedule an appointment.

Design Activity Breakdown

Each design activity is made up of similar pieces. Here is a quick overview of those pieces to help you understand what's ahead so you can get right to work.



DESCRIPTION
This provides a short overview of activity.

LEARN IT
What is the activity?
Why is it useful?
When would you use it?

TRY IT
Step-by-Step mini-activities to complete within the workbook.

MOVE IT FORWARD
This provides a short overview of activity.

ACCESS NYC
Civic Study

EXAMPLES FROM ACCESS NYC
In each activity you will see examples from a digital product that our team works on, ACCESS NYC.



What is Design?

How Something Works
To often, in both the public and private sectors, people refer to design in **how something works**. Design may be an afterthought— an extra layer of visual polish. Added when a project has run its course or budget. The true difference, however, is that design is actually **how something works**. We understand design to actually be **how something works**. We coined the term "Civic Service Design" to define the practice of creating better understandings, and improving upon government programs at any stage by focusing on the actual experiences of those involved. In public servants, design allows us to develop solutions that are rooted in insights about the public experience. It's also a way to approach public administration. It's also a way to approach public service. A design approach for your work means collaboration between designers and government workers. In this workshop we'll have you thinking about what you can do to improve the public service. You'll be working with public servants to get started. You'll be working with public servants to get started. You'll be working with public servants to get started.

Why Design?

A different approach to complex challenges
Adding the tools and tactics of service design to your toolbox can give you a new way to address the complex challenges. The design methods in this workbook are meant to support the great work that you're already doing.



nyc.gov/servicedesign | [@NYCOppportunity](https://twitter.com/NYCOppportunity) | [#civicservicedesign](https://twitter.com/civicservicedesign)





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Service Design 101

Prototype Session
April 25, 2018

V1
PROTOTYPE 1.0

Step 1: Download

Using one sticky-note per stakeholder, stakeholders as you can. Use the prompts to stimulate your thoughts. Try writing as...

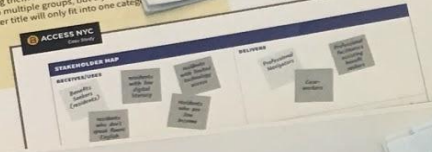
Be Specific

Try to be as specific as possible. For example, "Provider" might be broken out further into "Provider Executive," "Service Provider Field" and "Service Program Manager."

There is no wrong answer here. This is a time to expand and consider everyone that might be impacted on your map.

Step 2: Sort + match

Begin to find the relationships between the groups. Start by sorting them into different groups. Set them down by sorting them into multiple groups, but try to get them to seem to fit into multiple groups, but try to get them to seem to fit into one category so a stakeholder title will only fit into one category.



Map Your Stakeholders

Identify all the stakeholders (Anyone who interacts with your service) in your first step to better understand it. It's important to note that in service design, stakeholders are not just the people who receive your service but can also be those that administer, deliver or affected in any way by your service.

People adjacent to your service are also worth considering: researchers, consultants, nonprofit staff, state or federal government officials, and other groups. All of these people are relevant stakeholders and should be included on your map.

WHAT IS STAKEHOLDER MAPPING FOR?
Understanding all the people who touch this service creates a visual representation of who is involved in your service and how they might be connected.

HOW CAN STAKEHOLDER MAPPING HELP ME?
Frames the universe of your service
Unpacks connections, relationships, and spheres of influence
Identifies who you could speak with to improve your service

WHEN CAN I APPLY STAKEHOLDER MAPPING?
In a Group

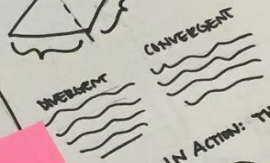
Civic Service Design in Action

V2

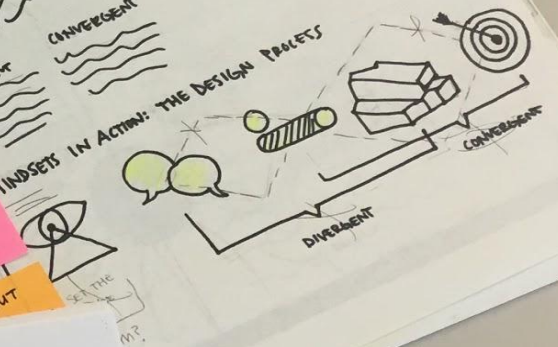
FUNDAMENTALS OF SERVICE DESIGN
DESIGN IS ABOUT HOW SOMETHING LOOKS WORKS.
CIVIC SERVICE DESIGN

