

Building and delivering secure and effective technology in the government is difficult.

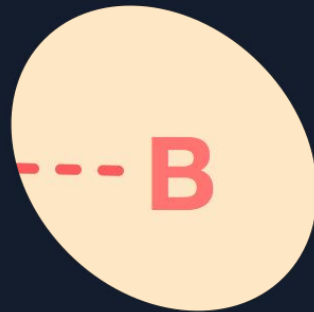
Largely because,

Largely because,
when it comes to getting something done,

Largely because,
when it comes to getting something done,
the path between **Point A**



Largely because,
when it comes to getting something done,
the path between **Point A** and **Point B**,



Largely because,
when it comes to getting something done,
the path between **Point A** and **Point B**,
is not well lit.





DigitalGov

**The government employee's guide to
delivering modern digital services.**

18F was asked to deliver

A strategy that effectively positions DigitalGov within the new Technology Transformation Service (TTS) ecosystem, and a project plan to fund and execute on this strategy.

What we did

Over six-weeks, we talked to 20 government employees who use DigitalGov. They represent 12 different federal agencies and one county government. Each interview lasted about 45-60 minutes.

What we did

We also conducted 10 interviews with DigitalGov.gov and DigitalGov University staff, and conducted multiple discovery, strategy, and collaborative design workshops with members of the DigitalGov team.

What did we learn?

The good

DigitalGov is well-established

Over the last decade, through several different iterations, DigitalGov has become central to how employees across government stay up-to-date with the latest digital best practices.

DigitalGov clearly supports digital adoption

The videos, hands-on guidance, and training offered by DigitalGov University and 18F Learn continue to help many to adopt these new practices and methods within their agencies.

DigitalGov communities serve their goals

The DigitalGov communities have been an indispensable tool for collaborating with others across federal agencies and building community.

The not-as-good

DigitalGov is under-resourced

The team—1.1 people working on DigitalGov and 2 on DigitalGov University—is under-resourced relative to the effort necessary to maintain the site and DigitalGov University, send out the newsletter, curate content, support the CMS platform, manage analytics, and maintain a social media presence, let alone implement continuous improvement.

DigitalGov should focus on consumers' needs

DigitalGov should more explicitly focus on discovering and serving the needs of individuals who are consuming DigitalGov content, either by reading articles online, subscribing to the newsletter, attending webinars and trainings, or joining the communities.

DigitalGov content is not well organized

It is difficult to find multiple resources around the same topic within the site, and the site content is not well linked to the communities or training opportunities.

DigitalGov emphasizes new, not lasting, content

DigitalGov emphasizes case studies and new content over long-term resources, templates, and primers. This creates a heavy burden for creating new content and also misses opportunities to better serve our audience.

DigitalGov needs better success metrics

DigitalGov does not have a solid definition of success or related metrics, which makes it impossible to measure the impact the program is having on how the federal government serves the public.

Who uses DigitalGov?

Digital product managers in the federal government, many of whom are self-taught career bureaucrats struggling to understand the full gamut of skills needed for the role.

Who is a digital product manager?

For our audience, we define product manager as someone who is responsible for the vision of the product, managing stakeholders, and prioritizing the work, but who also schedules meetings and manages how the team works together on a day-to-day basis.

Many people fulfilling this role in government may be unfamiliar with the concept of product management.

Our audience

Is smart, competent, curious, and driven by a strong desire to serve the public.

They thoroughly understand the nuances of their agency mission.

Our audience

Many transitioned into working on digital projects from another field while on the job.

They often work on a central digital team, coordinating the work of others within the agency, usually operating more through influence than any real authority.

Our audience

As a result, they are in the position of having to learn a broad range of digital product management skills without necessarily recognizing that as the role they're filling, and without a clear guide for identifying and developing those skills.

They also ...

