

# Office of Civic Innovation City & County of San Francisco



## Impact Report 2020



SAN FRANCISCO  
OFFICE OF  
CIVIC INNOVATION



# Year in Review

Twenty twenty has been a year like no other — underscoring the value of outside-the-box thinking and the Office of Civic Innovation's work. During this unprecedented year, our team catalyzed new ideas to uplift communities during emergencies and dug into City challenges. Throughout this year's adversity, we have remained dedicated to our mission of building a more collaborative and inventive government responsive to the needs of all San Franciscans.

## Let's take a look at what we did this year...



### Scaled our Civic Bridge program

This year OCI hosted multiple Civic Bridge cohorts and introduced a new four to eight-week sprint model to help the City meet the amplified needs of San Franciscans. Projects included building an Equitable Economic Model to guide the City's small business response to COVID-19, making Rent Board services more accessible and developing an emergency childcare response plan to COVID-19. Learn more about Civic Bridge's [impact](#).



### Launched a new citywide initiative

In October, OCI launched the Learning Labs event series to share results and insights from OCI's public-private innovation programs. The inaugural Lab featured guest speakers from Adobe and the Department of Homelessness and Supportive Housing, who shared methodology and findings from their Civic Bridge project on communicating available City services for San Francisco's homeless.



### Welcomed a new Innovation Fellow to the team

OCI welcomed a new Innovation Fellow, [Mathew Larson](#), to the team. Mathew has a background in human centered design and cross-sectoral partnership and program management. OCI is excited to have him support OCI's partnerships programs and direct the Learning Labs initiative.



### Empowered a culture of innovation

OCI continues to build up the City's culture of innovation through its work with the SFGov Innovators network, which brings together innovation teams from across the City to share insights and co-create solutions for public impact. OCI has also continued to spotlight City changemakers in its Meet a Changemaker blog series — read some of the [stories](#)!



### Catalyzed civic engagement

Pre-shelter-in-place, OCI collaborated with the Mayor's Office of Neighborhood Services, Digital Services and DataSF to create a guide of [volunteering opportunities](#) for San Franciscans interested in contributing their skills and time to civic challenges. OCI looks forward to furthering this effort once public health restrictions allow.



An aerial photograph of a city street, likely in San Francisco, showing a winding road with several cars. The road is surrounded by dense urban development, including multi-story buildings and trees. The image is used as a background for the text overlay.

Since its launch in 2015,  
Civic Bridge has produced **55 pro  
bono projects**, and engaged **29  
City departments** and **26 private  
organizations**. More than **37,000  
hours** have been volunteered —  
adding up to **\$5.48+ million** in  
pro bono help contributing new  
ideas and impactful deliverables in  
service of San Franciscans.



# Civic Bridge: 2020 by the Numbers

**11**

Total projects launched

**\$1.23M+**

Fair-market value of  
pro bono work

**10,704**

Total hours volunteered  
during the program

**78**

Total participants across  
City staff & pro bono teams

“Civic Bridge was an extremely positive experience and allowed HSH to build much needed tools that would otherwise be out of reach. I have participated in similar projects before and this is by far the most comprehensive with the highest level of partner commitment and output.”

- Staff Member, Department of Homelessness and Supportive Housing (HSH)



Pre-shelter-in-place, Civic Bridge partners from the Treasure Island Development Authority (TIDA) and Gensler working on their housing project.

# 2020 Civic Bridge Project Highlights

## Designing an equitable COVID-19 response supporting small City business

*Office of Economic & Workforce Development (OEWD) + Harvard Business School Community Partners (HBS)*



In response to the COVID-19 crisis and its disproportionate impact on minority residents, OEWD and HBS built an Equitable Economic Model to help small City businesses. The model includes a Workforce Theory of Change designed to significantly reduce unemployment, improve prospects for increased income and wealth and contribute to a better quality of life for disadvantaged populations and communities of color in San Francisco.

## Emergency childcare centers in response to COVID-19

*San Francisco Recreation and Park (SFRPD) + fuseproject*



fuseproject used their strategic storytelling skills to comprehensively package SFRPD's innovative Emergency Child and Youth Care Program as a repeatable, scalable model for cities across the US. The [playbook](#) gives guidance on how cities might provide free, flexible childcare so parents on the front lines of the health emergency could focus on saving lives, knowing their children were safe, healthy and happy.

## Communication strategy for the City's homelessness services

*Department of Homelessness and Supportive Housing (HSH) + Adobe*



Adobe and HSH interviewed a cross section of San Franciscans to gain constituent insights to inform HSH's [communication strategy](#) and build better messaging for their public messaging campaigns. Adobe also built HSH a [new website](#) and developed a website content strategy.

## Residential treatment and transitional housing on Treasure Island

*Treasure Island Development Authority (TIDA) + Gensler*



Informed by virtual tours, interviews, research and help from TIDA and the non-profit One Treasure Island, Gensler created four possible building [designs](#) to house and meet the programmatic needs of transitional housing advocates HR360 and Mercy Housing on Treasure Island.

## Improving housing permitting in San Francisco

*Multiple City Departments + Google.org*



Google.org fellows worked with the Mayor's Director of Housing Delivery, SF's Planning Department and multiple other City departments during a six month, full-time extended Civic Bridge project to analyze and improve the current [housing permitting process](#) in San Francisco.



Interested in designing a Civic Bridge program? Download a program blueprint with detailed instructions on launching Civic Bridge in your city, [here](#).

