City of Philadelphia / **PHL SERVICE DESIGN STUDIO**

four year summary

2020–2023

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This document summarizes the PHL Service Design Studio's work at the City of Philadelphia from **2020 to 2023**. If you're curious to learn more about our work, visit our website, follow us on X (twitter), or email us at service.design@phila.gov.

"Systems of oppression, inequality, and inequity are by design. Therefore, they can be *redesigned*."

Antionette Carroll, Founder, President, and CEO of Creative Reaction Lab

About the PHL Service Design Studio

About the PHL
Service Design Studio

We believe we're closer to creating a more just city when residents and colleagues—who have and continue to be marginalized by government actions—can access and deliver government services with ease and agency.

To support this belief, we **collaborate with community members and staff** at all levels of government to design **accessible, equitable, and trauma-responsive services** that honor the diverse needs of Philadelphians.

What we do

The PHL Service Design Studio facilitates service improvements projects by providing design research and evaluation, strategic service design, participatory and collaborative design, implementation and change management support, strategic planning, and project management.

We help our partners and collaborators:

- Build a shared understanding of service challenges and outcomes.
- Define strategic approaches for improvements—particularly those that reimagine City services and programs to be more equitable, accessible, and trauma responsive.
- Define project scopes to drive improvements forward in the short and long term.
- Create and test prototypes of service concepts to ensure effective delivery.
- Plan and support the implementation of service improvements at scale.
- Coach and consult on applying participatory service design approaches and building deeper relationships with communities.

About the PHL Service Design Studio

How we work

We believe that equitable processes are required for equitable outcomes, so we're intentional about how we work. As a result, our projects are highly collaborative. We focus on building trust with project stakeholders through shared decision-making, and we center the voices and experiences of those who are most disenfranchised by government actions throughout a design process.

Our service design projects are typically structured across four key phases of work described on the right.

PHASE 1
scope and plan

We collaboratively define a project's focus of work, goals, team structure, collaboration details, project-level evaluation, deliverables, and timing needs with project partners. *Deliverables can include a signed scope of work and detailed project plans.*

PHASE 2
understand and define

We conduct research to understand the lived experiences of those most impacted by a service, the challenges and strengths of service delivery, and the opportunities for improvement. *Deliverables can include findings and recommendations reports based on insights gathered from mixed methods like interviews, observational fieldwork, and workshops.*

PHASE 3
design and test

We collaborate with community members and City staff to design solutions that improve a service experience. Then, we test the effectiveness of our solutions before broad implementation. *Deliverables include a spectrum of outputs that support service improvement. Redesigned application forms, enhanced workflows for staff, and digital solutions are a few examples of potential outputs from our work.*

PHASE 4
embed and support

We move alongside our colleagues throughout implementation by managing the short- and long-term changes required to embed service improvements in highly constrained environments. *Deliverables include change management plans, hands-on customized training, ongoing support, and evaluation outputs.*

About the PHL Service Design Studio

How we're structured

To better support the work we do at the City of Philadelphia, we've recently reorganized the team around three practice areas. The intention is to think more purposefully about these core areas of our work and deepen the team's design practice. By defining our practice areas, we've committed to growing our internal leadership and ensuring we have the skills required to be equity-centered and impactful in all that we do. We're currently building out the following three practice areas.

research and evaluation

This practice area ensures our projects:

- Demonstrate sound research practices: systematic, accurate and credible.

- Uphold ethical and legal standards: ethical, fair, and just.

- Demonstrate our commitment to equity: intentionally consider and embody ethical values, approaches, and outcomes.

- Promote the use of research and evaluation (useful both in terms of the result and the process itself).

- Encourage reflection and learning by intentionally weaving in reflective exercises and opportunities for feedback to improve the team's practices.

service design and delivery

This practice area ensures our projects:

- Promote and demonstrate a holistic approach to designing and delivering government services.

- Result in service improvements that are tested, feasible, and meet people's needs.

- Enable our project partners to implement and sustain improvements.

- Advocate for the conditions, capacities, and approaches needed to continually improve services.

community co-design

This practice area ensures our projects:

- Build caring and consentful relationships with community members and direct service staff.

- Promote reciprocal learning, unlearning, and growth.

- Enable creative and emergent change through process rather than outputs-only.

- Are accountable to the intended and unintended impacts of our actions.

About the PHL Service Design Studio

Current team members

We're a team of researchers, designers, and strategists whose perspectives are informed by a multitude of intersectional and dynamic identities and lived experiences—including those of native Philadelphians, first- and second-generation immigrants, queer and gender queer identities, women of color (e.g., Black, South Asian, and East Asian), and bilingual and multilingual identities (e.g., Hindi, Cantonese, and Gujarati).