- Often manage a large, cumbersome CMS with multiple content owners across an organization.
- Operate in bureaucratic and siloed institutions with heavily prescriptive environments.
- Frequently partner with, and occasionally manage, third party contractors and vendors to accomplish their goals.

They also ...

- Rely on web analytics and surveys to understand their audiences, without the benefit of qualitative user research.
- Often don't work exclusively on digital services.

OUR USERS

Our users look to DigitalGov for government-specific case studies and precedents.

“ One of the continuing challenges we face is trying to dissect what works in the private sector and how it works in government in terms of content marketing and strategy. So much of it focuses on purchasing and economy – when your mission is for people to care and understand the resources of their heritage and their nation, it’s a different focus from getting someone to buy something.”

OUR USERS

Our users look to DigitalGov to stay on top of current trends in the federal government.

“ I don’t want to miss out. Is Transportation doing something really cool that we don’t know about? I don’t want my boss to say, “this agency does that, why don’t we?”

OUR USERS

Our users use DigitalGov to advocate for best practices within their organization.

“ Few things shut down disputes better than a link to an OMB memo. Having that, going to the webcontent.gov* website, the DigitalGov site, being able to know that I would find the list of OMB directives relative to the use of cookies, relative to digital transformation, made *such* a big difference.”

OUR USERS

Our users use DigitalGov to connect colleagues with knowledge.

“ Even if there’s a training I will reach out to the team lead and say, ‘I think so-and-so should participate in this, I think it would benefit him.’”

What they need

Our users need clear recommendations and training around key topics relevant to digital product management.

They seek out clear, practical guidance and authoritative examples on:

- Agile development
- Getting buy-in
- Human-centered design
- Content strategy
- Acquisitions
- Social media strategy

OUR USERS

Our users need practical, clearly-worded advice on how to get up and running quickly.

“ They [the workshop facilitators] had three different communications managers coming to talk to the class, and what made it so useful was they put it out there, this is how we do it – the tools, the meeting structure, to the very specific resources that we could use, and that they used.”

OUR USERS

Our users need to understand the big picture of how everything fits together.

“ Being able to point my team to steps along the way was really useful.”

OUR USERS

Our users need access to the research that backs up specific recommendations.

“ DigitalGov is a lot of bite and snack – a little digital meal. I want documented research that tells me these things are based on science. It would help me be more confident in making recommendations.”

OUR USERS

Our users need to manage and migrate content within massive content management systems.

“ We made a mistake in allowing all the business units to pretty much manage their own content without a whole lot of oversight or governance, guidance on our part.”

OUR USERS

Our users need templates and resources they can easily find, grab, and use.

“ I don’t necessarily have an IT person in my back pocket — [contract language] examples written to copy-paste-modify [are] super-helpful. [A] link for all the website requirements, section 508 tools — I will refer to these in my scope [in my contracts]: “go to these websites, you must follow these.”

OUR USERS

Our users need personal contacts they can reach out to for guidance and support.

“ [That workshop was] so useful – real world experience, here’s what we did, how we did it, pitfalls you might run into if you do it, we’re here to talk to you. So useful as a way to learn. I had a bunch of convos with people there as a result, started to do it at [my agency].”

What we recommend

Leverage the strength of the DigitalGov brand.

People we spoke to regard DigitalGov to be a central resource to connect them with government-specific best practices and resources. Thanks to its long history and unique role as a centralized resource for other agencies, DigitalGov already has the audience that TTS needs to reach.

Be a trusted guide for people working on digital product delivery in the federal government.

Our audience faces challenges across a wide range of domains. We can help them chart a path towards understanding what they need to successfully deliver digital services to the public. By doing so, we further cement DigitalGov's role as the reliable source for information about building digital public services.

Orient the site's point of view towards the self-taught digital product manager.

Rather than overextending its staff to serve a wide audience and falling short, DigitalGov should focus its resources on better serving the needs of the generalist, self-taught product manager. This person plays a pivotal role in creating digital services that impact the way multiple groups work inside government.

