

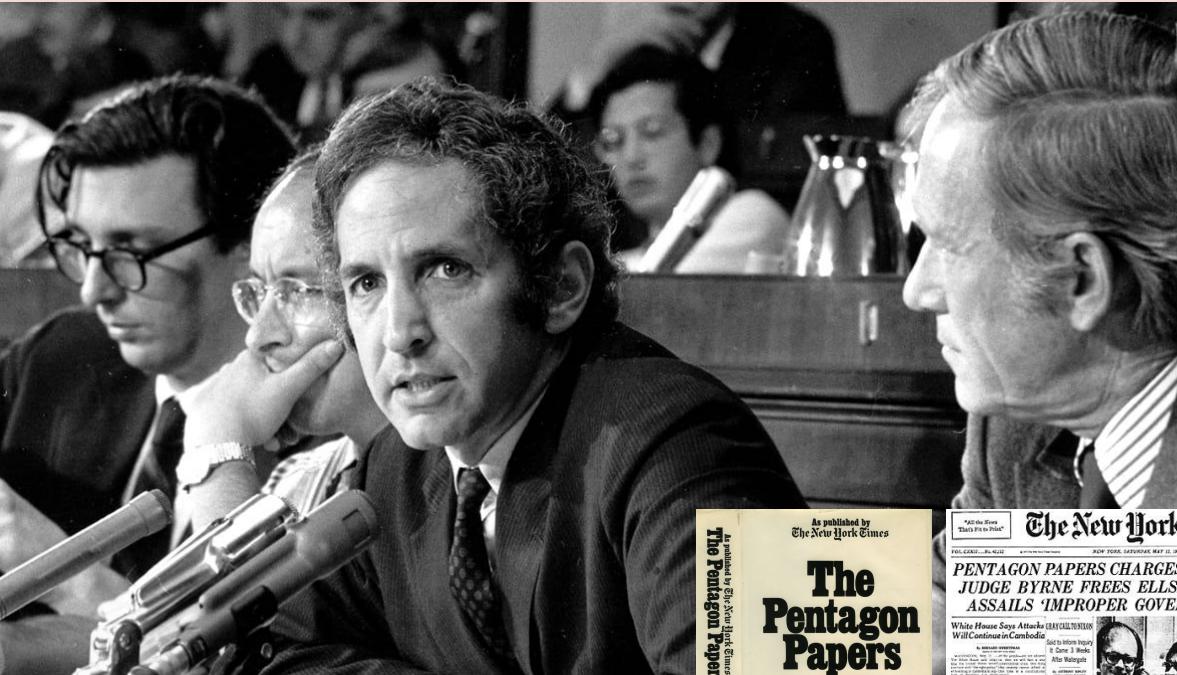


People-Centered Government

Eric Richards and Kiran Wattamwar

of the people,
by the people,
for the people





[Background](#)

[Projects](#)

[Process](#)

[Takeaways](#)





How can we make sure that government is people-centered?

How can we include more voices
and perspectives?