Andrea Ngan,
Community Co-design
Practice Lead

Ciara Ali Khan,
Lead Service
Designer

Danita J. Reese,
Deputy Director of
Strategic Design

Devika Menon,
Service Design and
Delivery Practice Lead

Elizabeth Cain,
Research and Evaluation
Practice Lead

Liana Dragoman,
Director of
Strategic Design

Veronica Yeung,
Lead Service
Designer

Past team members

- **Adam Chagani**, Service Design Apprentice
- **Aditi Joshi**, Service Design Fellow
- **Alvie Grant**, Intern
- **Anthony Procik**, Lead Content Strategy Fellow
- **Arielle McInnis-Simoncelli**, Content Strategy Fellow
- **Christina Stefan**, Senior Design Researcher
- **Nicole Carmichael**, Program Evaluation Fellow
- **Shebani Rao**, Senior Design Researcher

Laying the foundation for service design in government

We're often asked: "How does the City of Philadelphia have a service design team?" **It's important for us to honor what precedes our work.** We didn't emerge from a void; the PHL Service Design Studio is built on the foundation of many years of committed advocacy and organizing within and beyond City government. Our work builds upon sparks of ideas imagined years before us.

This section includes:
- A summary of our collective design history at the City of Philadelphia.
- Important milestones for embedding service design in City government.

Our collective
design history

Over eight years ago, the City of Philadelphia started to experiment with how human-centered design could improve digital service delivery. Inspired by the redesign of Healthcare.gov under the Obama Administration and Gov.uk, a small team of designers and technologists sought to make Phila.gov—the City's website and main informational center—more accessible, mobile-friendly, and easy to use.

At the time, there wasn't infrastructure, operations, and support for both the approach and overhaul of phila.gov. **Choosing to center human-centered practices was a mindset shift at the City.** And many design and technology professionals weren't intentionally considering accessibility in their work.

The small Phila.gov team used human-centered design practices as a basis for:

- Working in the open and publishing Phila.gov code on GitHub, so practitioners could use it and offer feedback.

- Developing and iterating on publicly available design, content, and technology standards to ensure the City's digital products could be standardized.

- Working in neighborhoods across the city to interview community members—understanding their informational needs and testing the usability of Phila.gov.

- Compensating community members and groups for their contributions.

- Working in close partnership with City agencies, their direct service staff, leaders, and content experts to develop content and a robust governance plan.

Since then, human-centered design teams have grown within the Office of the Chief Administrative Officer (CAO) and the Office of Innovation and Technology (OIT). With the launch of the PHL Service Design Studio in 2020, we've expanded from two to seven team members, deepened our design practices, worked towards building the conditions required to do this work well in government, and incorporated lessons learned into our work and operations.

Important milestones

2015

Office of Innovation and Technology (OIT) hires designers to support the redesign of *phila.gov*.

2016

The Office of Open Data and Digital Transformation (ODDT) is created by the Office of the Chief Administrative Officer (CAO) to solidify the importance of design at the City.

2017

ODDT and GovLabPHL, an initiative led by the Mayor's Policy Office, launch a year-long speaker series on service design in the public sector with the University of the Arts. ODDT also wins a Knight Cities Challenge Grant in collaboration with the Mayor's Policy Office, builds a service design team, hires a full-time service design fellow, and launches the City's first large scale trauma-responsive service design project with the Office of Homeless Services.


2018

ODDT's service design team and the Mayor's Policy Office facilitate learning sessions throughout the year on how City employees can use behavioral science and service design methods in their work.

2019

CAO, ODDT, and OIT restructure the City's design practice areas to better integrate the teams and support their longevity.

2020

The PHL Service Design Studio (SDS) is founded at the City of Philadelphia by the Chief Administrative Officer and former ODDT team members.
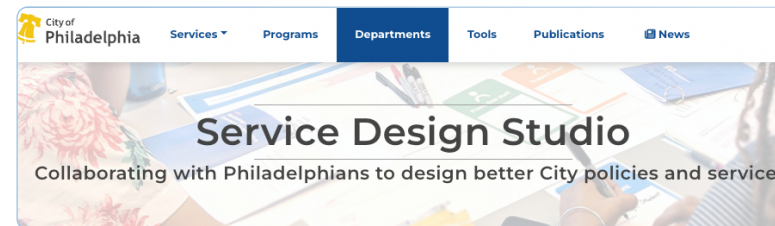
2021-22

With City colleagues, SDS navigates the global pandemic, a resulting budget shortfall, and the summer of uprisings in support of the Movement for Black Lives.