# Featured Project

## Making San Francisco's Rent Board services more accessible

Partners: Rent Board & Civic Consulting Alliance

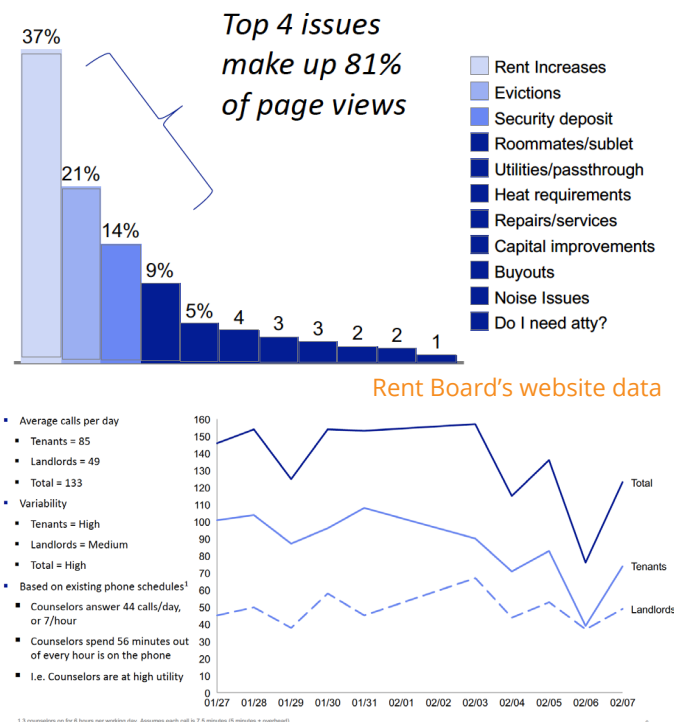
San Francisco's Rent Board protects tenants from unjust evictions and excessive rent increases while assuring landlords fair and adequate rents. Over the years, City rent ordinances have grown complex and challenging to understand for renters and landlords alike. To help residents better understand their rights, the Rent Board teamed up with Civic Consulting Alliance on a Civic Bridge project. The impact? A user-friendly website laying the legalese out in clear language — making Rent Board ordinances and services more accessible to everyone.

This Civic Bridge project's team boasted many different skills; from San Francisco housing experts and the Rent Board legal team's understanding of City policy, to strategic thinkers and designers from Civic Consulting Alliance, to content strategists from San Francisco's Digital Services.

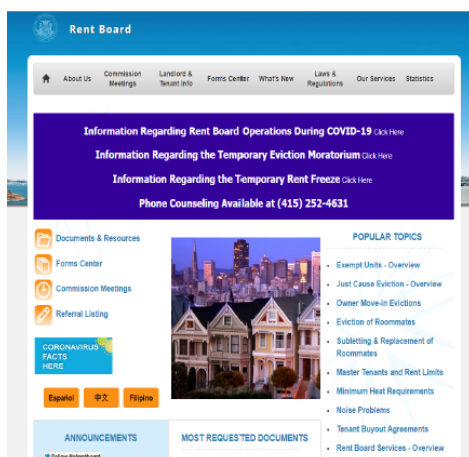
The team applied the Pareto principle (eighty percent of consequences come from 20 percent of causes) to the Rent Board's website and call volume data to see what issues rose above as major areas of confusion. Next, the team dug into common false assumptions and frequently asked questions to curate a collection of helpful content that sorted and addressed each topic more clearly.

The Rent Board lent their knowledge of the legalities, while the content strategists translated the technical specs into digestible descriptions and the designers carefully crafted the website's layout so residents can easily find what they need. All the while, project leads emphasized the website's goal and value to ensure the new tool would have a long and useful life under Rent Board care.

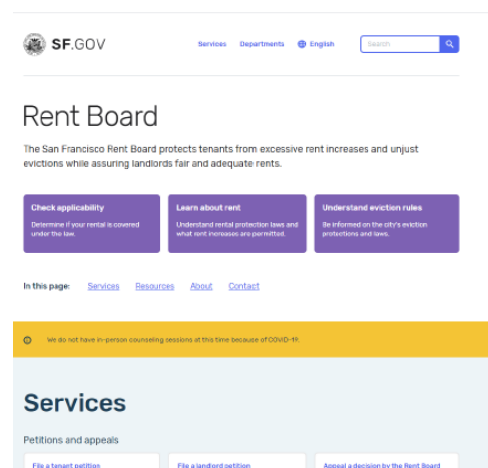
OCI's Civic Bridge program is all about collaboration — and recognizing that to go far, the community need to go together. The Rent Board and Civic Consulting Alliance delivered a more meaningful tool thanks to teamwork: a [website](#) where residents can easily understand and exercise their rights.



Rent Board's Call volume by day



Old website



Updated website

# Our Partners

The OCI team ([Amardeep Prasad](#), [Jane Lim](#), and [Mathew Larson](#)) extends a hearty thank you to everyone who partnered with OCI this year! Their support empowers City collaboration, invention and responsiveness to San Franciscans. OCI also extends special thanks to this year's interns, [Livesey Pack](#) and [Eddie Whitfield](#), for all of their hard work. Twenty twenty is coming to a close with much appreciation and gratitude, and OCI looks forward to working with old and new partners in 2021!

## Pro Bono Partners

Accenture  
Adobe  
Civic Consulting Alliance  
fuseproject  
Gensler  
Google.org  
Harvard Business School  
Community Partners  
Salesforce  
Slalom  
US Digital Response

## City Department Partners

Committee on Information  
Technology  
DataSF  
Department of Homelessness &  
Supportive Housing  
Department of Technology  
Digital Equity Initiative  
Digital Services  
Mayor's Office of Housing &  
Community Development  
Office of Economic & Workforce  
Development  
Office of Racial Equity  
Office of Transgender Initiatives  
Rent Board  
San Francisco International Airport  
San Francisco Rec & Parks  
Treasure Island Development  
Authority