V3
PROTOTYPE 1.0

DESIGNER MINDSETS



MINDSETS IN ACTION: THE DESIGN PROCESS



OTHERS WHO MIGHT BE IMPACTED

ADMINISTERS

Using Mapping method of Tools + Tactics to learn about

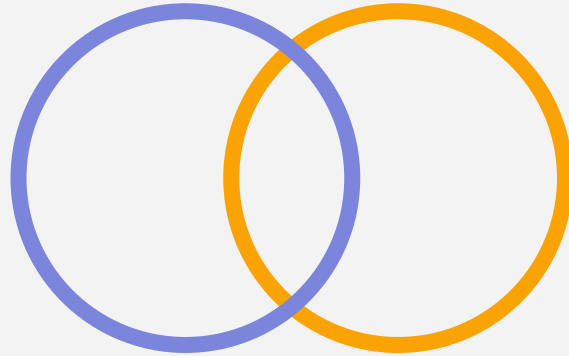
**Civic
Service
Design**

Designing



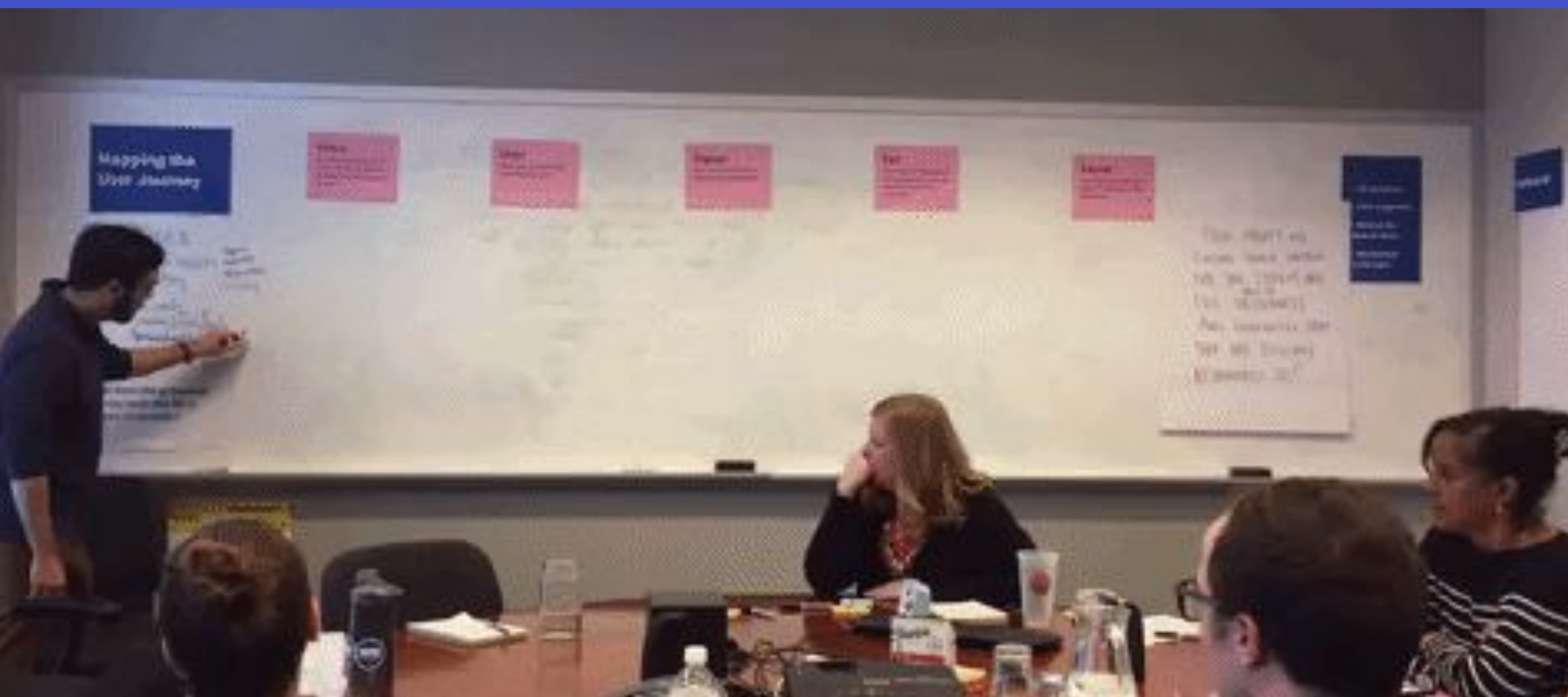
for Opportunity

**Building
Capacity**



**Doing the
Work**

HMW partner with city agencies and offices to build their internal design capacity while delivering large-scale service design projects?



Mapping the User Journey

Identify
Identify the user segments and their needs.

Understand
Understand the user's current experience and pain points.

Design
Design the user journey and create prototypes.