Eric Richards

Design for Social Innovation

Product Management Fellow
@ GSA,
18F Strategy



Kiran Wattamwar

Design + Computer Science

Software Engineering Fellow
@ Census Bureau,
Census Open Innovation Labs

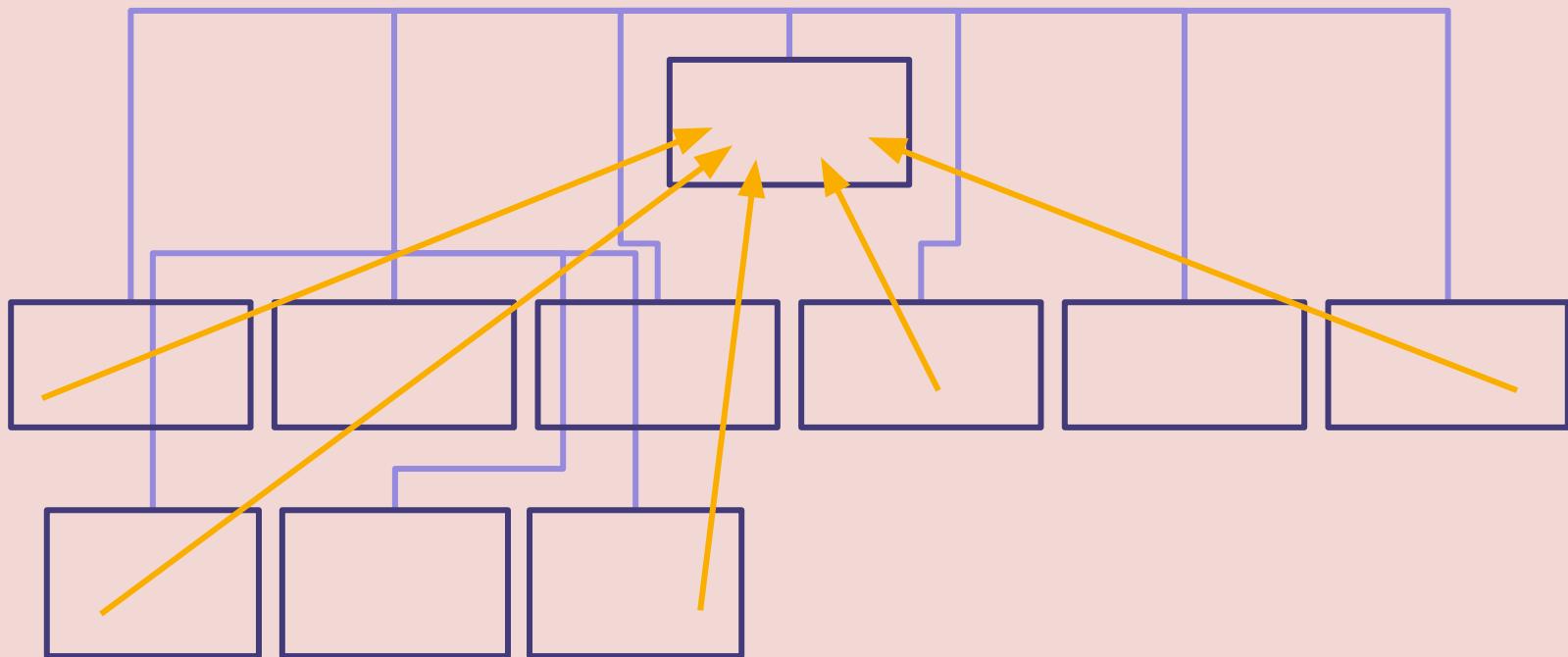


Technology Transformation Services

18F

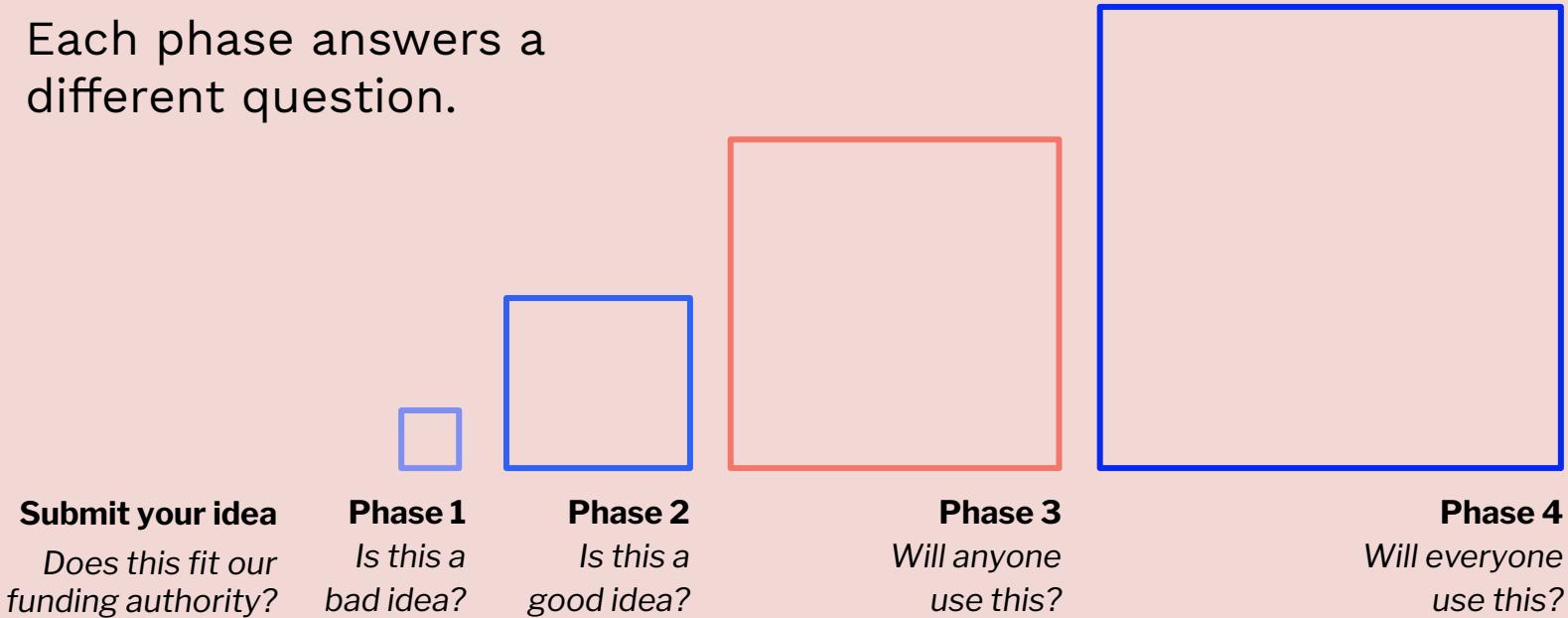
10x

10x is designed to bring ideas from the edge of the org chart to the center in a way that supports, rather than disrupts.



Core Principle

Each phase answers a different question.



An official website of the United States government [Here's how you know](#)

United States Web Design System

Download v2.0.3 View on GitHub

Documentation Components Design tokens Utilities Page templates About

For USWDS 1.x documentation, see v1.designsystem.digital.gov.

A design system for the federal government.

We make it easier to build accessible, mobile-friendly government websites for the American public.

