

From Waiting Rooms to Resource Hubs

An Integrated Design Project
presented by the Waiting Room Improvement Team

April 2011

WAITING ROOM IMPROVEMENT TEAM

NYC Department
of Probation Staff

Co-Chairs:
Claudia Hinkson-
Jeremiah
SPO Kings Juvenile

Ralph DiFiore
Associate Commissioner
Adult Operations

Doreen Attanasio
Director CIU

Francine Burbridge
PO Bronx Juvenile

Steven Cacace
CORES

Brenda Davis
Branch Chief Bronx Adult

Ryan Dodge
Director of Media
Relations

Mattie P. Dubose
Client (Adult)

Matthew Fischler
Urban Fellow

Cynthia Jefferson
PAA Queens Adult

Patricia Jolivin
OIT

Marc Lewis
SPO, Queens Juvenile

Evangeline Lincoln
PO Queens Juvenile

Carlos Ruiz
OIT

Marc Sparrow
Community Associate
Manhattan Juvenile

Dominique Stewart
SPO Manhattan Adult

Josephine Troino
PAA Staten Island Adult

Susan Tucker
Director, Justice
Reinvestment Initiatives

Consultants

Laura Kurgan, Director
Spatial Information
Design Lab, Graduate
School of Architecture,
Planning & Preservation,
Columbia University.

Craig Hosang
Policy Analyst, Mayor's
Office of Operations.

Glen Cummings
Yale University,
Graphic Consultant

In places like Marcy [Brooklyn] there are people who know the ins and outs of government bureaucracies, police procedures, and sentencing guidelines, who spend half of their lives in dirty waiting rooms on plastic chairs waiting for someone to call their name.

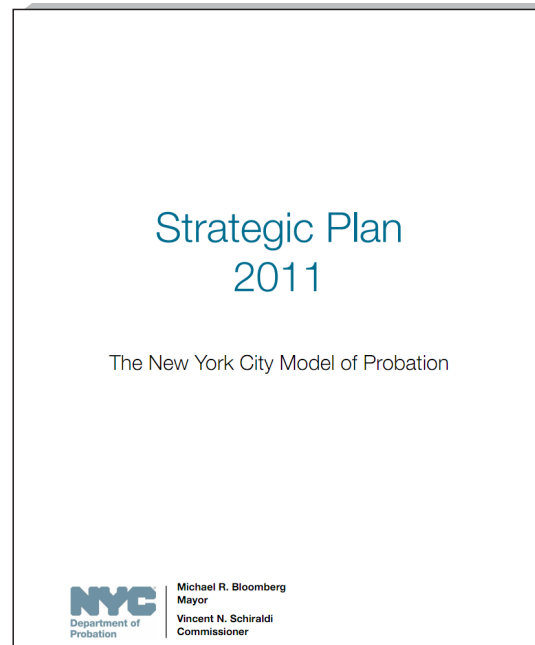
But for all this involvement, the government might as well be the weather because a lot of us don't think we have anything to do with it — we don't believe we have any control over this thing that controls us.

Jay-Z, Decoded (Spiegel & Grau, 2010)

You only get one chance to make a first impression. Many of you are clearly making a difference in the lives of people on probation. Unfortunately, when they think about the Department of Probation, many still think about “dirty waiting rooms & plastic chairs” and too much wasted time. We can do better.

The devoted members of The Waiting Room Improvement Team will create a blueprint for public spaces that reflect our commitment to helping people on probation take control of their lives.

**Vincent N. Schiraldi, Commissioner,
NYC Department of Probation**



Organizational Excellence

Upgrading facilities to include more resources for staff and clients;

The Mandate

Take stock of current physical conditions

Assess processes

Recommend new design strategies and processes

The Goal

Make spaces more welcoming and attractive

Decrease waiting times

Increase access to opportunities & resources

Improve client experience



WRIT committee participants and Craig Hosang, consultant

Participatory Design Process

1
Current State

What needs to change?

2
Best Practices Sharing and Discovery

Who else has also done what we are trying to do?

What can we learn from those examples?

3
Blue Sky Solutions and Challenges

What would things look like if there were no barriers to change?

What are the biggest obstacles to change?

4
Review of Ideas

What changes and incremental steps are recommended?

5
Power Point Draft

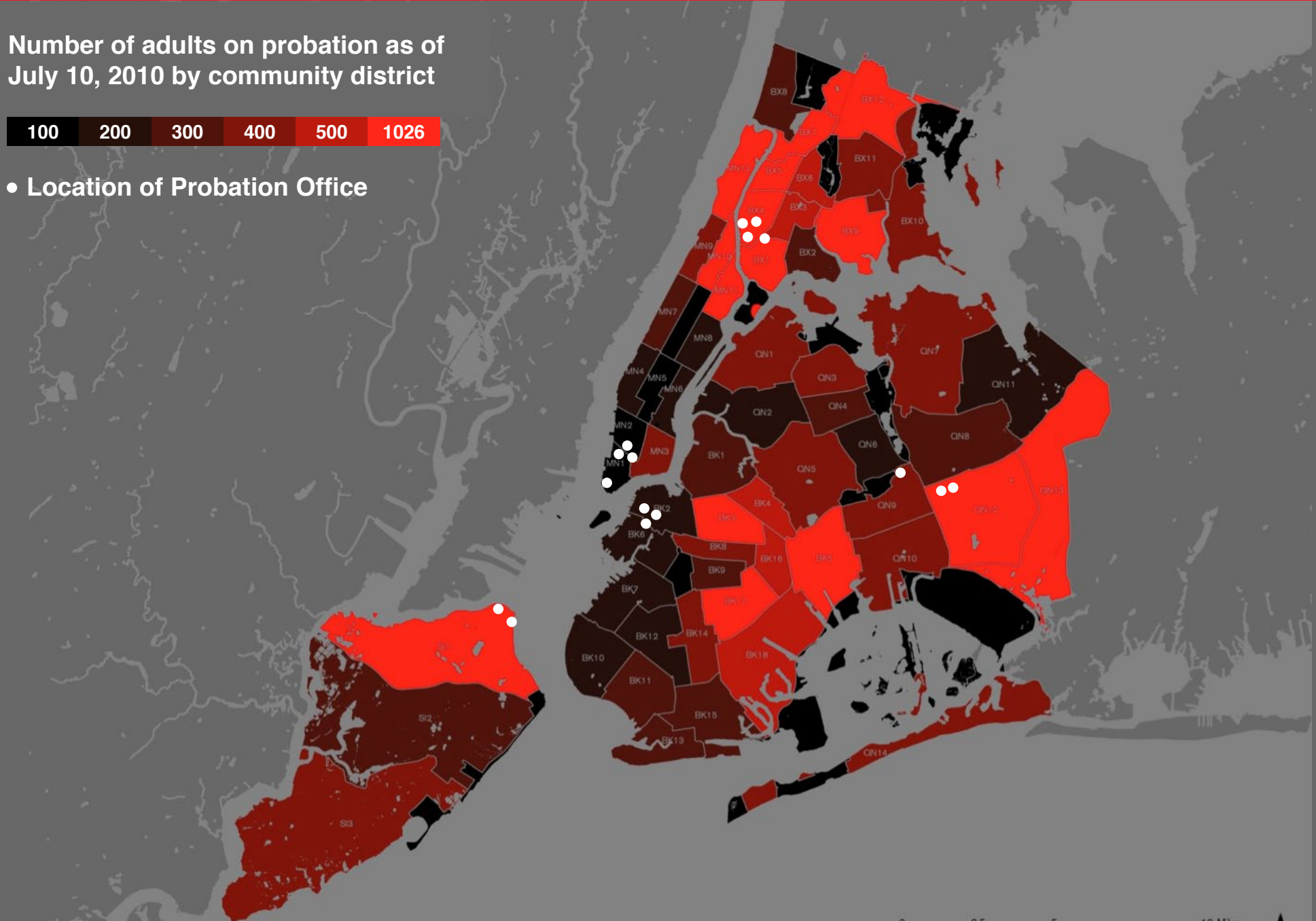
Review report and approve.

