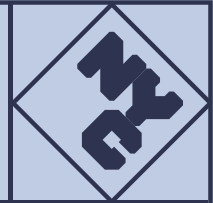Civic Service Design

Designing for Opportunity

NYC

SERVICE DESIGN STUDIO

2018 OPEN CALL FOR PARTNERSHIPS

INFORMATION PACKET

NYC
Mayor's Office for Economic Opportunity

Citi®
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MAYOR'S FUND TO ADVANCE NEW YORK CITY

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**[1], 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 $58,953 or below, which is less than 80% of the New York-Jersey City-White Plains, NY-NJ Metropolitan Statistical Area's (MSA code 35614) Federal Financial Institutions Examination Council (FFIEC)-estimated 2017 Median Family Income of $73,700.

APPLICATIONS DUE:

February 1, 2018
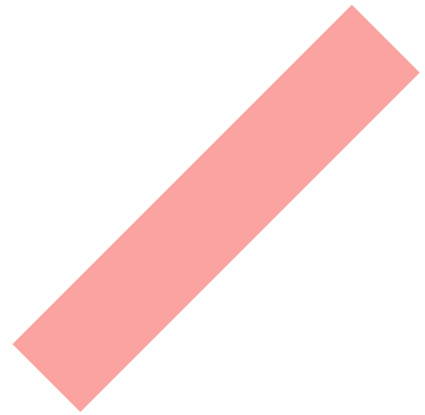
About the Service Design Studio

NYC Opportunity launched the Service Design Studio to help spread valuable methodologies that are often under-utilized inside government. The Service Design Studio is an internal resource available to New York City government agencies and offices, helping the City further engage with residents and those who deliver services so that their insights can shape new and existing programs.

The Studio team is versed in design tools, experienced in developing in-person and digital services, and focused on addressing poverty-related challenges. Sitting within NYC Opportunity, the Studio also draws on staff with expertise in other areas, such program development, performance management and evaluation. Our collective team has experience working collaboratively with City agencies to help advance their policy and programmatic goals.

We look forward to partnering with you.

Studio Team

Ariel Kennan Director, Design & Product
Mari Nakano Deputy Director
Caroline Bauer Studio Manager
Tim Reitzes Designer
Emily Herrick Designer

Partnering with the Studio

The Studio will work hand-in-hand with selected teams to apply the **tools and tactics**[2] of service design to enhance an existing initiative or design a new one. Throughout our collaboration, the Studio and partners will work together to identify the challenges that clients and service providers face and test new enhancements, all intended to improve holistic, end-to-end service delivery. Enhancements can be wide-ranging including but not limited to policy, communications materials, technology, physical space, or scripts for client interaction.

⬈ **See how this process worked on HOME-STAT**[3], an initiative for comprehensive street homeless services.

Over the 6-12 month engagement, the Service Design Studio will lead your initiative's core team through the following service design process:

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

Talk to 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.

Try Things Out
Prototype, test, and iterate on those ideas

Focus on impact
Help develop a roadmap for sustainable implementation and measurement

MONTH 1

UP TO 12 MONTHS

• **http://on.nyc.gov/designingopportunity**

Your Team

Collaborating closely with partners works best when everyone is invested in the process. As part of the application, you will present a plan for staff assignments, leadership engagement, and access to stakeholders. We want to partner with a team that:

Has buy-in from agency leadership, demonstrated by a letter from your Commissioner, Deputy Commissioner, or Office Head

Can provide access to the appropriate range of stakeholders who manage, deliver, and receive relevant services

Demonstrates commitment and willingness to document and share their process with a wider audience through articles, case studies, social media and blog posts

Has a commitment to and institutional knowledge of your initiative

Demonstrates a basic understanding of and eagerness to utilize service design tools and tactics

Be willing to participate in an independent evaluation of the initiative

Your Design Lead

The Service Design Studio will engage with your initiative's entire team, but requires a Design Lead to be the dedicated point person for your team's collaboration with the Service Design Studio. Your Design Lead should be comfortable with managing moving project pieces and excited to learn the ins and outs of service design. We anticipate that the Design Lead will work directly with the Studio team a few days a week throughout the duration of the project, and will be immersed in the design process from end-to-end. We do not want to pull the Design Lead away from regular duties; rather the engagement with the Studio should be seen as applying a new set of tools to work that is already underway.

———

For your Design Lead, this is an opportunity to learn-by-doing, deepen their understanding of service design tools and tactics, and bring what they learn back to their larger team, office, and agency.

For the Studio, the Design Lead will be an invaluable partner, providing their institutional knowledge of initiatives, policies, and politics, and helping to navigate various initiative stakeholders.