[Learn about USWDS 2](#) [Migrate to v2.0.3](#)



An official website of the United States government [Here's how you know](#)

Federalist

Search Features Success Stories Documentation Support Contact Manage Sites

There's no easier way to build, launch, and manage government sites.

Trusted and scalable

134 production .gov sites

9 federal agencies

65+ million visitors per year

400+ prototypes developed

639+ updates per week

An official website of the United States government [Here's how you know](#)

Digital.gov Guide

Explore →

Glossary Get PRA Help

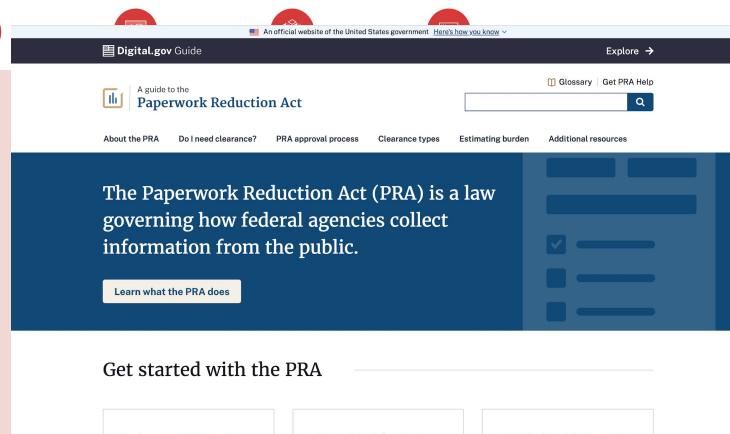
A guide to the Paperwork Reduction Act

About the PRA Do I need clearance? PRA approval process Clearance types Estimating burden Additional resources

The Paperwork Reduction Act (PRA) is a law governing how federal agencies collect information from the public.