Balance prominent, regularly-updated resource pages with supporting case studies and news updates.

Users need evergreen, easy-to-find guides and templates for best practices, as well as timely case studies and exposure to current trends. Right now DigitalGov primarily serves the latter need but under-delivers on the former.

Use lower-engagement content as lead-ins for higher engagement learning.

Content published on the website or in the newsletter can help reach a wider audience, acting as an entry point for deeper engagement with the communities and training opportunities. Navigation on the website and within the resource area should explicitly anticipate this – for example, a topic page could show articles, communities, and trainings that focus on that topic, and articles can link to related trainings or resources for further exploration.

Don't be the expert; know the experts.

Rather than be an expert in the right answers to every problem, DigitalGov should know the right people who know the right answers to these problems. In this model, DigitalGov's role is to define the problems people are up against in delivering better digital services in government, and then solicit and provide a platform to the right individuals from across the government to provide answers.

Enshrine the community's participation in content delivery.

The resources required to maintain this level of content would be a challenge to staff internally under the best conditions. Instead, DigitalGov should double-down on its existing strategy of using the knowledge that already exists across the federal government and focus on building out a system that allows individual experts to more fully participate in this process of building and maintaining content.

Establish editorial voice and control.

In order to succeed with this resourcing strategy without diluting quality, DigitalGov must establish a firm and consistent editorial voice across channels: website, webinars, videos, trainings, social media, and email. This means codifying and communicating editorial expectations and developing a lightweight editorial review process for all content—such as the the Gov.UK model of “two people must review everything.”

Optimize for quality and depth over quantity and speed.

DigitalGov should prioritize less frequent posting of more thoroughly-vetted stories over more frequent posting of less developed stories.

Focusing on topics relevant to product managers and providing a depth of information and insight on these topics would strengthen our relationship with this group.

Market TTS product and service offerings via DigitalGov when they clearly meet a user need.

Cementing DigitalGov's role as the central resource for delivering digital services inside government opens up the opportunity to market relevant TTS services whenever it's appropriate, whether that's 18F or Acquisition consulting, Learn/EDU workshops, or one of the Office of Products and Program's offerings such as Sites or Search. This aligns the DigitalGov mission with a critical business need, assuring that in delivering one we are also able to deliver the other.

The mission of DigitalGov

Focus the mission of DigitalGov to reflect these recommendations.

From:

DigitalGov is a platform to help those in agencies working on providing digital services and information for the public.

To:

DigitalGov provides resources, education, and community to support government employees who are creating secure, effective, and reliable digital services.

Breaking it down...

- ***“DigitalGov provides resources, education, and community...”***

Exposure to the full range of learning available to every user of DigitalGov’s services (though not all services will be available to all users).

- ***“...to support...”***

This is the core function of DigitalGov.

Breaking it down...

- ***“...government employees...”***
An explicit focus on issues facing government is central and unique to DigitalGov.
- ***“...who are creating secure, effective, and reliable digital services.”***
Modernization requires a focus on digital security, user experience, and supporting infrastructure.