SDS works on service improvement project work, addressing benefits access, internal zoning operations, mail-in ballot voting, employee protections, and equitable engagement.

SDS and Mayor's Office of Civic Engagement and Volunteer Services is awarded a $9,000 Innovation Grant from the Philadelphia City Fund.

SDS is awarded a $550,000 Operation Transformation Fund grant to support the Equitable Community Engagement Toolkit project and grow the team.

2023

SDS launches the [Equitable Community Engagement Toolkit,](#) which is a first of its kind resource and program that supports City staff in engaging communities in more equitable ways.

SDS restructures the team into three practice areas to support the team's growth. Those practice areas are Research and Evaluation, Service Design and Delivery, and Community Co-Design.

Launching the Equitable Community Engagement Toolkit Beta Website

Learn about what the beta launch entails.

Read story

Leading service improvement efforts

We've led 13 full-scale projects in collaboration with partnering City agencies from 2020 to 2023. Some projects span research, design, and implementation while others go from research to recommendations. The outputs of our work are at varying scales from Citywide improvements to end-to-end services and specific service touchpoints. The methods we've used include participatory service design, design research, surveys, collaborative decision-making, change management, strategic planning, and trauma-informed design. Our projects have covered a range of topics including homelessness, voting, zoning, racial equity, equitable community engagement, youth-centered criminal legal services, language access, benefits access, and Equal Employment Opportunity (EEO) protections.

This section includes:
- An overview of our projects.
- A snapshot of our impact and accomplishments.

Our projects

1 **TRAUMA-RESPONSIVE INTAKE AND PREVENTION SERVICES FOR EMERGENCY HOUSING** / *Partner: Office of Homeless Services*

Conducted through the PHL Participatory Design Lab initiative, this project sought to reimagine how the City's homeless intake and prevention services could be more trauma-informed for Philadelphians experiencing homelessness and the staff who support them. Through a participatory process with over 200 stakeholders, we implemented several improvement projects—including an in-depth research report, a trauma-informed service strategy, redesigned staff and participant interactions, informational tools, space redesign plans, and staff training. *Learn more about the project through this* [case study](#) *and detailed* [reports.](#)

2 **TAX REVIEW BOARD VIRTUAL HEARINGS**
Partner: Office of Administrative Review

We helped the Tax Review Board (TRB) resume hearings virtually during the COVID-19 pandemic. We collaborated with TRB staff and leaders to develop digital workflows and tools using existing technologies to help them schedule and facilitate hearings remotely. We created a staff training manual, conducted practice sessions on using new workflows and tools, and developed public-facing informational materials.

3 **TAX REVIEW BOARD OPERATIONS REDESIGN**
Partners: Office of Administrative Review and Office of Innovation & Technology (OIT)

> "[Residents] who are most likely to need TRB hearings are often [residents] who are most vulnerable and may not be able to keep their phone on or maintain stable access to the internet." ■ City staff member

We helped TRB and OIT design and develop a new case management system that supported a vision for both in-person and remote hearings. We co-created future-state blueprints with key features for the new system with TRB staff, City colleagues, and advocates at legal aid clinics. We also wrote a digital inclusion report summarizing best practices shared by community organizations and City digital experts. This work was transitioned to OIT to further develop the new system. *Learn more about the project through this* [case study.](#)

Our projects

4 **CIVIC ENGAGEMENT COORDINATION TOOL**
Partner: Office of Civic Engagement and Volunteer Services

We collaboratively designed a tool to track and coordinate community outreach efforts with disenfranchised communities during the COVID-19 pandemic. The tool allowed the City to see weekly communication priorities, engagement efforts, events, resources, and staff directory. We also created a governance plan to help the partner office maintain and update the tool throughout its use.

5 **REMOTE WORK GUIDES FOR LEADERS AND STAFF**
Partners: Office of the Chief Administrative Officer, Office of Human Resources, and Office of Innovation and Technology

We developed plainly written and designed resources that coached staff and leaders in adapting to remote work while managing the stress of the COVID-19 pandemic. We published 19 how-to documents, 10 templates and worksheets, and offered office hours for leaders to think through their remote management strategies.