Test
Test the user journey with real users.

Evaluate
Evaluate the user journey and make improvements.

Identify
Identify the user segments and their needs.

The user journey map is a visual representation of the user's experience with your product or service. It helps you understand the user's needs, pain points, and expectations. The user journey map is a key tool for user-centered design.



Designing
for Opportunity



Pathways to Prevention

w. the Administration for Children's Services (ACS)

Child Welfare 101

59,823

Investigations per year –
including over 80,000
children

36-42%

Investigations are indicated

3,647

Children entered foster care
last year



**Call
made**

Investigation

My family?

Prevention Services

54

**Contracted Service
Providers**

200

Programs

44,000

Children served annually

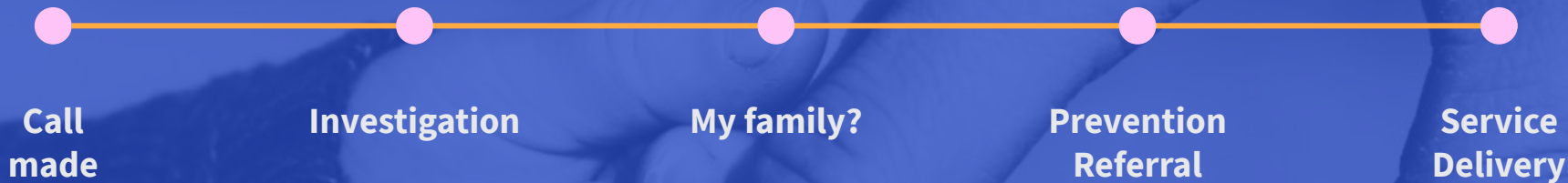
NYC Children in Foster Care

50K

1994

Today

9K



How might we engage families and service providers to develop and implement an accessible, dignified service matching and delivery experience?

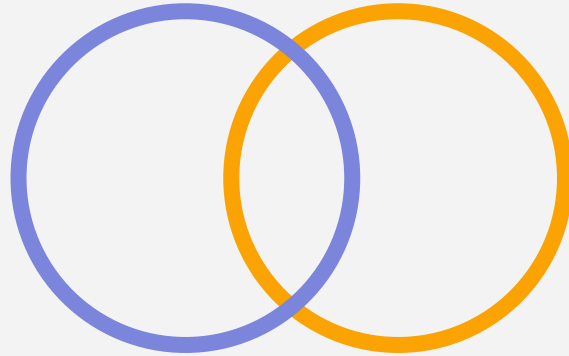
**Community
Engagement**

**Prevention
Service
Matching**

**Prevention
Service
Delivery**

Building Capacity

Build a sustainable program to consistently integrate family voice into the design and delivery of programs and policy at ACS.