What to build

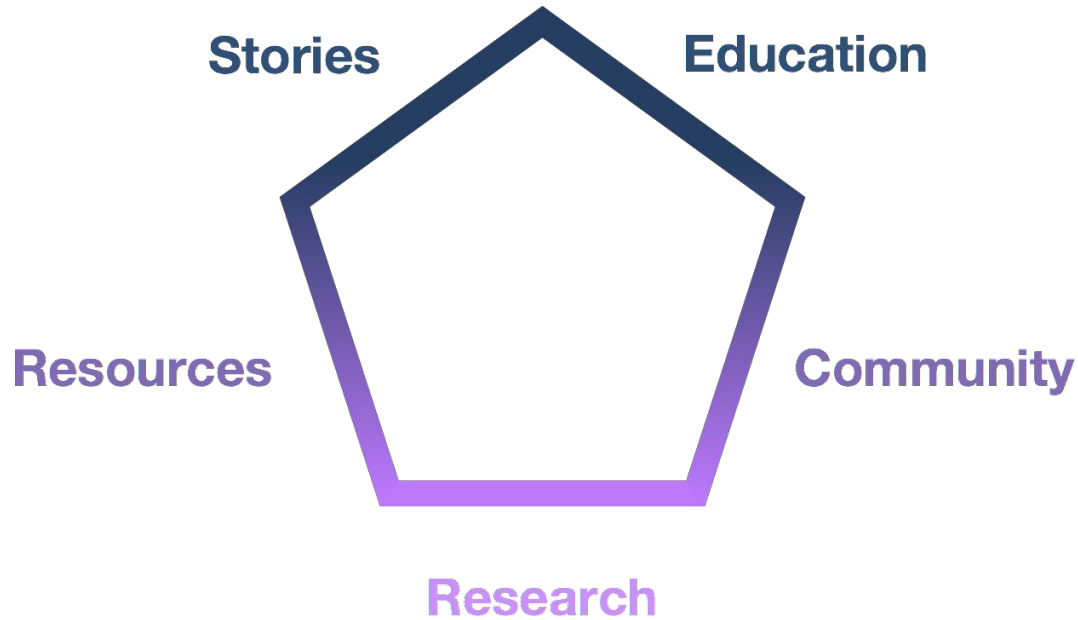
The desire to build modern digital services is evident in every agency.

**But people need a guide to the
methods and practices for doing
it well.**

DigitalGov can be this place for learning.

**Powered by consistent storytelling,
proven methodologies, and clear
explanations for how to do them.**

These are 5 essential sections of DigitalGov



Resources — Living resource pages on the topics that people need most, edited by the people most qualified to answer.

Resource pages should convey:

- A clear definition of the problem
- Why this topic matters and context
- Who edited/compiled the page and why you should trust them (SMEs)
- Top five things to read to get you up to speed
- Potential pairing with a community of practice
- Ways to go deeper (videos, events, meetups, education)
- Ways to indicate, ‘tell me more’



Stories — Timely stories of transformation and change from within the government.

A few examples:

- News about a significant change to policy or operations
- Deciphering a new memo on an aspect of digital from OMB
- Behind the scenes of a successful launch at [agency]
- Profile of a manager at [agency] and how they lead their team through change
- Video: a panel discussion with government CTOs on culture



Stories — Timely stories of transformation and change from within government.

Every story needs to be written for product managers in the government, and needs to be framed within the context of what DigitalGov is for: *This is what it means to be a product owner in the government.*



Education — The education we offer should be a means of engaging a topic on a deeper level or under different circumstances.

Education pages should convey:

- Clear problem definition and context
- Consistent language, terms and definitions
- Possible video introduction
- What to expect out of this training
- Technical and time requirements to take this training
- Testimonials and quotes from previous attendees



Community — Our communities provide us with a unique way to collaborate and connect with others across government.

Ways communities can elevate connection to DigitalGov:

- A clear owner/host for the community
- Possible video introduction on community page
- More opportunities for members to meet each other
- More open-ended questions directed at the community
- More summarizing of activity



Research — DigitalGov needs to staff a team that constantly seeks to understand the barriers and challenges to providing the public with better services, and write about that process.

Ways ongoing research adds to the value of DigitalGov:

- Audience needs change over time. DigitalGov needs to stay in front of these changes.
- Sets an example for how qualitative user research happens in government
- Builds credibility and authority with the DigitalGov audience



How this works in practice

Let's say OMB publishes a new memo on digital strategy

DigitalGov would

- Update all relevant **resource pages**
- Gather a few quotes/comments from the resource page **SMEs**
- Write a **story** that summarizes how the OMB recommendations came about and points to which resource pages have been updated and by whom. Further stories can drill down on particular topics raised in the memo.
- Moderators inform their **communities**, pointing to resource pages and stories.
- **Education** team develops and/or promotes training around aspects of the memo, linked from stories and resource pages and shared within appropriate communities.