6 **JUVENILE ASSESSMENT CENTER (JAC) AND YOUTH REFORM PROJECT**
Partners: Office of Criminal Justice

The project aimed to clarify the operational decision-making, uncover gaps in planning, and identify trauma-informed changes to the youth arrest process for a new JAC. We worked with 11 stakeholders to develop a stakeholder ecosystem map, operational prototypes that included strategy for policy reforms and JAC operations, and a trauma-informed strategy report developed in partnership with Dr. Meagan Corrado. *Learn more about this project through this case study.*

**7** **THE EQUITABLE COMMUNITY ENGAGEMENT TOOLKIT**
Partners: Office of Civic Engagement and Volunteer Service, Office of Public Engagement, and Office of Innovation and Technology

The Engagement Toolkit was created by over 160 community members and City engagement practitioners across 35 City agencies. The Toolkit provides guidance, stories, tools, and training on equitable community engagement at the City. *To learn more, access the* Toolkit website*, read this* case study, *or watch this* video.

Our projects

8 UNDERSTANDING THE CITY'S BENEFITS ACCESS ECOSYSTEM
Partner: Office of the Chief Administrative Officer
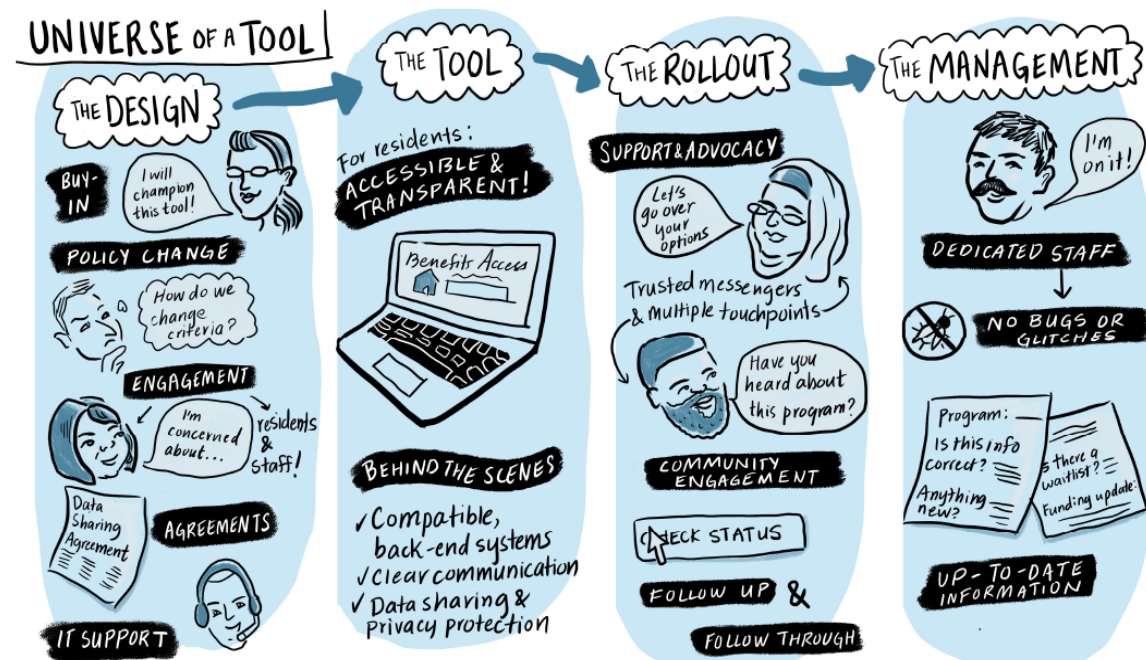
We worked to understand the role a unified benefits application tool could play in the delivery of the City's poverty alleviation programs and services. We engaged 35 stakeholders to understand the history of previous iterations of a tool (called Discover Benefits) attempted by the City, learned of similar tools, approaches, and processes in the City's poverty alleviation ecosystem, and identified several new directions for the CAO. We created a research insights slide deck, a document capturing ideas from stakeholders, and an action plan for the CAO. *Learn more about the project through this case study.*

9 MULTILINGUAL MAIL-IN BALLOT VOTER GUIDE
Partner: Office of Immigrant Affairs

The goal of this project was to write, design, and test an accessible guide to help multilingual voters understand how to vote by mail for the 2020 general election. The voter guide was made available in the top 11 languages spoken in Philadelphia and tested with voters who speak non-English languages before Citywide use. We also designed 2500 postcards for community groups to make voters aware of the mail-in ballot process and digital guide. *Learn more about the project through this case study.*

Our projects

10 **ZONING APPEALS OPERATIONAL IMPROVEMENTS**
Partner: Department of Planning and Development

We sought to holistically understand the Zoning Board of Adjustment's (ZBA) operations to improve applicant and staff experiences and improve ZBA's communications with the public and collaborating organizations. We engaged 55 stakeholders within and beyond City government to understand the ZBA's operations from multiple lived experiences and needs. Their input informed insights and recommendations for the ZBA — accounting for legal constraints, resources, and effort. We also developed a comprehensive report and detailed process maps to support decisions around improvements.