Design Challenge
Location

Number of adults on probation as of July 10, 2010 by community district



• Location of Probation Office



Design Challenge

Look and Feel of Physical Space



12
Design Challenge
Lack of Resource Materials, Tools, Outside Advocates & Service Providers

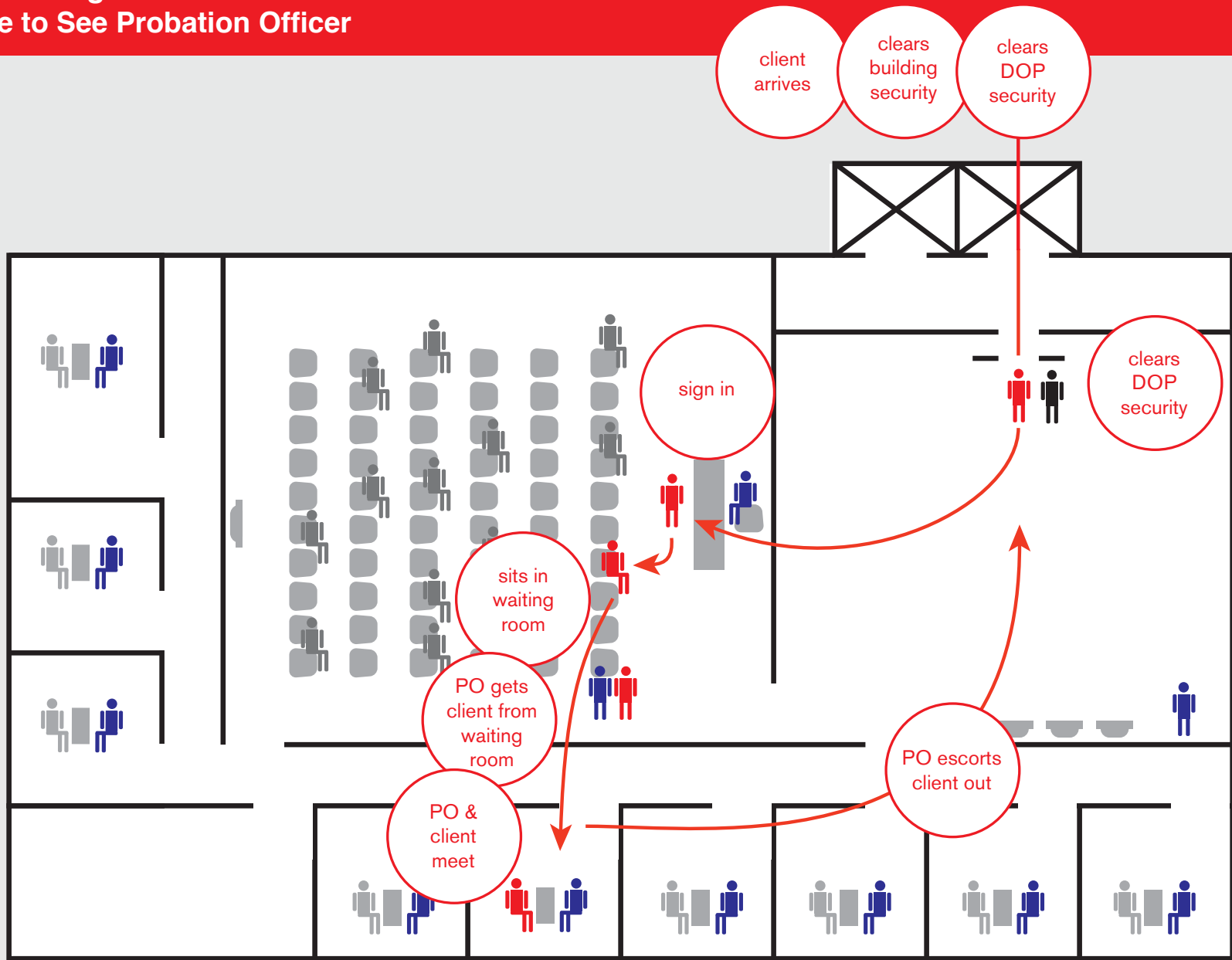


Of the 9 Adult Branch Offices, each of the 3 larger branches (Bronx, Brooklyn and Queens) has 700 to 1000 clients coming in each day, and about 500/day at the smaller offices.

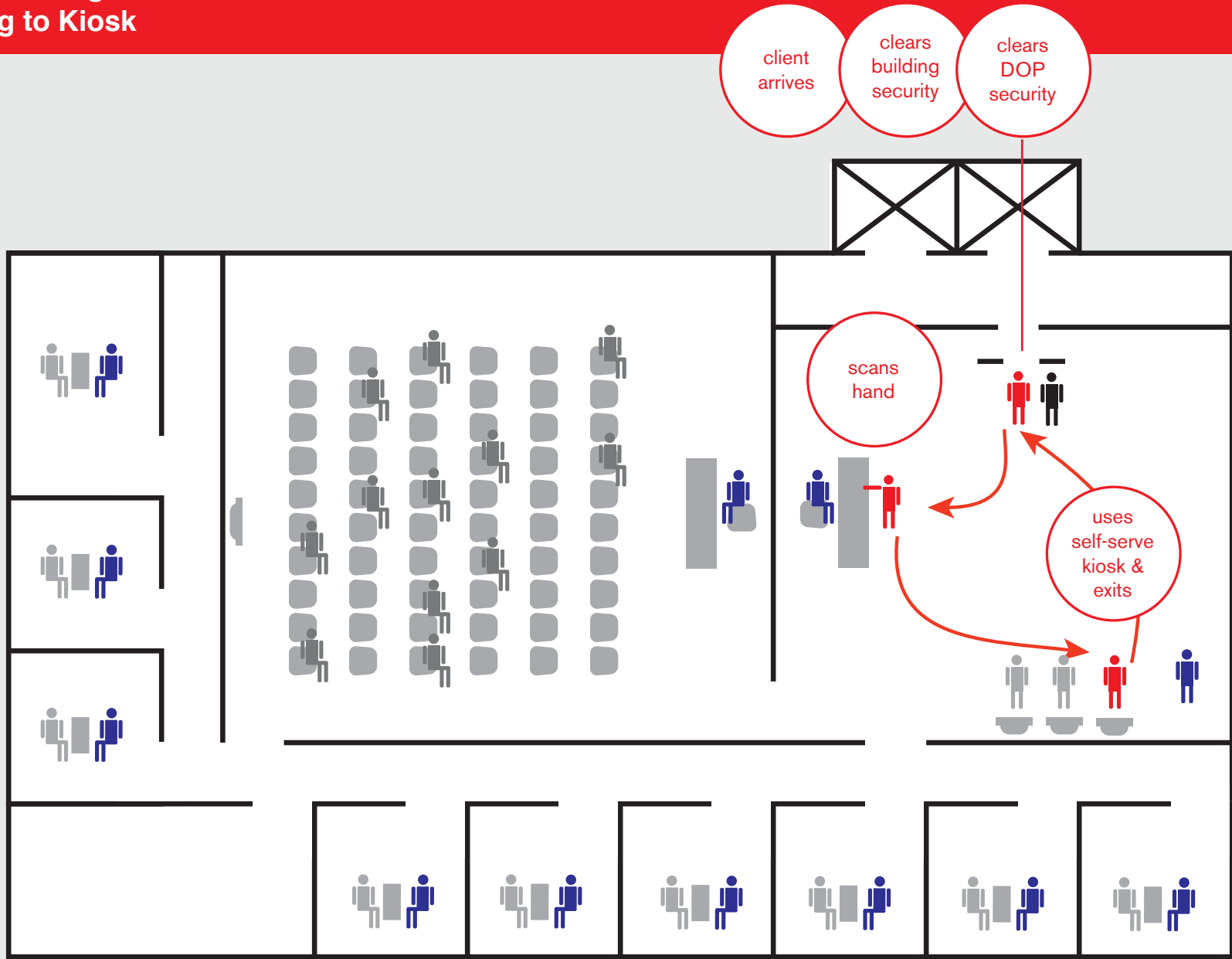
This includes people seeing POs for supervision and reporting to kiosks, approximately 111,000 each month.