Learn what the PRA does

Get started with the PRA



federalist is a publishing platform for modern, compliant government websites.



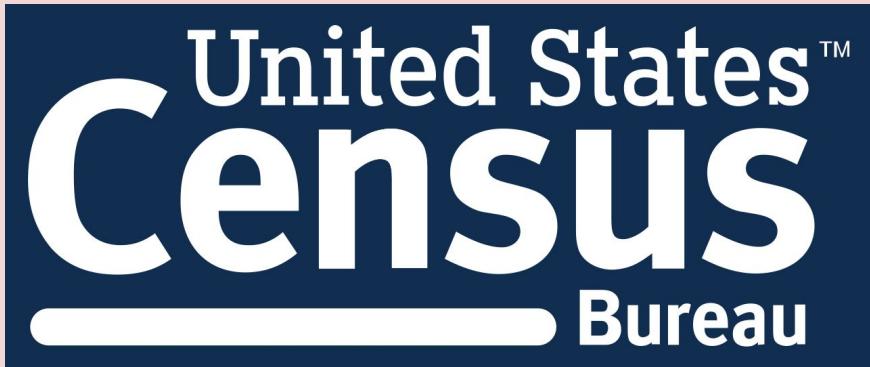
Easy, powerful, and fast

Background

Projects

Process

Takeaways



Census Open Innovation Labs

Background

Projects

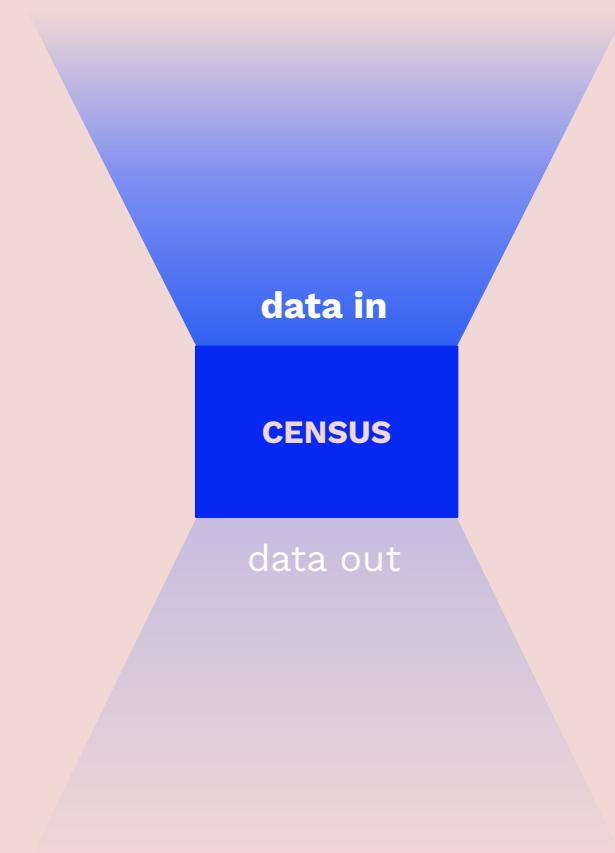
Process

Takeaways

Census Accelerate

*How can we build **trust** with
hard-to-count communities?*

*How can we **get out the count**,
and involve the **creative
community** in the process?*



The Opportunity Project

*How can we put open data into the hands of **technologists**?*

*How can we solve some of the most **challenging** agency problems with **open data**?*

data in

CENSUS

data out

Shared Values

open
high impact
innovative

Common Mission

to solve
pressing challenges
with **innovative** processes,
to better serve the **public**

what we did

PROJECTS

Non-Traditional ID Management Phase 1 10x Project

Submitted by

Laura Gerhardt, Deputy Director login.gov

Co-led with

Qituwra Anderson, 18F Designer

Intro

10x Non-Traditional ID Management

You need an **ID and mailing address** for services such as SNAP and Medicaid.