Resource pages

A closer look at how we could build and maintain the resource section of DigitalGov

Our model: The Wirecutter's product page

The Wirecutter is a site that helps people choose which technology gadgets to buy. But instead of reviewing each gadget separately, the Wirecutter reviews an entire category and makes a single recommendation based on weeks or months of research and testing. Their documentation is exhaustive, and includes interviews and data from outside best editorial and user sources, as well as expert help from engineers, scientists, and experts. They revisit and update their recommendations regularly.

Our model: The Wirecutter's product page

The result is a site that is canonical, authoritative, and most importantly a trusted guide that readers looking to make a purchase visit first whenever they have a new technology they're considering buying.

DigitalGov should look to The Wirecutter's product page as a model for building a digital services resource library.

The Best Home 3D Printer for Beginners (So Far)

NOVEMBER 1, 2016

SIGNE BREWSTER



Tweet Share Pocket Print Email

While 3D printers have until recently been too expensive and complex for curious beginners, it's possible to find a relatively inexpensive and approachable model to use at home. We spent 20 hours researching and testing three of the best beginner-focused 3D printers we could find and think the [Tiertime Up Mini 2](#) is the best choice for most people just starting out with 3D printing. It has the best combination of reliability, features, and style. It was the easiest to set up and produced the highest number of great-quality prints of all the printers I tested.

Our pick



The best 3D printer for beginners

Tiertime Up Mini 2
The printer worked right out of the box and consistently cranked out quality-looking prints. It's also a stylishly modern addition to any desk.

\$578* from Amazon

*At the time of publishing, the price was \$600.

The [Up Mini 2](#) includes surprisingly high-end features for the price and cranks out good-looking prints with no fuss. While it's appropriate for beginners, we think it'll satisfy users who move on to more advanced print jobs, making it a good value even given its somewhat higher cost relative to other entry-level models we considered.

For those who find the Tiertime's price a bit too high, the [Monoprice Maker Select v2](#) also performed reliably in our tests. It includes a heated print bed

Budget pick



\$320 from Monoprice

Reliable quality for less

Monoprice Maker Select v2
The Maker Select v2 is by far the cheapest printer we tested. It's not much to look at, but it put out consistently great prints on the largest print bed within our

The Wirecutter's product page

'Last updated' info is clearly visible but doesn't distract from the key content.

The intro paragraph cuts right to the chase with a confident recommendation.



[Twitter](#)
[Share](#)
[Pocket](#)
[Pin it](#)
[Email](#)

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For those who find the Tiertime's price a bit too high, the [Monoprice Maker Select v2](#) also performed reliably in our tests. It includes a heated print bed (which allows you to print reliably in a variety of materials) and can print larger models than the Tiertime and the Printbot. Using a microSD card, models can be loaded directly onto the Monoprice, so you don't need to be connected to a computer to make prints, a feature we think users will find really handy.

Budget pick



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- [Who should get this](#)
- [How we picked and tested](#)
- [Our pick](#)
- [Flaws but not dealbreakers](#)
- [A budget-conscious choice](#)
- [If you want to tinker](#)
- [The competition](#)
- [Care and maintenance](#)
- [Wrapping it up](#)

Why you should trust us

Remember that the best way to learn more about a product is to read the full review.

The Wirecutter's product page

The recommendation is followed by a clearly visible callout and link to purchase, and a second-best recommendation, with the 'budget conscious' audience clearly identified.

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Why you should trust us

I've spent the last three years discovering, studying, and testing 3D printers for tech publications like Gigamon. I've printed hundreds of models and—more importantly—know how to spot the annoyances that can come with learning an emerging technology.