The Design Lead is expected to:

Be willing and available to participate in select service design trainings and workshops

Gain leadership buy-in and approval

Work at your team's office, in the field, and at our office with the Service Design Studio team multiple days per week for the duration of the project

Manage stakeholder projects and activities within the wider partnership team

Provide subject matter expertise and documentation regarding initiative

Report outcomes to NYC Opportunity during and after the engagement

Your Initiative

The Service Design Studio will evaluate Designing for Opportunity proposals based on the following criteria. For more detail, see the Evaluation Rubric on page 10.

Meet our logistical requirements

Be managed by or contracted through a New York City Government agency or office[4]

Begin engagement with the Service Design Studio in early March, 2018

Engage with the Service Design Studio for 6-12 months

Involve multiple partners (City agencies, offices and/or nonprofits) in providing a service across a need or population

Have the ability to provide potential funding and support for implementation of improvements, which could include: agency staff, service enhancement(s), policy changes, communication materials, digital products, and change management

Have a clear focus and meets priorities

Focus on low-to-moderate income (LMI) New Yorkers and touch a variety of stakeholders (both internal and external): e.g. service providers, public servants, and city residents

Present opportunities to discover and implement new strategic enhancements to existing services or area of need

Align with the Mayor's Office for Economic Opportunity core mission and principles[5]

Relate to core competencies and mission of the proposing City agency

Map to Mayoral priorities

Be outcome-driven

Demonstrate the potential for measurable positive outcomes for the lives of low-to-moderate income New Yorkers

Build on existing data, evidence and research related to relevant services, needs, and populations

Show commitment and capacity to assessing results (e.g., ability to compare to baseline data to gauge improvements)

Application Process

Phase One

Initial Application
January 8–February 1, 2018

⬈ Submit your completed application via **the online form**[7]. Final responses are due by 6:00PM on February 1, 2018.

The application consists of written response questions. Additionally, applicants are required to submit a letter of support from their Commissioner, Office Head, or Deputy Commissioner. Optionally, applicants can also submit additional information including presentations, research studies, data or other materials that may support their application.

We expect that this application will take some time to think through, so we've provided a **printable version**[8] for you and your team to use as a working document.

TIMELINE AT A GLANCE

Application Window Opens
January 8, 2018

Information Sessions
January 11 & 16, 2018

Application Window Closes
February 1, 2018

Semi-Finalists Selected
February 12–16, 2018

Semi-Finalist Workshops
February 16–20, 2018

Winning Application Announced
Late February 2018

Engagement Begins
Early March 2018

Information Sessions

The Studio will be hosting two information sessions where you will have an opportunity to learn more and ask questions about the application process.

⬈ **INFORMATION SESSION 1**: JANUARY 11, 2018 AT 10:00-11:00AM

⬈ **INFORMATION SESSION 2**: JANUARY 16, 2018 AT 2:00-3:00PM

If you are or your team are unable to attend in person, we'll be recording the sessions and making them available online following the session at **on.nyc. gov/designingopportunity**.

⬈ **Sign up**[9] for an Information Session now!

7 Online Application Form: http://on.nyc.gov/opencallapplication
8 Downloadable Application Questions: http://on.nyc.gov/opencallquestions
9 Information Sessions Sign-up: http://on.nyc.gov/opencallinfosession

• **http://on.nyc.gov/designingopportunity**

Application Process

Phase Two

Semi-Finalist Workshops
February 12–21, 2018

The four highest-scoring applicants will each be asked to participate in a three-hour workshop with the Service Design Studio team. The workshop will be a chance for the partner and Studio teams to roll up their sleeves together to do a more in-depth exploration of the initiative and its stakeholders.

All semi-finalists will receive recommendations and documentation from their workshop to help them further their initiative. Semi-finalists and all proposers will be able to continue to engage the Service Design Studio through Office Hours, events, and upcoming workshops.

The semi-finalist applications will be re-scored following the workshops. The Service Design Studio will present scored proposals, workshop findings, and recommendation for the winning application to the leadership teams at NYC Opportunity, the Mayor's Fund to Advance New York City, and Citi Community Development.

TIMELINE AT A GLANCE

Application Window Opens
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Resources

↗ **Civic Service Design Tools + Tactics**
http://www.nyc.gov/servicedesign

↗ **Service Design Principles**
http://on.nyc.gov/designprinciples

↗ You can reach us anytime through **nyc.gov/servicedesign**

Twitter @nycopportunity
Instagram @nycopportunity
Facebook /nycopportunity
Medium civicservicedesign.com
Email design@nycopportunity.nyc.gov

Application Questions

The following questions are meant to help our Service Design Studio get to know your office, initiative, and team. We are looking for short responses to each question.