Design Challenge

Wait Time to See Probation Officer



Design Challenge Reporting to Kiosk





Heavy traffic at peak times



Lack of scheduled appointments



Workforce management procedures do not account for scheduled and unscheduled staff absences



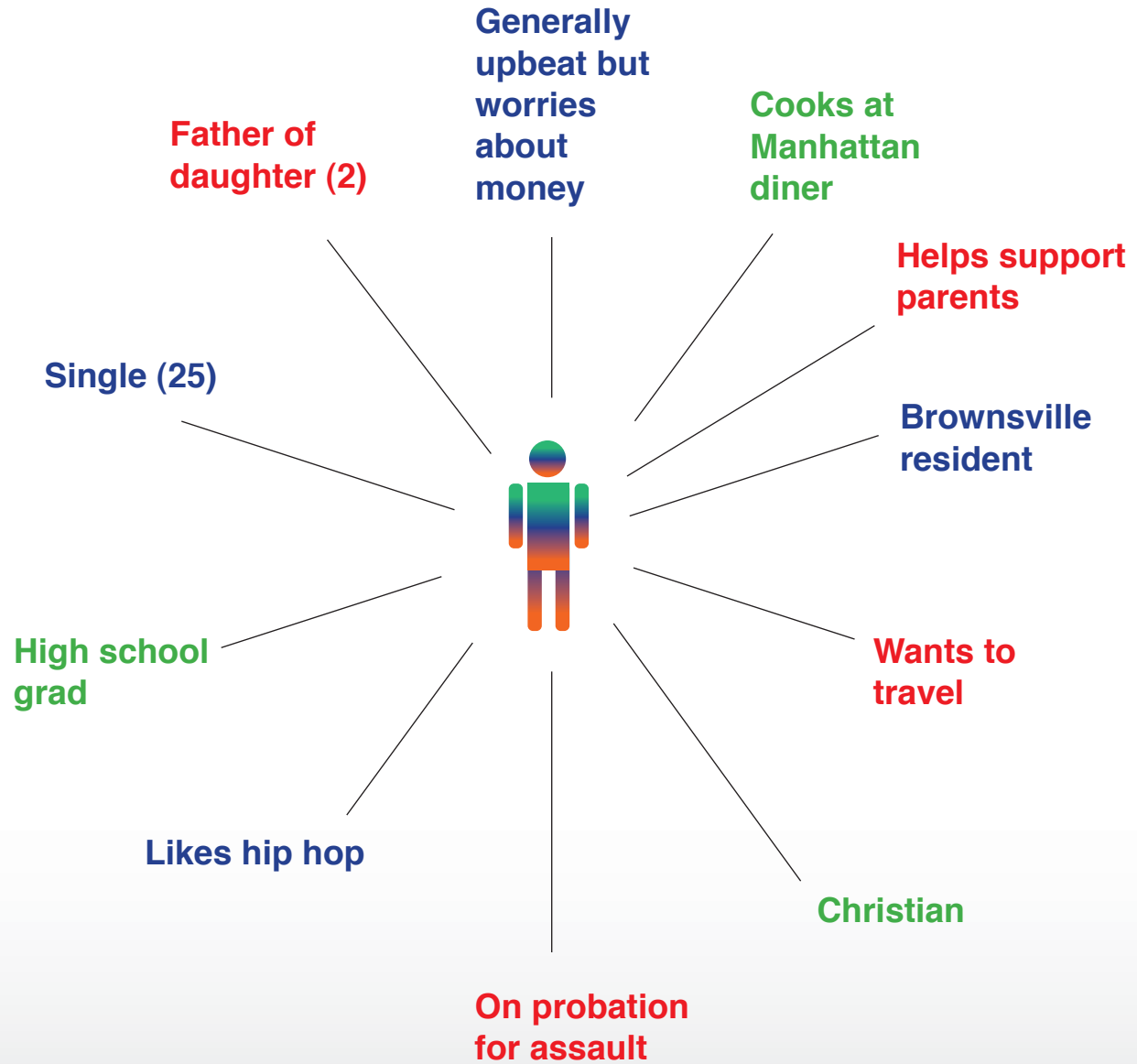
Staff lack time, resources and support to perform essential tasks



Unexpected but typical client emergencies (job loss, eviction, health crisis, childcare, arrest, etc.) requiring extra attention

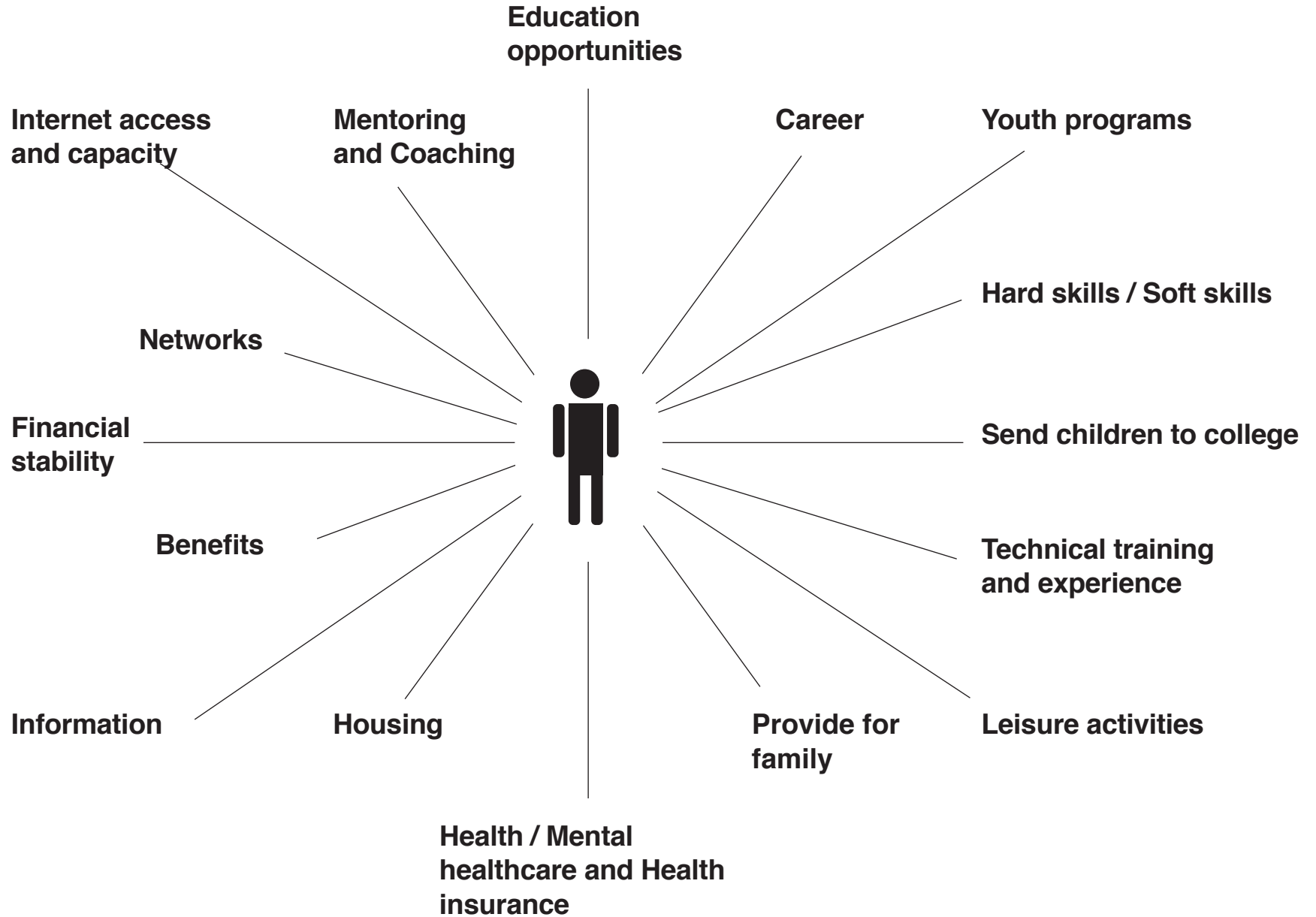
Design Challenge

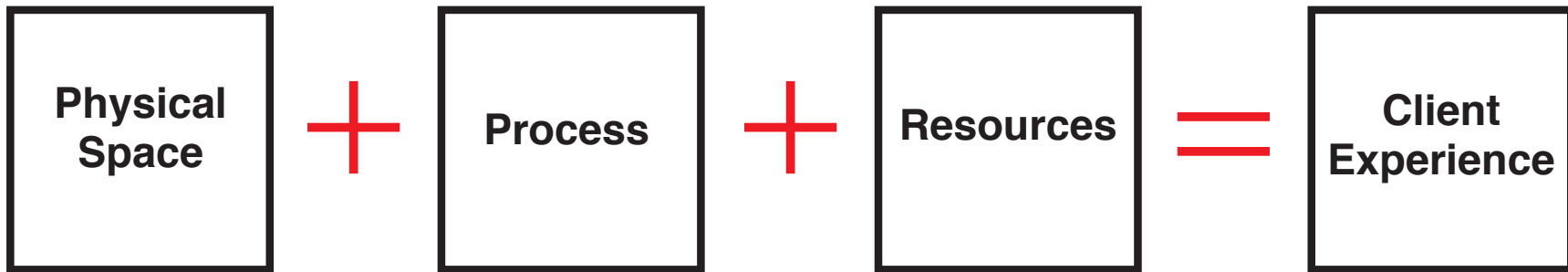
Understanding the Individual on Probation



People on probation are complex individuals:

- personality & style
- interests
- parent / child / extended family relationships & obligations
- age and experience
- work and school
- education and work experience
- native New Yorker/transplant
- U.S. / foreign born
- culture
- self-image
- gender / sexual orientation
- income / financial situation
- politics
- philosophy of life
- religion
- criminal justice history
- trauma history