A ZBA APPLICAN'T STORY

When Rose's power went out, an electrician advised her that resolving the electrical issues and restoring power would require Rose to **apply for an electrical permit with L&I**.

Rose put in the permit request, describing needs for a duplex, but the **permit was denied** because the zoning didn't match a long-standing use of the property.

To resolve the wrong zoning, Rose learned that she would need to **file a variance application with the ZBA** before she could get the electrical permit that would restore her power.

11 **VENDOR DISCLOSURE PRACTICES**
Partner: Office of the Chief Administrative Officer

We worked to gather feedback from businesses and non-profits who contract with the City on a proposal to simplify required disclosures of demographic information during the contracting process. We provided the CAO with synthesized feedback across several themes on the proposed process and helped the CAO prioritize key challenges to address.

12 **EMPLOYEE PROTECTIONS PROJECT**
Partners: Office of the Chief Administrative Officer, Office of Human Resources, Department of Labor, Office of the Inspector General, Office of the Ombudsperson, and Office of Diversity, Equity, and Inclusion

We partnered with six agencies to improve how they collaborate when addressing employee workplace complaints and concerns. We worked to understand staff and employee experiences around workplace issues and developed holistic recommendations to address pain points. We reached over 1,400 employees through an anonymous survey, focus groups, and interviews. Their input informed the development of a communications plan for departments, a preliminary assessment tool for HR and supervisors, shared collaboration agreements, a summary report, and a strategic action plan for partner agencies to move forward on recommendations.

13 **PROTOTYPING A MORE EQUITABLE TIERED ASSISSTANCE PROGRAM**
Partners: Water Revenue Bureau and Water Department

The goals of the project are to understand how the Tiered Assistance Program's (TAP) informational ecosystem can be more accessible and to create a prototype program strategy that makes TAP more trust-based and equitable for underserved Philadelphians. This project is ongoing as of April 2024.

By the numbers

16 unique City agency partners across 13 projects

focusing on voting, emergency housing, benefits access, zoning appeals, community engagement, and youth criminal legal reform.

229 residents across Philadelphia

informed our work through interviews and workshops.

1,707 service delivery staff at all levels

informed our work through interviews, surveys, advisory meetings, and workshops.

43 community advocates across 44 organizations

informed our work through partnership, interviews, and workshops.

Almost $1M in grant funding awarded

supporting our collaborative work with City staff and community members.

Our impact

"You brought a lot of stuff to our attention. Some of it is hard to swallow, but now we're aware of the hardship that the public has."

City staff partner

"When working with any member of the SDS team, I know at the end of our engagement I would learn something. In the last year, I have become more skilled at asking open-ended questions to draw out insights."

City staff partner

Supporting Citywide strategic initiatives

We support a range of initiatives, coalitions, and committees at the City of Philadelphia that are committed to enabling equitable outcomes for Philadelphians. We do this through consulting as well as continued education and advocacy around collaborative design and decision-making practices that prioritize lived experience of those who stand to be the most impacted by City policies, services, and programs.

This section includes:

- Consulting and coaching opportunities.
- Citywide strategic initiatives supported.

Consulting and coaching

20 unique City agencies received coaching and consultation on their work.

We organized **20 learning events** organized for City staff and the public exploring participatory service design and behavioral science.

Some consulting and coaching projects include:

- **Office of Arts, Culture, and the Creative Economy:** Designed workshops to help City leaders and the public reassess City-owned landmarks with racist and colonialist histories.
- **Office of Public Property and Courts:** Developed signage and wayfinding best practices for COVID-19 safety in City spaces.
- **Office of Community Empowerment and Opportunity's Financial Inclusion Unit:** Coached on designing community listening sessions to understand the impact criminal legal fines and fees as part of a grant from Cities and Counties for Fine and Fee Justice.
- **Mayor's Policy Office, Office of Community Empowerment and Opportunity, and the Public Policy Lab:** Scoped and supported a service design project to improve Child Tax Credit service delivery for families in Philadelphia.
- **Office of the Chief Administrative Officer's Operations Transformation Fund:** Coached the fund recipients like the Records Department to rethink their research approaches as well as other agencies grappling with resident compensation.