◼ INITIATIVE FOCUS

1. **In 500 words or less, tell us about your initiative.**

2. **How and why do you think that your initiative and/or agency can benefit from working with the Service Design Studio?**

3. **Which best applies to your initiative. Select one.**
   ☐ New initiative that has not yet launched
   ☐ New initiative that has launched in past few months
   ☐ Existing initiative that has launched in past couple of years
   ☐ Existing initiative that has been active for several years

4. **What are the focus area(s) for your initiative? Mark all that apply.**

   ☐ Arts
   ☐ Access to Services
   ☐ Asset Development
   ☐ Business
   ☐ Criminal Justice
   ☐ Early Childhood
   ☐ Education
   ☐ Employment
   ☐ Finance
   ☐ Health

   ☐ Housing
   ☐ Homelessness
   ☐ Public Safety
   ☐ Public Space
   ☐ Sustainability
   ☐ Transportation
   ☐ Youth Services
   ☐ Veterans Services
   ☐ Other

5. **Who are the primary audiences and partners for your initiative?**
   • Think about both the people who use, deliver, and manage the service—including residents, contracted vendors and providers and other government agencies. Please name all partner organizations and offices.

6. **What research, data and/or precedents exist that support or inspire your initiative?**
   • Has something similar been done in another city?
   • Is there research or data that helps you understand how your enhancements to your initiative will impact your initiative's outcomes?

↗ **Printable Application Template**

You can download these application questions in a Microsoft Word format at: http://on.nyc.gov/opencallquestions.

(CONTINUED)

• **http://on.nyc.gov/designingopportunity**

Application Questions (CONTINUED)

INITIATIVE OUTCOMES

7. How would you define success for your initiative?
    - How does your initiative measure, or plan to measure, outcomes?
    - If your initiative has already launched, tell us about the current framework in place to measure impact and outcomes.

8. If possible, please share any existing data on outcomes and impact.

9. How many New Yorkers, organizations, and/or businesses is your initiative estimated to reach?

10. If applicable, at how many sites is your initiative delivered?

11. By working with the Service Design Studio, how would your initiative's reach and outcomes change?

12. What are some current or anticipated barriers to achieving success with your initiative, including challenges to implementing design changes?

PARTNER CAPACITY

13. How will you assign staff to engage with the Service Design Studio, including the Design Lead?

14. How have you engaged your agency leadership with regard to your initiative, and how will you engage them while working with the Service Design Studio?

15. What is the budget for the initiative? What are the funding streams?

16. What funding streams might be available to support on-going work during and after the engagement with the Service Design Studio, including implementation of enhancements?

17. How will you provide access to the people who manage, deliver, and receive the service(s) that your initiative provides? Are there any limitations we should be aware of in interacting with these stakeholders?

18. Would you be willing to co-author in-progress social media, blog posts and a final case study on the engagement with the Service Design Studio? (Yes / No)

19. Would you be willing to participate in an independent evaluation of the initiative? (Yes / No)

20. Do you have any questions for us?

Required Upload: Leadership Letter

Please submit a letter of support from your Commissioner, Office Head, or Deputy Commissioner.

Optional Upload: Supporting Materials

Please submit additional information including presentations, research studies, data or other materials that may support your application.

Application responses must be submitted via **online application form**.[10]

Final responses are due by 6:00PM on February 1, 2018.

Evaluation Rubric

Initiative Name:			
Proposing Agency:			
SDS* Reviewer:			
SDS Comments:			
Score	INITIATIVE FOCUS	INITIATIVE OUTCOMES	PARTNER CAPACITY	TOTAL
	/18	/9	/15	**/42**

*SDS: Service Design Studio

Civic Service Design

Designing for Opportunity

Designing for Opportunity

Civic Service Design

Proposal Requirements

		Y/N
The proposed initiative must:		
Be managed by or contracted through a New York City Government agency or office		
Focus on low-to-moderate income (LMI) New Yorkers[1]		
Be able to begin engagement with the Service Design Studio in early March, 2018		
Engage with the Service Design Studio for 6-12 months		
Involve multiple partners (City agencies, offices and/or nonprofits) in providing a service across a need or population		
Have the ability to provide potential funding and support for implementation, which could include: agency staff, service enhancement(s), policy changes, communications materials, digital products, and change management		

		Y/N
The proposing partner must:		
Agree to participate in documenting and sharing their process with a wider audience through articles, case studies, social media and blog posts		
Agree to participate in an independent evaluation of the initiative		

[1] The Service Design Studio utilizes the following definition for low-to-moderate income (LMI): individuals earning $58,953 or below, which is less than 80% of the New York-Jersey City-White Plains, NY-NJ Metropolitan Statistical Area's (MSA code 35614) Federal Financial Institutions Examination Council (FFIEC)-estimated 2017 Median Family Income of $73,700.