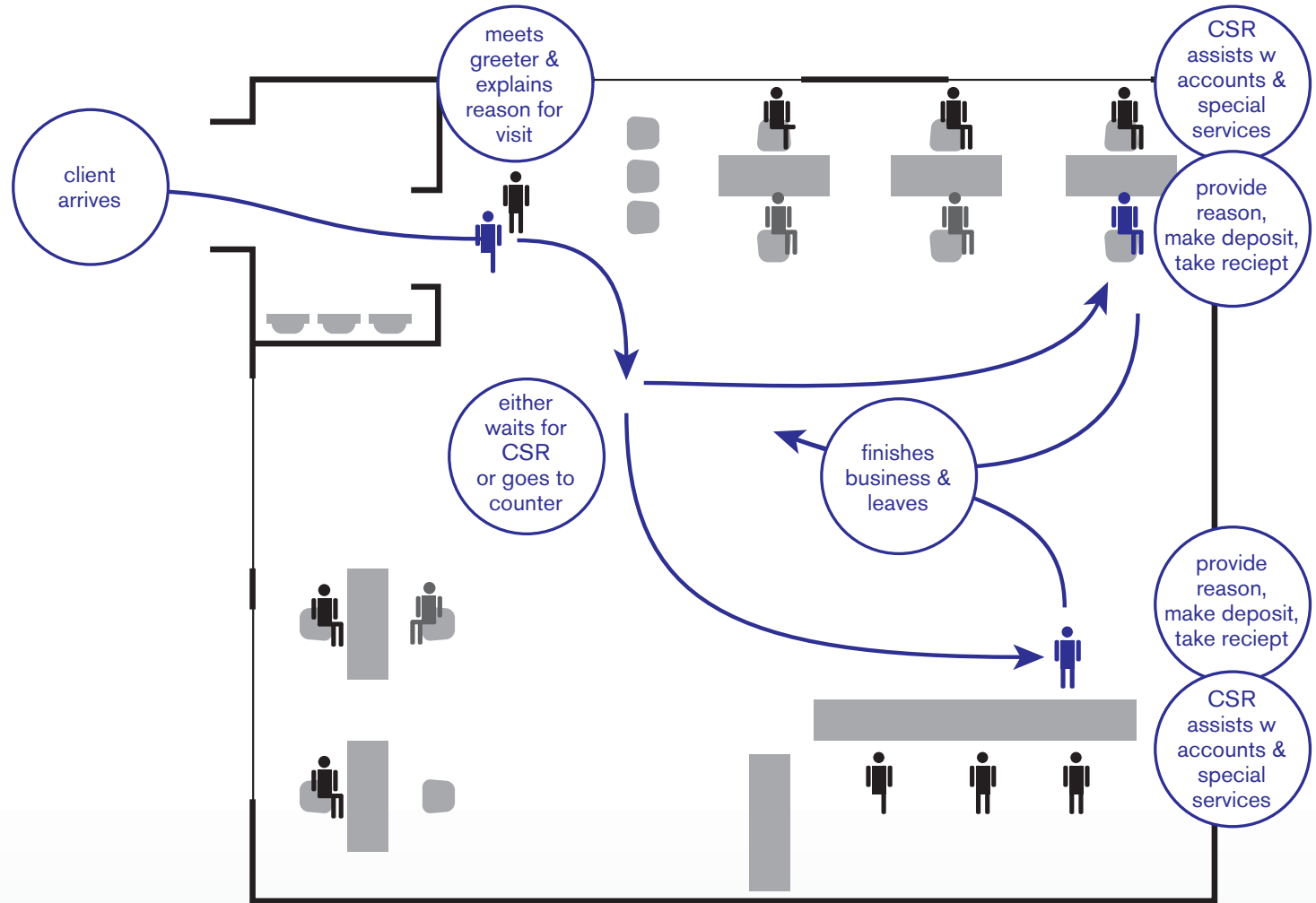






Key elements:

- **Greeter to welcome and direct client**
- **Client treated with respect**
- **Efficient and effective service**

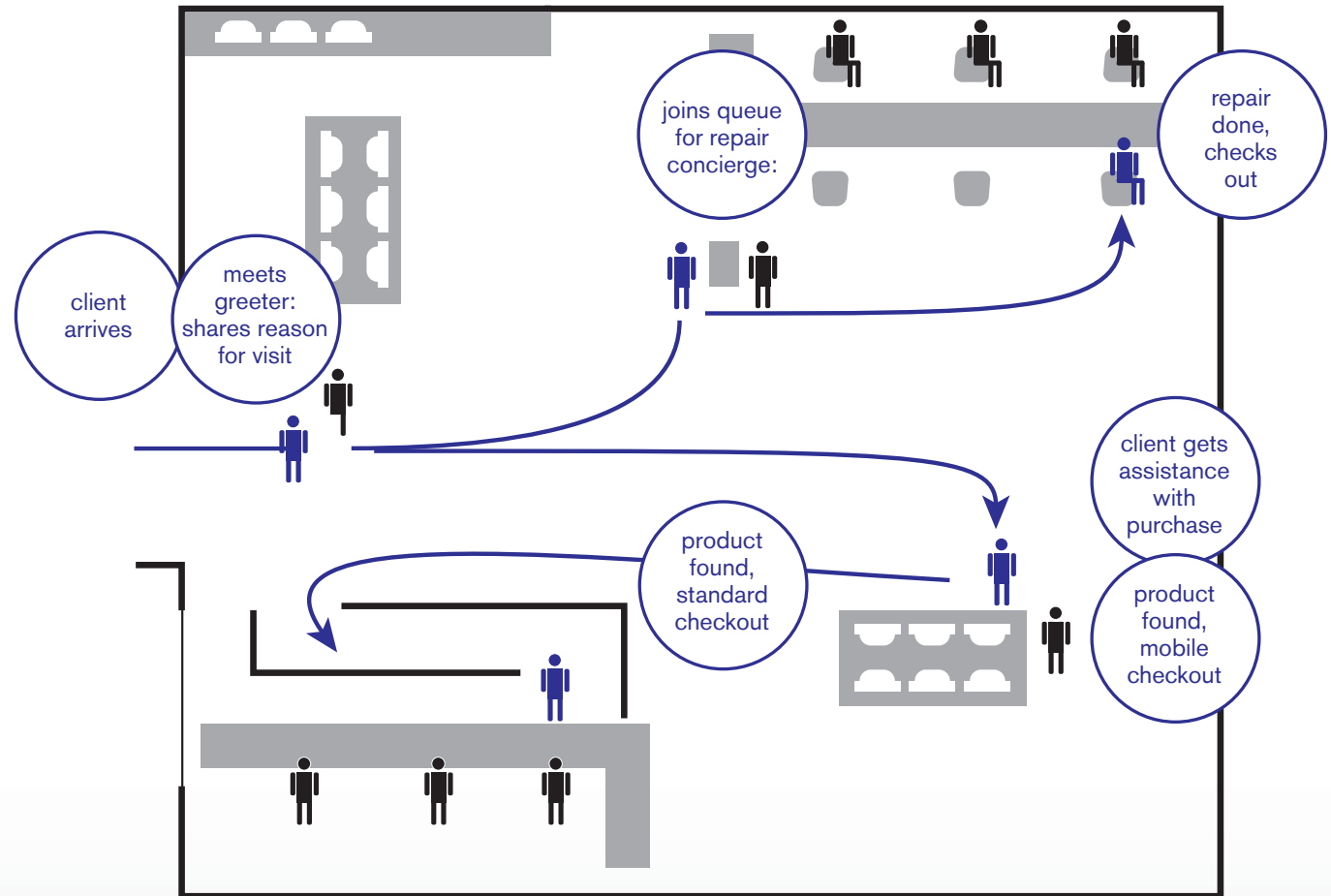


* CSR: Customer Service Representative



Key elements:

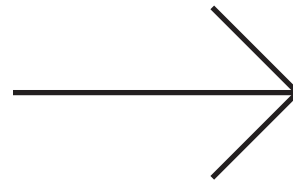
- Greeter to welcome and direct client
- Rich learning environment
- Interesting things to do and see
- Treated with respect
- Efficient & effective
- Architecture & design supports the company's mission
- Space open and optimistic