- **Office of Human Resources and Talent's LEAD Academy:** Facilitated a session on equity-centered service design as part of skills-building for City leaders.
- **The Mayor's Commission on Asian Pacific American Affairs:** Collaborated with the Commission to plan and design the structure of a townhall with the Mayor, City leaders, and Asian American and Pacific Islander community leaders to shed light on the current conditions and challenges faced.
- **Office of Innovation and Technology's SmartCityPHL:** Provided guidance and support with defining how to engage residents in testing a pilot version of a newly developed Permit Navigator tool.
- **Office of the Chief Administrative Officer's SEPTA Key Advantage program:** Provided program evaluation supported by analyzing existing program data to better understand ridership demographics.

Citywide strategic initiatives

| We participated in **11 Citywide committees and initiatives**.

Some highlights include:

- **Racial Equity Advisory Committee and Working Group**, led by the Mayor's Office of Diversity, Equity, and Inclusion (ODEI), works to embed racial equity in how the City operates under Executive Order 1-20. We also participated in the FY23 cohort to develop the Office of the Chief Administrative Officer's (CAO) racial equity plan through months-long training and strategic planning process.

- **Participatory Budgeting Initiative**, led by the Budget Office and the Department of Planning and Development (DPD), works with the public to direct the City's use of one million dollars in capital funding. We participated on the Budget Equity Committee helping ensure budget-related decisions aligned with the City's racial equity goals.

- **Equitable Engagement Collaborative**, led by the Mayor's Office of Civic Engagement and Volunteer Services, convenes City engagement practitioners to share best practices in equitable community engagement.

- **GovLabPHL**, led by the Mayor's Policy Office, is a collective of colleagues who support evidence-based practices and evaluation in City government.

- **Operations Transformation Fund Committee**, led by the CAO, supports transformative projects in City government that focus on providing services efficiently and equitably to benefit Philadelphians.

- **Reimagine Philadelphia**, led by DPD, works with the public to develop inclusive and equitable processes for public input into City planning decisions.

- **Philadelphia Voices Steering Committee**, led by the Mayor's Policy Office and CAO, reviews and gives feedback around the initiative to collect resident input to inform City planning and policy decisions through regular surveys.

- **Resident Compensation Fund**, led by the CAO, Finance Office, and Office of Procurement, aims to develop a compensation policy and internal protocols for low-barrier resident compensation.

- **Employee Safety and Trauma Support Working Group**, led by the CAO, aimed to establish clear protocols, supportive resources, and communications on managing workplace trauma and employee mental health.

Growing our design practice and operations

Over the past four years, we've established the foundation for our team and design practice, expanded our capacity, and worked to build the conditions for our growth at the City. As members of a broader design community of service designers, policymakers, technologists, community activists, and students invested in public interest design, we've also **built relationships and shared our work locally and nationally**.

This section includes:

- Our work to develop our vision and design practice.
- Growing our team's capacity.
- Connecting with and contributing to the design community.

Developing our vision and practice

We worked on **4 internal projects** focused on building our operations, developing standards of practice, and formalizing how we collaborate with our partners and each other.

Through internal projects, we:

- Set our **founding vision, mission, and values** that articulate what our work aspires to, how we want to practice service design in City government, and how we want to be in relationship with each other and people impacted by our work. We created foundational standards of practice, playbooks, and tools on ethical design research, project management, and inclusive facilitation to ensure our actions align with our vision and values. We're continuing to iterate on our founding vision and values to reflect our lessons learned and where we want to go.

- Developed **design research standards** including guiding principles, processes, consent practices, privacy and data management approaches, and various supporting materials to ensure all team members understand and apply agreed-upon research practices on projects.

- Developed an **initial set of service design patterns** that document best practices for designing and delivering services that are accessible, equitable and trauma informed. This set of patterns focused on capturing past project learnings around digital inclusion and trauma-informed design.

- Established **three new practice areas** to focus and deepen the core aspects of our design practice—research and evaluation, service design and delivery, and community co-design. This includes developing a vision and approach, standards of practice, essential skills, and implementing the standards with current and new team members.

Growing our team's capacity

Hired and onboarded **7 service designers and 6 interns, apprentices, and fellows** to support projects and expand our expertise and experience.

Completed **15 trainings, certificates, and professional development opportunities** on topics like leadership, accessibility, anti-oppressive practices, mental health first aid, feedback, trauma responsiveness, and more.

We also:

- Implemented 360-performance reviews to reflect our values, insights from project partners and colleagues, and individual goals.

- Engaged in monthly learning and reflective conversations to learn from each other and expand our collective understanding of design through talks, books, podcasts, and publications across analogous fields and topics.