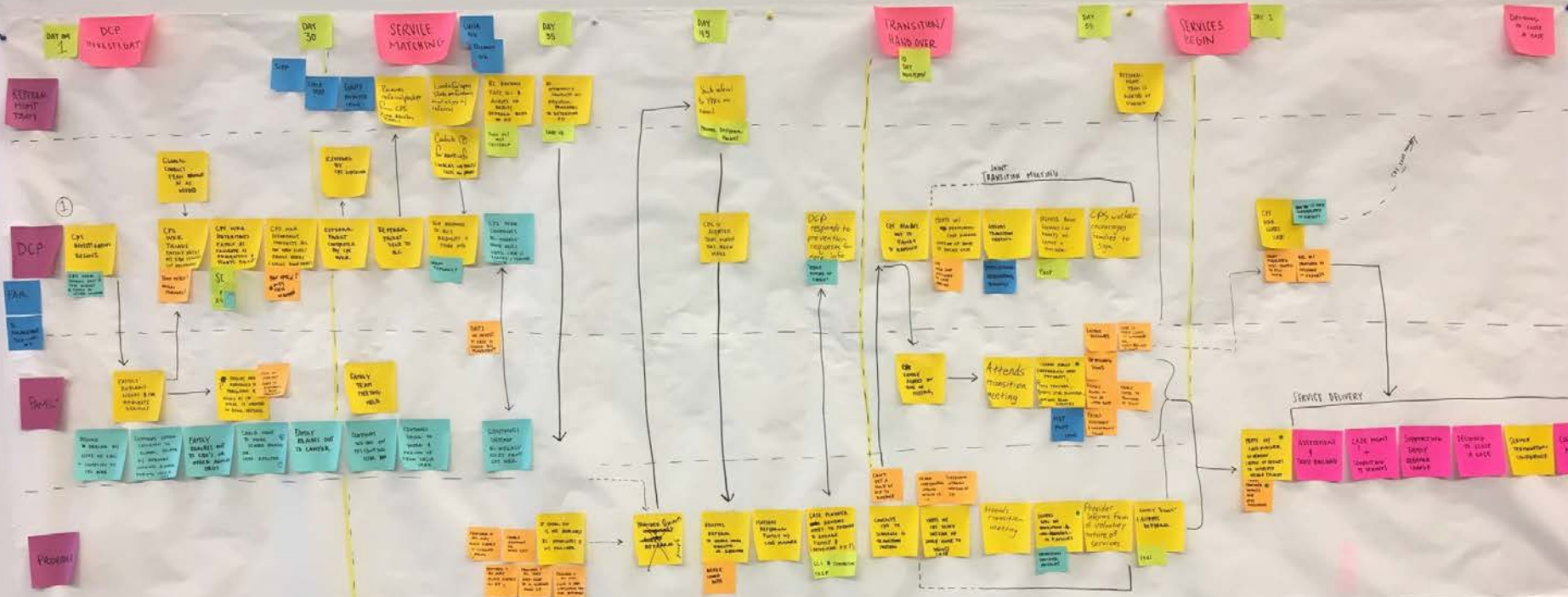


Doing the Work

Identify and prototype opportunities for family voice and choice within service matching and service delivery for Prevention Services.

A group of people are gathered in a meeting room, looking at a whiteboard. One man in a blue shirt is pointing at the board, while others look on attentively. The room has a large window in the background and a whiteboard with various papers and sticky notes attached to it.

30 ACS Staff and Investigators
24 Prevention Provider Staff
27 Parents and Teens



Family Coach + Supporter

Behavior Change

Building trust with family

Setting goals + desired outcomes

Providing informal support + check-ins

Delivering clinical therapy

Conducting service related home visits

Helping families learn to better advocate for themselves

Needs Navigator

Meeting families basic needs

Stabilizing family basic needs, e.g. housing, food, income

Finding + connecting families to mandated services

Finding + connecting families to other services based on emerging needs.

Helping families navigate other social service agencies.

Tension Board!

Mandated Reporter

Ensuring Child Safety

Contacting service providers + Drs + Schools to ensure family compliance

Making mandated home visits

Communicating with CPS

Initiating and participating in Elevated Risk Conference

Employee of ACS

ACS Compliance

Reporting, Audits,

Preparing court reports for CPS

Ensuring completion of CPS mandated services

Documenting case notes

Closing Cases

Administer Client Survey

Employee of DDC

Provider Compliance

Explaining requirements + expectations to

Adhering to the model

Reviewing case with supervisor

What do you do as a part of services?

68

Think about the different parts of the services you experience.

- What do you do?
- Who is there?
- Where do you go?

Write down whatever you think of on one sticky note each.

WORK
w/
Molly
- FLEXIBLE

GROUP
(FAMILY/
BOYFRIEND)

"HOME
WORK"

BREATHING
EXERCISES
+
MEDITATING

- MAKE ME FEEL GOOD
→ SECURE
→ comfortable
Advice
doing the right thing
- WORRIED / LEFT HOUSE

FIRST TIME CAME -
HAD RELIEF THAT I
HAD SOMEONE TO HELP
→ FELT LIKE HEAVEN

67

HOME
VISITS
Gets in you

GIVING
ME
STRATEGIES

WIKI
CASE PLANNER

DRAWING

ACTIVITIES
ON WHITE

ONE-ONE
SESSIONS

Set the Stage

Talk to People

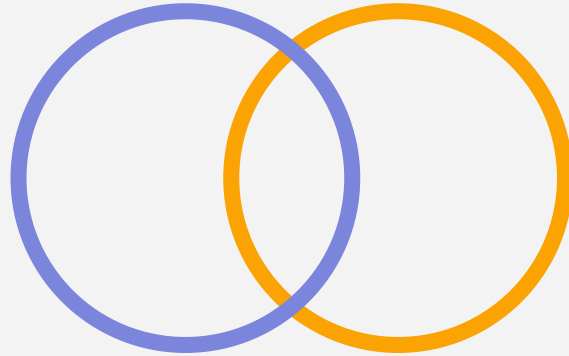
Connect the Dots

Try Things Out



**Where are
we going?**

Building Capacity



Doing the Work

Empowering more public servants to use design methods in their work through Office Hours and Tools + Tactics in Action

Producing Tools + Tactics 2.0

Prototyping enhancements for Family Voice + Choice at ACS

Kicking off a new Designing for Opportunity project

Supporting NYC Opportunity digital products

We need you.

APPRENTICESHIPS + FELLOWSHIPS

buildwithnyc.github.io



STAY UPDATED

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MAYOR'S FUND
TO ADVANCE
NEW YORK CITY