Probationer

My probationer

Offender

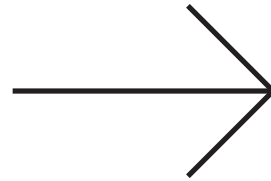


Client

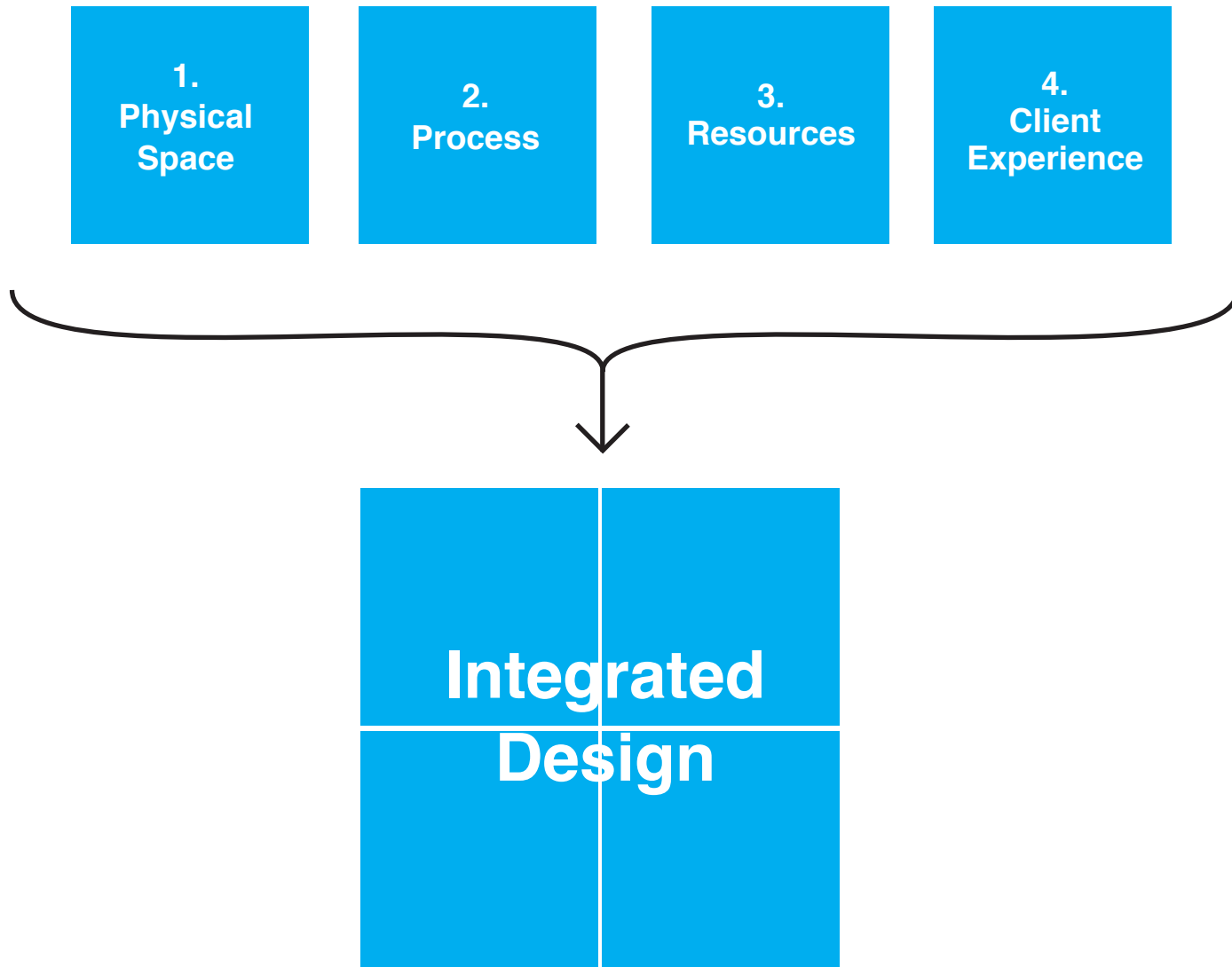
Tipping Point 2

Waiting rooms are small spaces relatively easy to redesign and repurpose.

~~Waiting Room~~



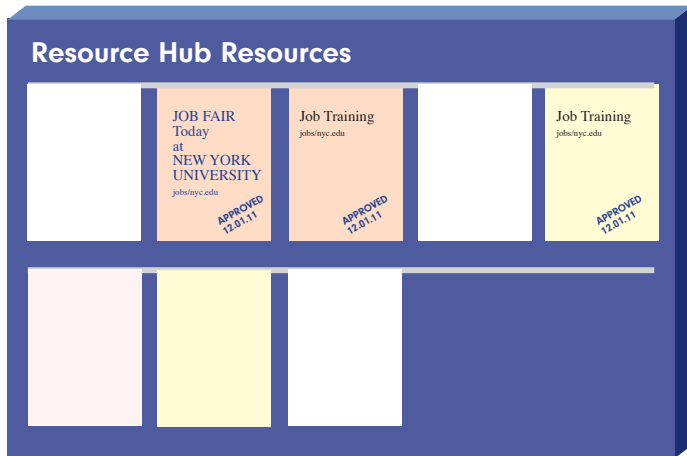
Resource Hub



- **Communicate more positive and welcoming message**
- **Revamp DOP processes to improve back-office efficiency and to reduce wait time**
- **Improve delivery and access to richer range of opportunities and resources**
- **Treat client with respect, as a total person**
- **Redesign physical spaces of rooms to be attractive and welcoming**
- **Small steps, big change**

Design Solution

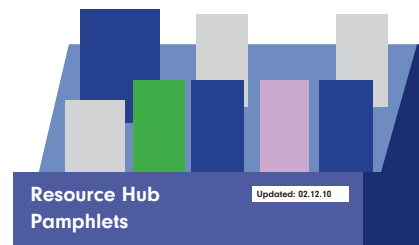
Repurpose Waiting Rooms as Resource Hubs



Bulletin board & flyers



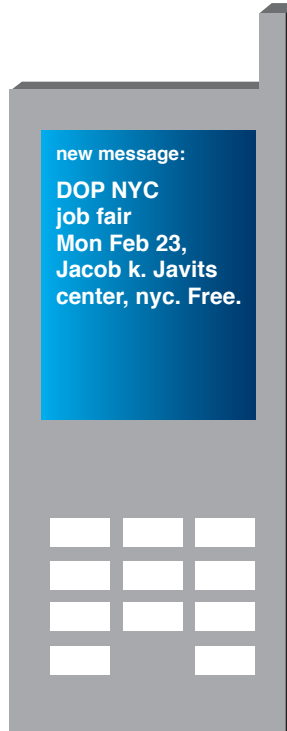
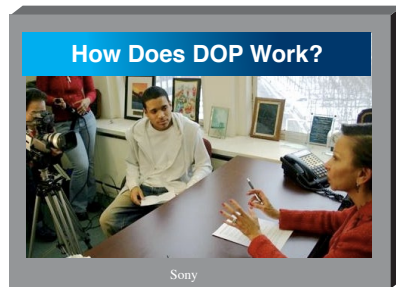
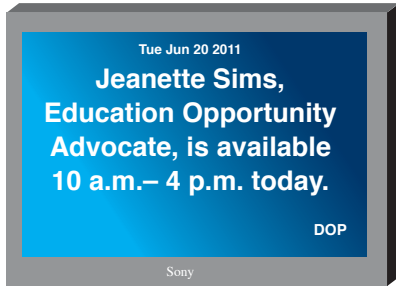
Magazine rack



Countertop pamphlet

ACTION ITEMS

- Determine the most cost-effective sustainable resource distribution system.
- Develop a sustainable routine by which resources are kept current.
- Determine what kinds of resources clients need.
- Identify & acquire relevant books, magazines, journals, brochures about:
 - Education
 - Work
 - Transformational mentoring
 - Civic engagement
 - Healthcare, mental health & drug treatment
 - Benefits
 - Cultural events
 - Leisure recreational activities, local and citywide
 - Nutrition / diet
 - Exercise



ACTION ITEMS

Wall-mounted monitors with announcements, opportunities and educational videos such as:

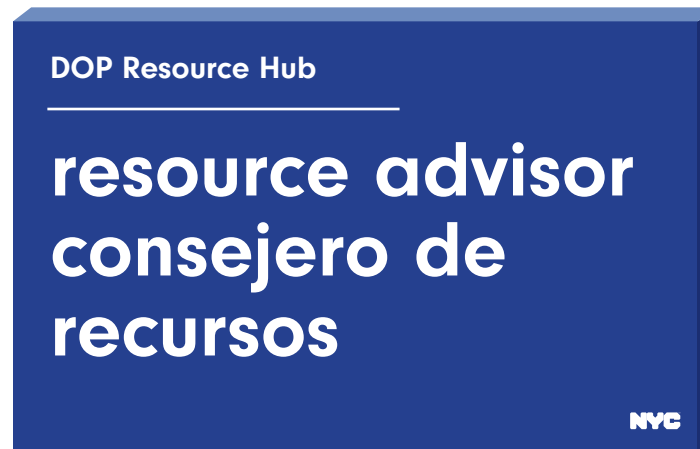
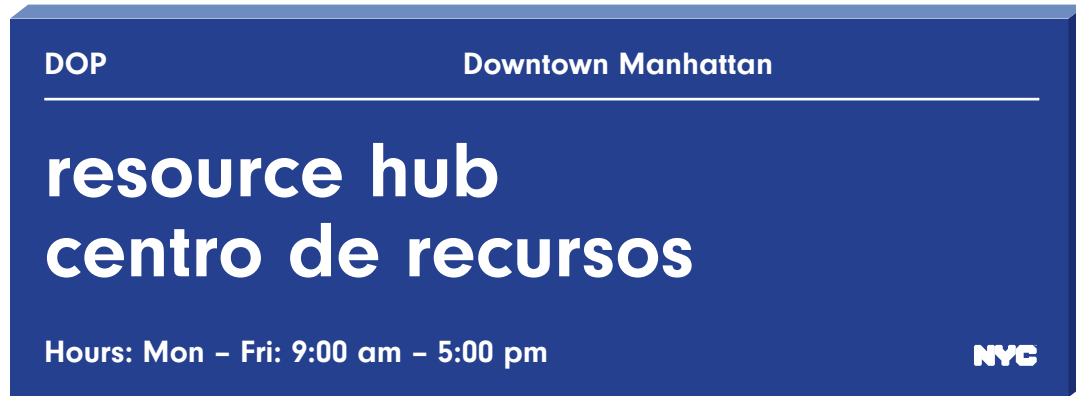
- *How To Clean-Up Your Rap Sheet*
- *Race. Crime & Punishment*
- *How The Court System Works*
- *Know Your Rights*
- *How to Adjust Your Child Support Requirements*
- *Mayor's Fatherhood Initiative*

Email distribution system shares time-sensitive resource notifications via email.

Messaging system between DOP Resource Hub & clients shares time-sensitive resource notifications.

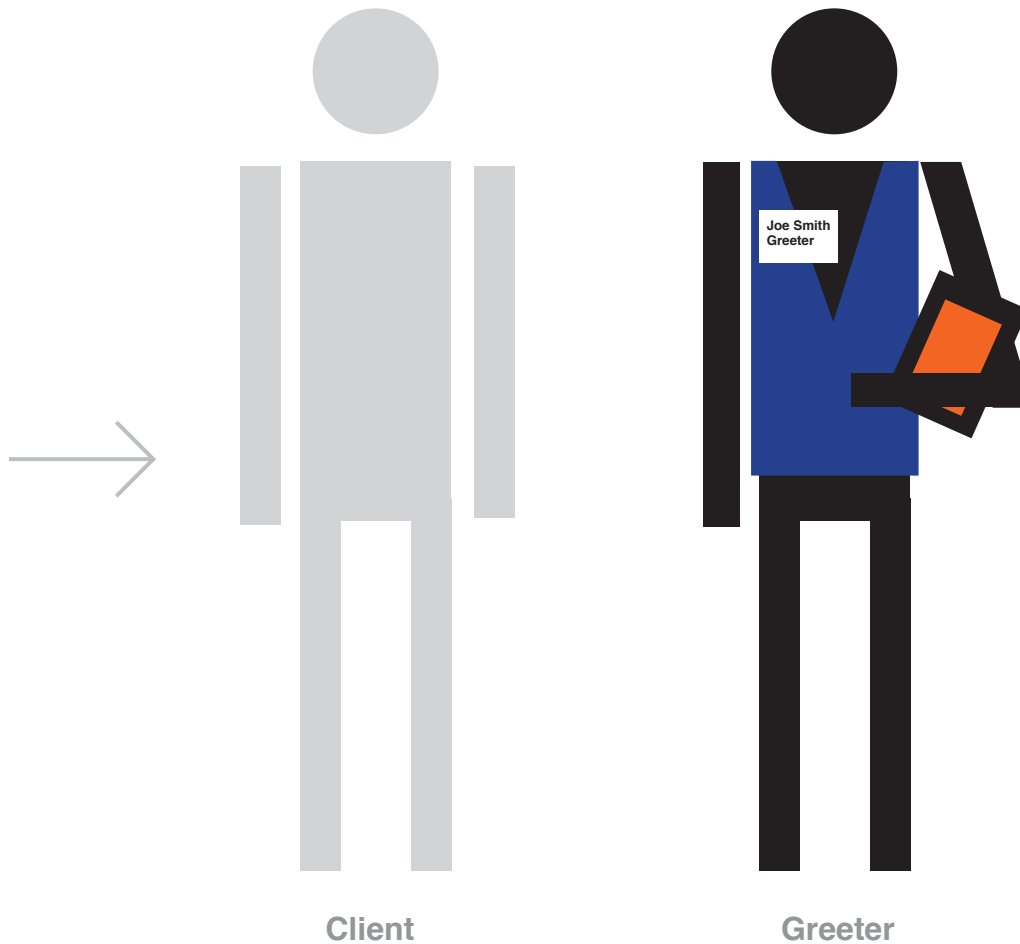
Self-serve information station

- PCs & printers
- Virtual Opportunity Network



ACTION ITEMS

- Determine necessary signage to establish the names of places, services and personnel
- Establish the use of new and updated terms through the use of signs:
 - Client
 - Greeter
 - Resource Advisor
 - Resource Hub
- Improve language access through multilingual signage
- Brand signage design
- Determine design & production schedule



ACTION ITEMS

- Repurpose the existing receptionist position as the greeter
- Draft job description
- Recruit and train
- Determine how best to use technology to empower the greeter
- Equip greeter with tablet or iPad
- Develop staffing coordination protocols to reduce wait time



Resource Advisor

Client

ACTION ITEMS

- Repurpose DOP staff as resource advisor
- Draft job description
- Recruit and train
- Determine how best to use technology to empower the resource advisor

Design Solution

Adopt Name Tags, Badges, T-shirts or Other Identifiers



Greeter

- blue shirt
- name tag



Resource Advisor

- blue sweater
- name tag



PO

- regular clothes
- blue lanyard
- name tag

ACTION ITEMS

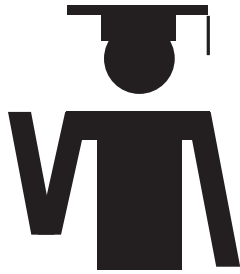
- Decide which positions would benefit from identifiers
- DOP branding
- Have identifiers designed and produced
- Encourage agency-wide adoption

Design Solution

People the Resource Hub with Partner Organizations and Repurpose Space to Accommodate them.



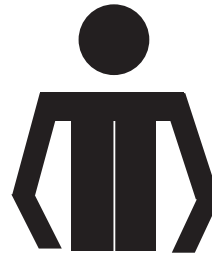
Local employer



**Education
advocates**



**Job trainers &
resume advisors**



**Rap sheet
advocate**

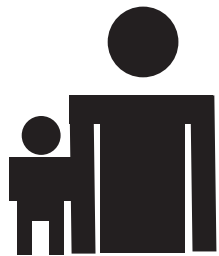
ACTION ITEMS

Identify and invite

- **Healthcare providers/insurers**
- **Advocates to correct rap sheets**
- **Local employers**
- **Education advocates**
- **Job trainers and resume advisors**
- **Parenting experts**
- **Housing advocates**
- **Athletic coaches**
- **Benefits advocates**
- **Financial literacy educators**