Connecting with the design community

We're members of a broader community of service designers, policymakers, boundary-pushers, life-long learners, community activists, and students who are invested in public interest design. We've spoken at conferences, published blogs and case studies, exchanged ideas with practitioners and students, and offered advice to designers looking to transition into service design.
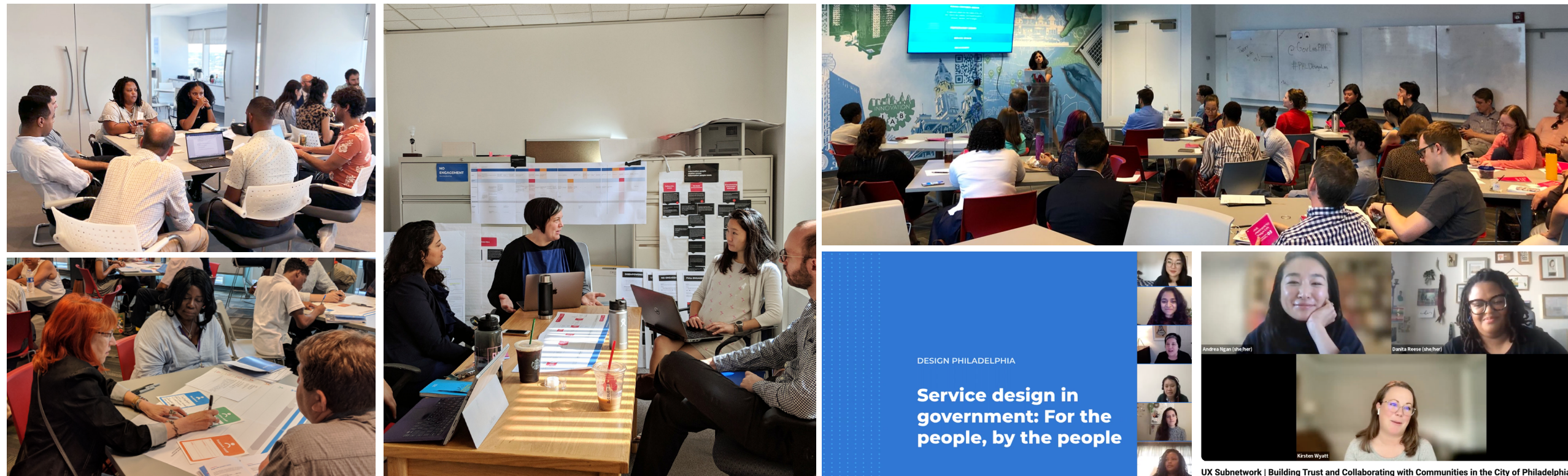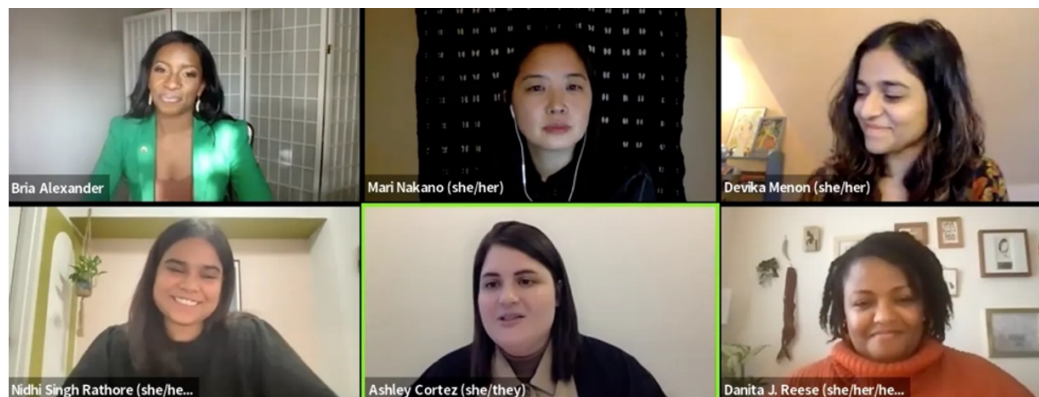
Connecting with the design community

Conferences

13 **local, national, and global conferences** invited us to speak at their events.

Some highlights include:

- **The Design Philadelphia festival by the Center for Architecture and Design** / October 2020: Discussed how we leverage participatory design methods to center equity in our work.

- **Design for Breakfast by the Baltimore Mayor's Office of Performance and Innovation** / February 2021: Shared our work and approach to service design with Baltimore City employees and the public.

- **Code for America Summit** / May 2021: Presented how we're collaborating with City employees, community-based organizations, and residents to co-design an Equitable Community Engagement Toolkit. *Watch the video here.*

- **Rosenfeld Civic Design conference** / December 2021: Participated on a panel discussion on the importance of community-centered design and the conditions required.