Initiative Focus

Civic Service Design

Designing for Opportunity

Description	NEEDS WORK (1 PT)	MEETS (2 PTS)	EXCEEDS (3 PTS)	SCORE
Strategic scope	The initiative and its services for LMI New Yorkers is not clearly described.	The initiative and its services for LMI New Yorkers is somewhat clearly described.	The initiative and its services for LMI New Yorkers is clearly and comprehensively described.	
Breadth of partners and stakeholders	The initiative does not present opportunities to discover and implement new strategic enhancements to an existing service or area of need.	The initiative presents fair but not outstanding opportunities to discover and implement new strategic enhancements to an existing service or area of need.	The initiative clearly presents comprehensive opportunities to discover and implement new strategic enhancements to an existing service or area of need.	
Mayoral priority	The initiative does not touch a variety of stakeholders (both internal and external): e.g. city agencies and offices, service providers, public servants, and city residents.	The initiative touches a few stakeholders (both internal and external): e.g. city agencies and offices, service providers, public servants, and city residents.	The initiative clearly touches a variety of stakeholders (both internal and external): e.g. city agencies and offices, service providers, public servants, and city residents.	
Proposing agency mission and core competencies	The initiative does not align to Mayoral priorities.	The initiative somewhat aligns to Mayoral priorities.	The proposed initiative clearly aligns to Mayoral priorities.	
NYC Opportunity core mission and priorities	The initiative does not align to the proposing agency's mission and core competencies.	The initiative somewhat aligns to the proposing agency's mission and core competencies.	The initiative clearly aligns to the proposing agency's mission and core competencies.	
	The initiative does not align to NYC Opportunity's core mission and priorities.	The initiative somewhat aligns to NYC Opportunity's core mission and priorities.	The initiative clearly aligns to NYC Opportunity's core mission and priorities.	
Category Subtotal				/18

Initiative Outcomes

Designing for Opportunity

Civic Service Design

	NEEDS WORK (1 PT)	MEETS (2 PTS)	EXCEEDS (3 PTS)	SCORE
Measurable outcomes	The initiative does not demonstrate the potential for measurable positive outcomes for the lives of low-to-moderate income New Yorkers.	The initiative demonstrates some potential for measurable positive outcomes for the lives of low-to-moderate income New Yorkers.	The initiative clearly demonstrates strong potential for measurable positive outcomes for the lives of low-to-moderate income New Yorkers.	
Evidence and data	The initiative does not build on existing data, evidence and research related to relevant services, needs, and populations.	The initiative somewhat builds on existing data, evidence and research related to relevant services, needs, and population.	The initiative clearly builds on existing data, evidence and research related to relevant services, needs, and populations.	
Assessing results	The initiative does not show commitment and capacity to assessing results (e.g., ability to compare to baseline data to gauge improvements.	The initiative shows initial thinking towards assessing results (e.g., ability to compare to baseline data to gauge improvements.	The initiative clearly shows commitment and capacity to assessing results (e.g., ability to compare to baseline data to gauge improvements.	
Category Subtotal				/9

Partner Capacity

	NEEDS WORK (1 PT)	MEETS (2 PTS)	EXCEEDS (3 PTS)	SCORE
Leadership buy-in	The partner does not demonstrate buy-in from agency leadership.	The partner demonstrates buy-in from agency leadership, and has included a letter from the partner agency's commissioner.	The partner clearly demonstrates strong buy-in from agency leadership, and has included a letter from the partner agency's commissioner.	
Project team	The partner does not demonstrate a plan and commitment to assign a project team with institutional knowledge of the project focus.	The partner demonstrates a clear plan and commitment to assign a project team with institutional knowledge of the project focus.	The partner demonstrates a clear and detailed plan and commitment to assign a project team with institutional knowledge of the project focus.	
Stakeholder access	The partner does not have an approach for providing access to the appropriate range of stakeholders who manage, deliver, and receive relevant services.	The partner has a clear approach for providing access to the appropriate range of stakeholders who manage, deliver, and receive relevant services.	The partner has a clear and detailed approach for providing access to the appropriate range of stakeholders who manage, deliver, and receive relevant services.	
Implementation support²	The partner does not have the ability to provide potential funding and support for implementation.	The partner demonstrates the potential of funding and support for implementation.	The partner has secured sources of funding and support for implementation.	
Design-ready	The partner does not demonstrate a basic understanding of and willingness to utilize service design tools and tactics.	The partner demonstrates a basic understanding of and willingness to utilize service design tools and tactics.	The partner demonstrates a strong understanding of and willingness to utilize service design tools and tactics.	
Category Subtotal				**/15**

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²**Including any one or more of the following:** Agency staff, Service enhancement(s), Policy changes, Communications materials, Digital products, Change management.