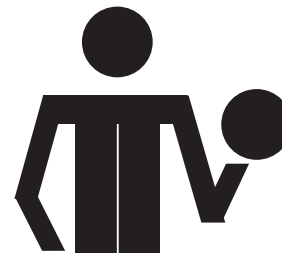
**Healthcare
providers**



Parenting experts



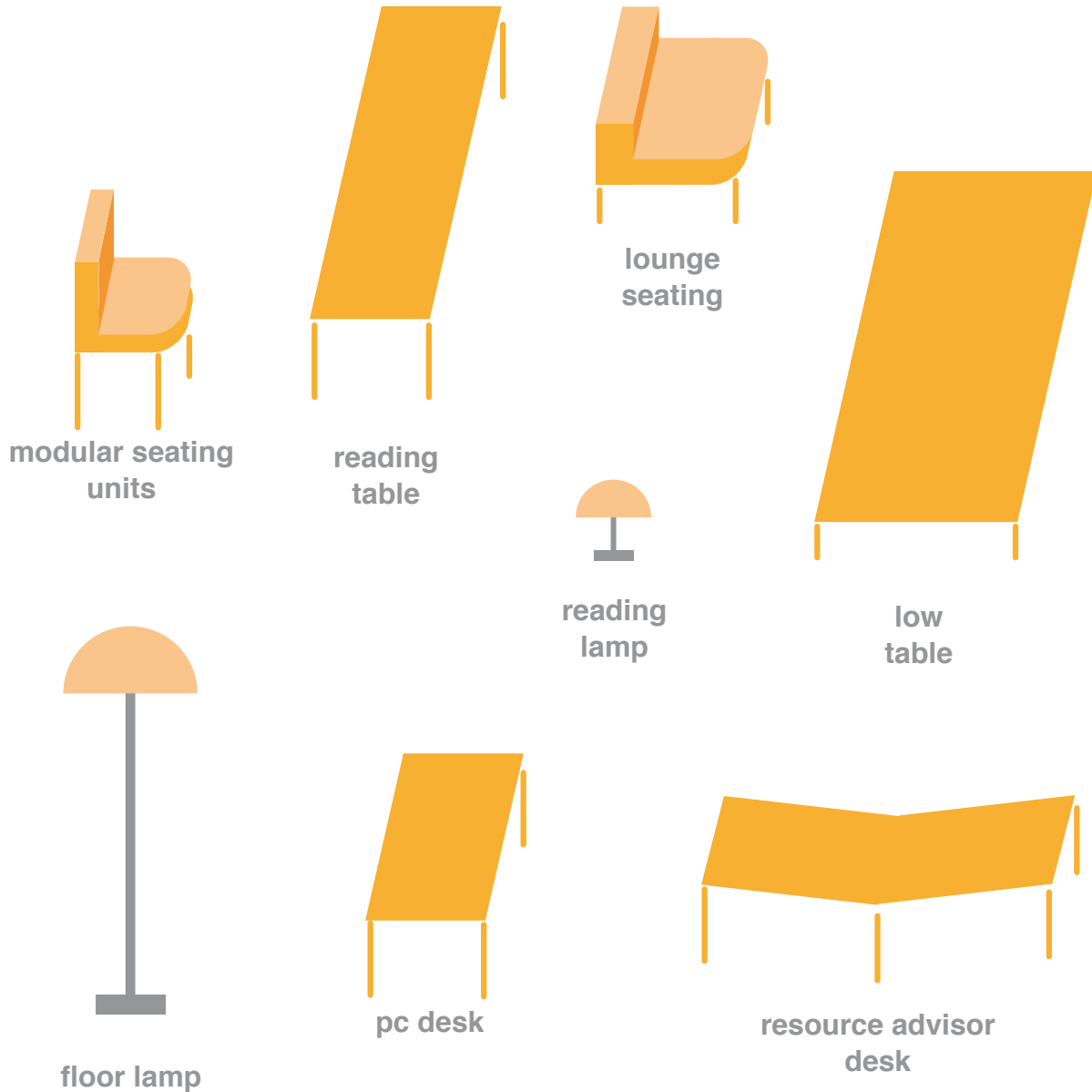
**Housing
advocates**



Athletic coaches

Design Solution

Improve Furniture and Arrangement

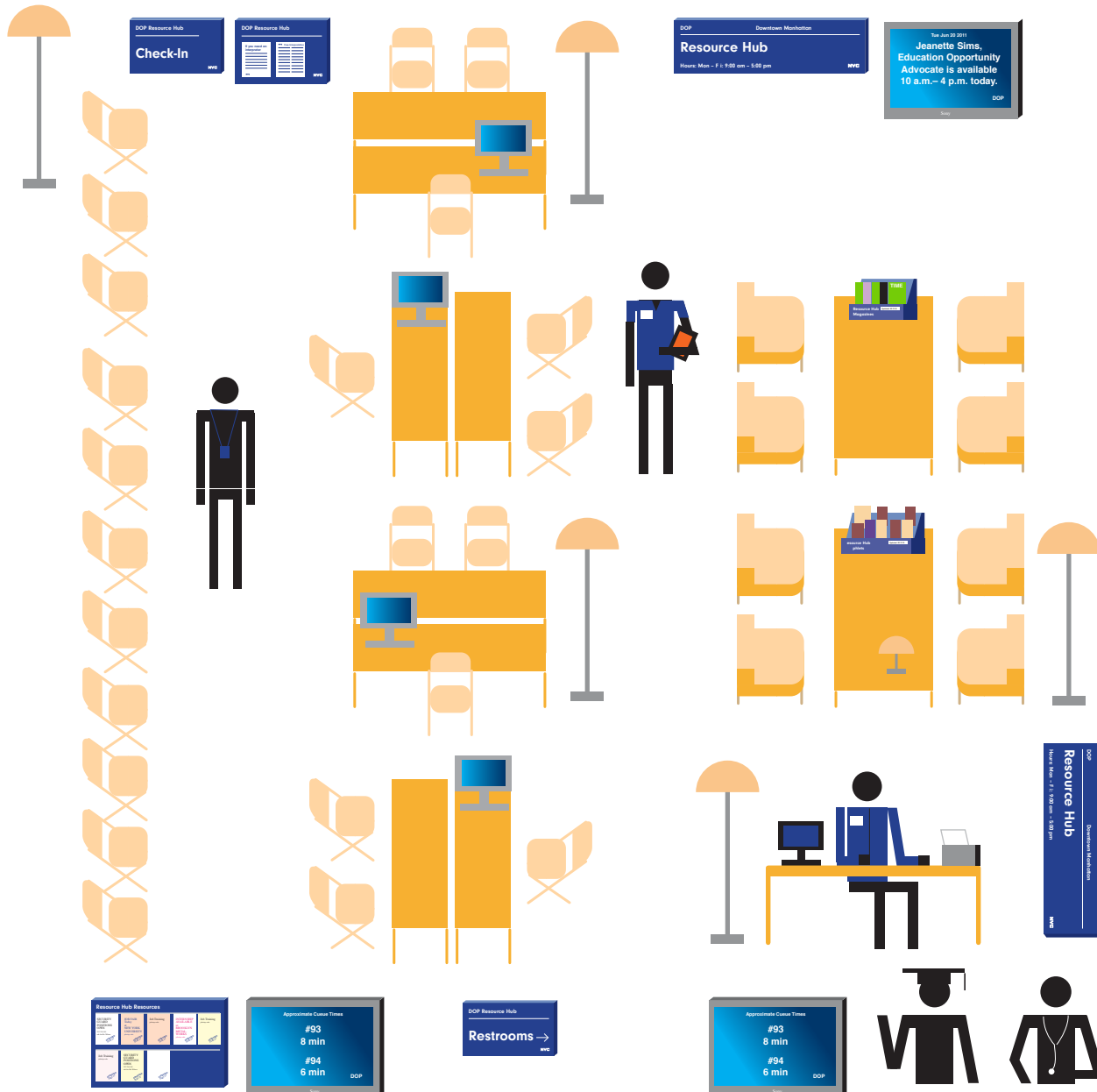


ACTION ITEMS

- Establish a short list of necessary furnishings
- Determine NYC contracted suppliers
- Determine available manufacturers
- Determine color scheme & style
- Determine best lighting strategy
- Identify & secure funding resources for purchases or donations

Design Solution

The Integrated Design Approach Results in A Kit of Parts



A kit of parts enables implementation of an integrated design approach and includes the items listed on this page.

ACTION ITEMS

- Hire designer to conduct spatial analysis of existing waiting rooms
- Designer assembles kit of parts, appropriately scaled to each resource room.

15 waiting rooms are mostly located in court buildings spread across New York City's 5 boroughs, and range in size from 150 – 900 sf.

The waiting rooms will be renamed and redesigned as resource hubs through an integrated design approach which aims to implement the changes necessary to transform the culture of probation.

New York City DOP will become a model nationwide to improve client experience.

A kit of parts enables implementation of an integrated design approach and includes the items listed on this page.