Who should get this

What can you make with a 3D printer? Inexpensive desktop machines are limited to printing in plastic, and if you don't have design chops, you're stuck with the downloadable designs you can find online. But once you visit a 3D model library like [Thingiverse.com](#), you'll start to see the potential. You can print anything from vases to GoPro mounts to cell phone cases. They're easy enough to use for a child to print any of the endless variety of toy designs available. If you do know how to use CAD software, prototyping just about anything at home becomes possible with a 3D printer.

If you have been thinking about buying your very first 3D printer but don't have much experience with the technology, both our top pick and budget pick are good options for you. Each printer retails for \$600 or below and is designed to be friendly to beginners. There is minimal assembly required, and software and setup are relatively accessible. You should be ready to dedicate a steady small desk to housing your printer.

But be warned that no 3D printer is unbreakable. A day will come when you'll need to replace a part or get your hands dirty in some other way. The Monoprice, Printbot, and Tiertime models we tested all have replacement parts available, but each printer maker varies in how open their machines are to fixes. For example, while the Printbot Simple broke relatively often, it was also easy to open up and repair—even for beginners. The Tiertime Up Mini 2 is a more closed system that beginners would likely find intimidating to repair. You might want to avoid 3D printing altogether if you have a tough time with minor fixes to appliances.

Prospective buyers should also be aware that the 3D printing industry is constantly in a state of upheaval. MakerBot, which was long considered the frontrunner for consumer 3D printers, [recently pulled out of marketing to consumers](#) in order to focus on commercial and educational institutions. Solidoodle, another early brand, folded earlier this year. It's not out of the question that you might someday find yourself without much support from a company. It's also possible that a new breakthrough will suddenly leave you with outdated technology.

How we picked and tested



The Wirecutter's product page

After the purchase links, a table of contents lets readers jump ahead.

Followed by a section on why this recommendation is trustworthy.

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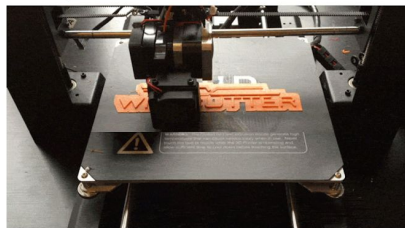
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How we picked and tested



I turned to user reviews on sites like Amazon, plus guides from 3DForGED, All3DP, and Make to develop a short list of the best inexpensive 3D printers. For an expert opinion, I sought advice from Sean Charlesworth, a 3D printing specialist for [Tested.com](#); Matthew Griffin, a maker and blogger who leads community outreach at [Ultimaker North America](#); and Justin Kelly, who runs the on-demand 3D printing service [Proto.House](#). They were able to state what features make for the best 3D printers plus the limitations users should expect to find in these lower-end machines.

For beginners, we passed up 3D printer kits, which are cheaper but require a great deal of assembly. The printers featured in this guide require 15 minutes or less to go from boxed to operational. We looked for an ability to reliably print good-looking parts straight out of the box with as little maintenance required as possible. I also

The Wirecutter's product page

The top content is followed by in-depth explanation and methodology, for those who are interested in digging further.

Resource page

How could a resource page be built using the
The Wirecutter's product page as a model?

A look at the resource page

Each resource page should lead off with a title and deck. This should be the executive overview of the topic.

18F

Parent Collection

Content Strategy

This is a short, one-two sentence description of the topic and why it matters. This should set the tone and context for everything that follows.

Your guides / [Nicole Fenton](#) and [Jeremy Zilar](#) are designers and editors at TTS/18F.

Overview

VIDEO

(~1min)

A look at the resource page

Pages should be owned or maintained by a few experts in the government. This area is intended to put a face (or a few names) behind the topic.

Additional information about the page owners (background and experience, or “Why you should trust us”) could go here as well.

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Overview

VIDEO

(~1min)

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed

A look at the resource page

Overview text is a means of expanding on the problem statement for the topic and explaining the complexity of the topic in the most simple terms.