- **Design TO Fest** / January 2022: Team member, Andrea Ngan, shared lessons learned on embracing uncertainty and care through community organizing, fostering young leaders, and building the City's Equitable Community Engagement Toolkit.

- **PHL Trauma Training conference** / July 2022: Team member, Veronica Yeung, presented on the Juvenile Assessment Center project with two other project partners on how the team used service design processes and tools to integrate trauma-informed reforms to the youth arrest process.

- **Beeck Center for Social Impact and Innovation's Digital Service Network** / November 2023: Team members, Andrea Ngan and Danita Reese, shared their experiences and lessons learned while developing the Equitable Community Engagement Toolkit. *Watch the video here.*

Connecting with the design community

Publications

32 **blog posts** and over **675** tweets published.
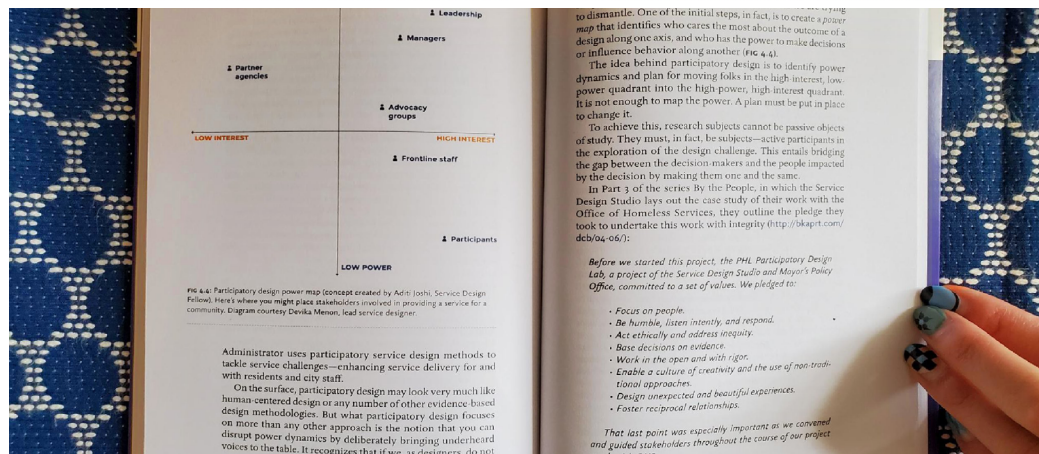
Some highlights include:

- Four reflection pieces by team members on highlighting the humanness of our work, fostering reciprocal community relationships, embracing complexity in our identities, and selecting research participants.

- Our projects have been noted in *Solving Public Problems: A Practical Guide to Fix Our Government and Change Our World* by Beth Simone Noveck and in the Civic Design Library curated by The Beeck Center for Social Impact and Innovation at Georgetown University.

- Our project with the Office of Homeless Services was featured as a case study on the Service Design Network and in *Design for Cognitive Bias* by David Dylan Thomas.

- We sent a quarterly newsletter for the Equitable Community Engagement Toolkit to more than 240 stakeholders to keep them informed on the work.

Connecting with the design community

Conversations

88 **design professionals** engaged through one-on-one coaching conversations on public sector service design.

9 **universities** invited us to speak about our work and approach.

28 **local, national, and global organizations** invited us to share our work.

We connected and shared our work with students and scholars from the following universities:

- Drexel University
- Georgia Tech College of Design
- Georgetown University
- Jefferson University
- Maryland Institute College of Art
- Parsons School of Design
- Temple University, Tyler School of Art
- University of the Arts
- University of Pennsylvania

We shared our work and lessons learned with some of the following public and private sector teams:

- 18F
- Baltimore Mayor's Office of Performance and Innovation
- Beeck Center for Social Impact and Innovation at Georgetown University
- Benefits Data Trust
- City of Calgary
- City of Dallas
- Code for America
- Government of British Columbia
- Greater Good Studio
- MITRE at the City of Bozeman, Montana
- Montgomery County Maryland Innovation team
- Multnomah Idea Lab at the Multnomah County's Department of Human Services, Oregon
- NYC Service Design Studio at the Mayor's Office of Economic Opportunity
- Penn Medicine's Accelerator program
- San Francisco Digital Services
- State of Service Design, Frog Design & Innovation
- The Lab at DC
- The Lab at OPM in the United States Office of Personnel Management
- Virginia Department of Health

Thank you

Our work at the City (and beyond) is made possible due to the collective effort of our peers, colleagues, and leaders inside and outside of government. We're grateful for those who've offered us support, championed our work, inspired us, and shown us grace. Thank you to everyone.

City of
Philadelphia

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