ACTION ITEMS

Small Steps

- Repurpose waiting rooms as resource hubs
- Update technology
- Introduce the greeter
- Introduce the resource advisor
- People the resource hub with opportunity network partners
- Repurpose space to create private offices for counseling, classes and partner organizations
- Install signage
- Adopt name tags / badge / t-shirt identifiers
- Improve furniture and arrangement
- Prepare a kit of parts for small, medium and large resource hubs
- Revamp office processes and protocols

Big Changes

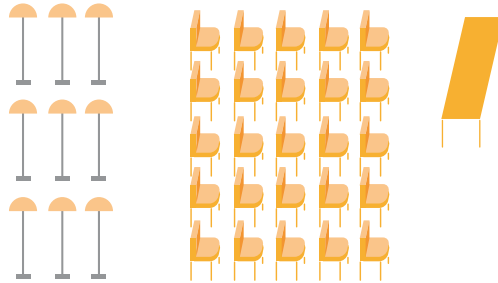
- More welcoming and attractive spaces
- Shorter wait times
- Greater access to opportunities and resources
- Successful probation impact
- Better client experience

Design Solution Kit of Parts – SMALL RESOURCE HUB

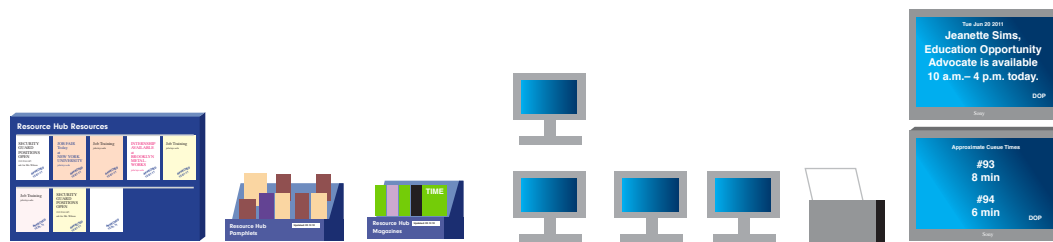
Greeter Resource Advisor



Lighting Upright chairs Table



Printed materials Electronic technologies



Signage

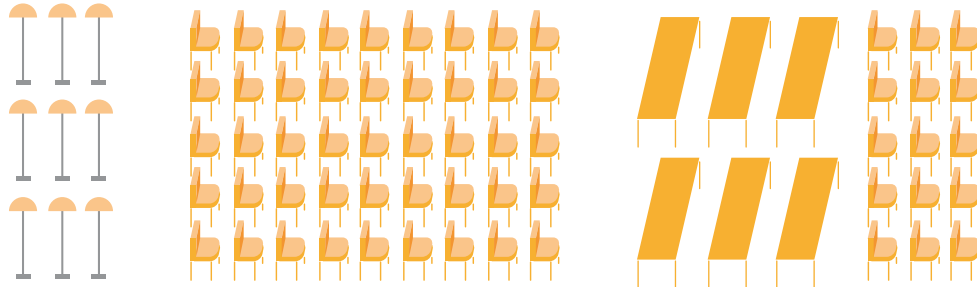


Design Solution Kit of Parts – MEDIUM RESOURCE HUB

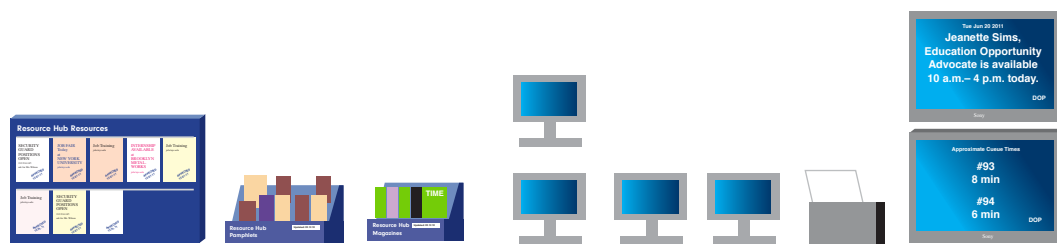
Greeter Resource Advisor



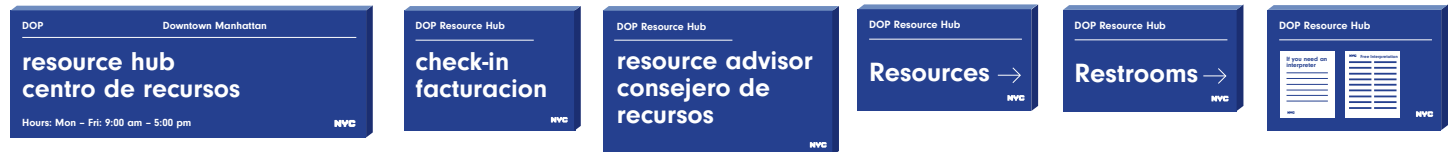
Lighting Upright Chairs Reading / Tables and Chairs



Printed materials Electronic technologies



Signage

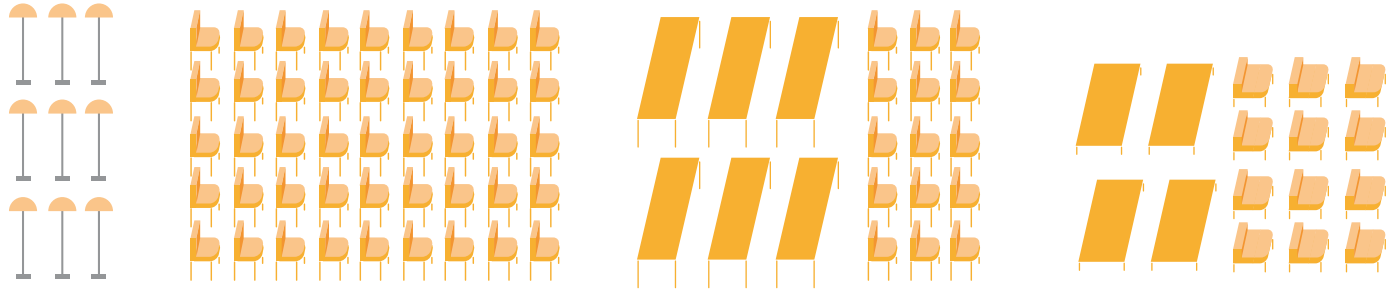


Design Solution Kit of Parts – LARGE RESOURCE HUB

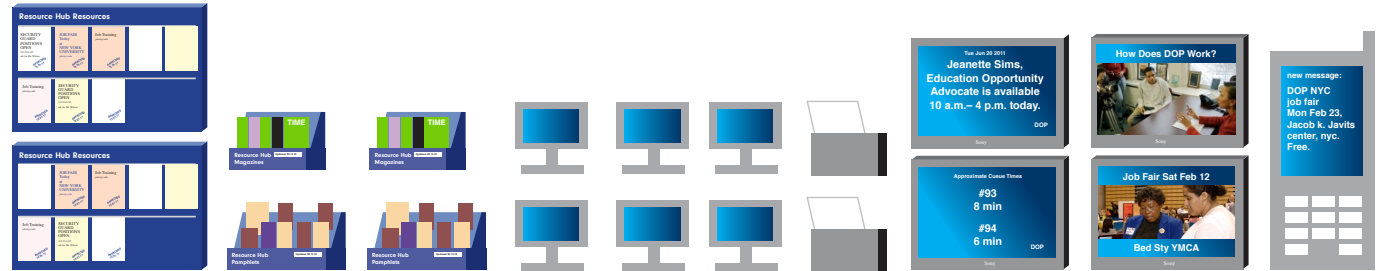
Greeter Resource Advisor



Lighting Upright Chairs Reading / Tables and Chairs Lounge / Tables and Chairs



Printed materials Electronic technologies



Signage



Small Steps Big Changes

- Repurpose waiting rooms as resource hubs
 - Update technology
 - Introduce the greeter
 - Introduce the resource advisor
 - People the resource hub with opportunity network partners
 - Repurpose space to create private offices for counseling, classes and partner organizations
 - Install signage
 - Adopt name tags / badge / t-shirt identifiers
 - Improve furniture and arrangement
 - Prepare a kit of parts for small, medium and large resource hubs
 - Revamp office processes and protocols
- More welcoming and attractive spaces
 - Shorter wait times
 - Greater access to opportunities & resources
 - Better client experience



Create at least two model Resource Hubs by mid-July 2011

This will demonstrate to DOP staff and clients how quickly things can change and the need for similar innovations agency-wide.

- Select at least two waiting rooms for transformation into model resource hubs
- Work with a professional designer to develop a specially designed kit of parts for each new resource hub
- Identify vendors
- Secure funders or donations
- Purchase parts
- Work with Facilities to prepare sites
- Install parts
- Implement new maintenance and cleanliness standards for which office managers are accountable.



**Replicate improved
resource hub model
in all DOP offices
citywide**

3

Undertake in-depth facility analysis

While the model resource hubs are being launched, conduct a in-depth facility analysis by an independant consultant to develop recommendations for necessary architectural alteration of DOP spaces in need of maintenance, upgrade, repair and repurposing.

- Determine access to help from Mayor's Office of Operations, DDC and / or
- Work with independent, licensed architect / designer
- Produce scope of work and budget
- Schematic design
- Design development
- Funding
- Construction

4

Conduct full process evaluation of current operations to determine:

- Traffic scale and flow, office by office, where delays (pain points) are occurring
- Why they are occurring
- Obtain expert advice from the City or independent consultants to improve office efficiency, reduce wait time and improve client satisfaction
- How to recruit assistance or funding to hire independent consultant

Likely recommendations may include that DOP

- Adopting standard operating procedures and guidelines across all DOP offices to ensure standard level of service quality
- Consistently collecting data and reporting metrics for measuring operational performance and quality of service delivery
- Using quality control measures to ensure delivery of uniform standards of service for clients
- Addressing office-level operational efficiency holistically as part of overall DOP operations