Content Strategy

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VIDEO

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Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed congue aliquet tincidunt. Cras in libero rhoncus, semper metus eu, finibus nunc. Nunc feugiat lorem tellus, et sollicitudin eros feugiat vitae. Aliquam auctor velit nec auctor semper. Donec egestas felis id turpis sollicitudin blandit vitae quis libero. Ut

A look at the resource page

Surfacing four to five items that are worth reading will help get people up to speed with a topic.

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Required Reading

- [Book: Content Strategy 101](#)
- [How lean content makes your organization more efficient](#)
- [Tales from a content audit \(PDF\)](#)
- [Headline Lorem Ipsum Dolor Sumit](#)

Case Studies

- [Case Study #1: Short Headline](#)
- [Case Study #2: Longer Headline Lorem Ipsum](#)
- [Case Study #3: An Even Longer Headline Lorem Ipsum](#)
- [Case Study #4: A Much Greater and Even Longer Headline Lorem Ipsum](#)

Interested in connecting with others? Join the [Plain Language](#) community or the [Web Content Managers](#) community.

Have questions about content strategy or an issue that you

A look at the resource page

Case studies are a valuable resource for helping to convince others that this approach will work.

Nullam leo velit, ullamcorper id est ac, consectetur porttitor diam. In eu mollis nulla. Aenean molestie, urna non accumsan posuere, libero leo hendrerit ex, at lobortis nisl justo at nisi. Suspendisse potenti.

Required Reading

- [Book: Content Strategy 101](#)
- [How lean content makes your organization more efficient](#)
- [Tales from a content audit \(PDF\)](#)
- [Headline Lorem Ipsum Dolor Sumit](#)

Case Studies

- [Case Study #1: Short Headline](#)
- [Case Study #2: Longer Headline Lorem Ipsum](#)
- [Case Study #3: An Even Longer Headline Lorem Ipsum](#)
- [Case Study #4: A Much Greater and Even Longer Headline Lorem Ipsum](#)

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Have questions about content strategy, or an issue that we have not covered here? Tell us more about your specific issue.

Contact the Authors

A look at the resource page

List communities that tie into the topic. —

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A look at the resource page

Pages should have a means to contact the editors of the page.

For example, if the information on the page is insufficient, readers should be able to reach out and talk to the authors about their issue.

- Case Study #1: Short Headline
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How we're going to build it (best case scenario)

We recommend using a truncated version of this presentation to request Great Pitch funds to redevelop the DigitalGov site, build out the resource library, and make the necessary editorial changes to support this new site.

We estimate a \$500,000 investment (assuming current 18F rates) would allow for six months to build and support this work initially, as well as to develop a plan for long-term financial sustainability.

What we'll do (if things stay the same)

Options for getting started using existing DigitalGov resources:

- Newsletters can put more focus on the weekly edition, possibly dropping the daily
- Communities can become more integrated with the rest of the site, and management of them can potentially be shared, outsourced, or consolidated
- Review existing content to see what, if anything, can be reframed to better address the needs of the digital product manager
- Editorial going forward can focus on talking to the product manager
- Resource pages can be built on WordPress pages, potentially at a “beta” URL in order to manage expectations and allow for a slower development process

Next steps

- Determine which recommendations should be implemented immediately, and develop a resourcing plan to accommodate these changes
- Develop a full project plan and pricing estimate for the DigitalGov redesign project
- Create a complete set of Great Pitch materials, once a timeline for relaunching that program has been announced

Unanswered questions

- Is the Innovation portfolio the most appropriate place for DigitalGov to live?
- How can we resource DigitalGov on an ongoing basis, once the redesign and relaunch is complete?
- How will we need to redesign our editorial strategy and process to support this work?
- What kind of technology or platform changes will be required to support this work?
- What will be required to encourage and increase solicitation and use of quality, user-generated content?
- How should ongoing user research be shaped and integrated with the rest of the team?

Thanks!

Carolyn, Jeremy, and Lane