Context

10x Non-Traditional ID Management

11% of Americans over the age of 18 do not have a government-issued ID.

Veterans, People experiencing homelessness, older adults, or just missing key documents

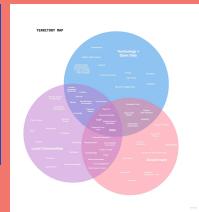
Context

*How can we help individuals
and vulnerable populations
without mailing addresses
and/or government IDs **access**
the benefits and services they
are eligible for?*

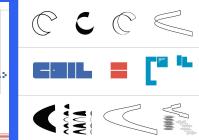
Provocation

Background Projects Process Takeaways

Process



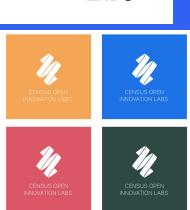
Infrastructure



CENSUS
OPEN
INNOVATION
LABS



Identity



Takeaways

Workforce Cohort

using **human-centered design** to
reach our tech teams and
private sector partners through
cross-sector collaboration

The Opportunity Project

The Workforce Cohort



Problem Statements

Opportunity Zones
Unleashing Entrepreneurship
Modernizing Talent Discovery
Pathways for Career Growth

The Opportunity Project



Proximate



Kanarys



Solve Vendors

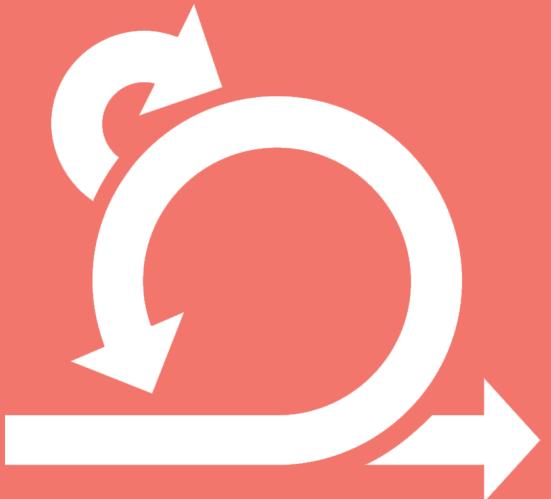


REDFIN

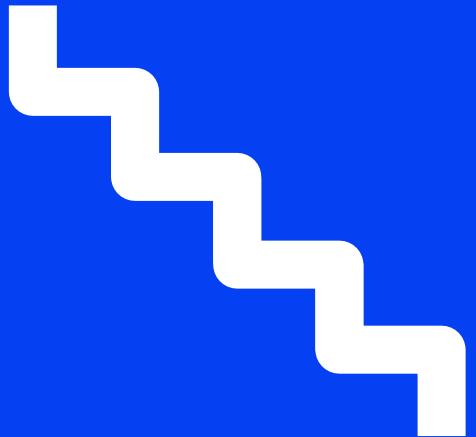
**how
we
did it**

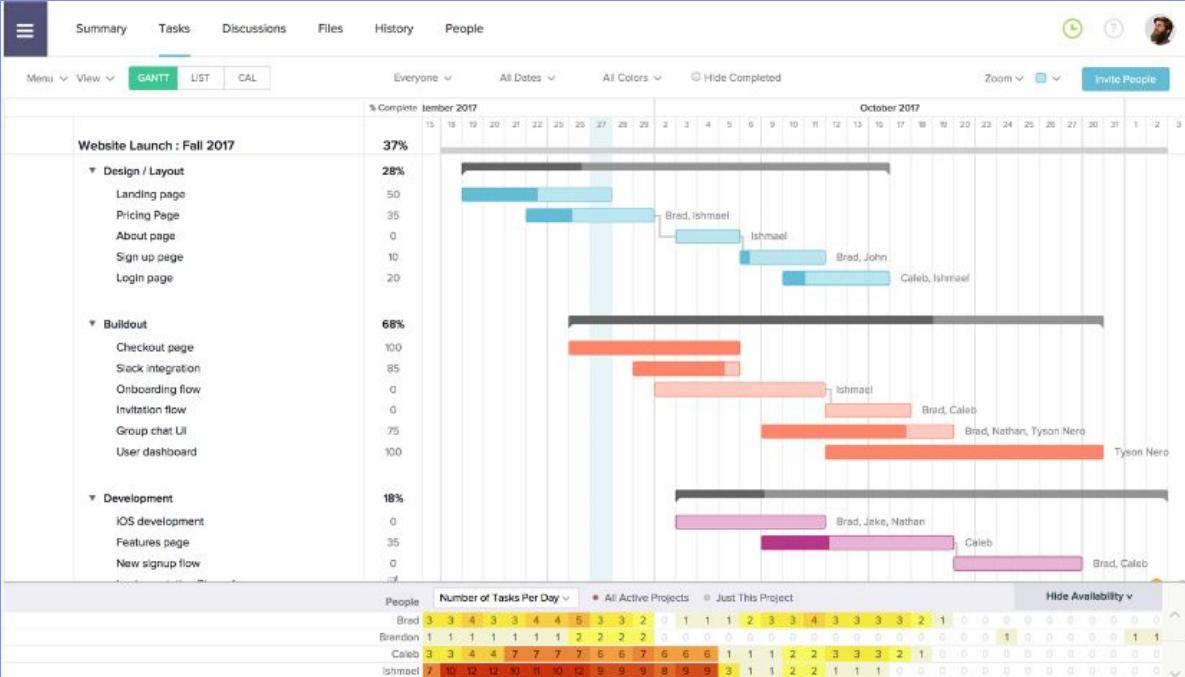
PROCESS

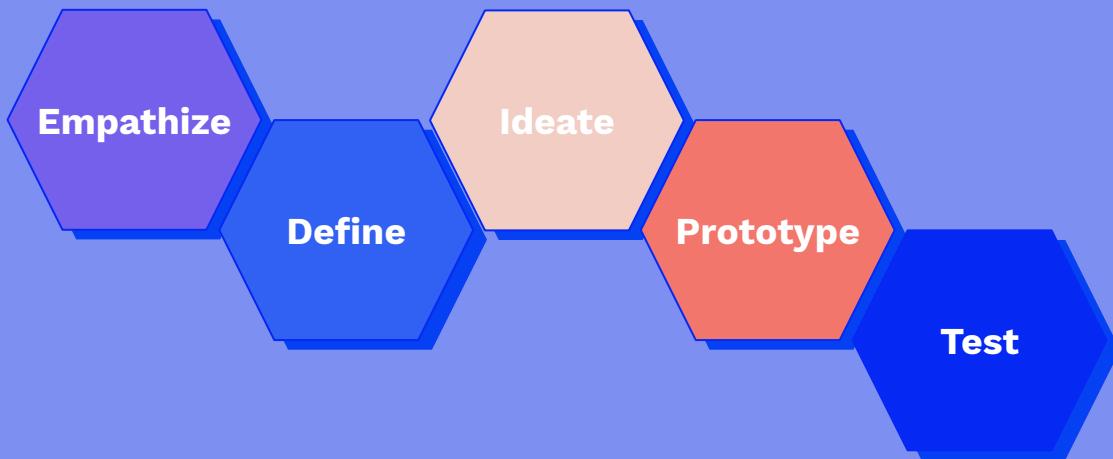
AGILE



WATERFALL







**This can be
broadly applied.**

10x Non-Traditional ID Management

Talked directly with stakeholders to **empathize and better define the problem.**

Informational, open-ended interviews.

Identify trends and patterns, areas for opportunities.

Process

Applying for work

Banking

Accessing court

Traveling

Mailing packages through certain facilities

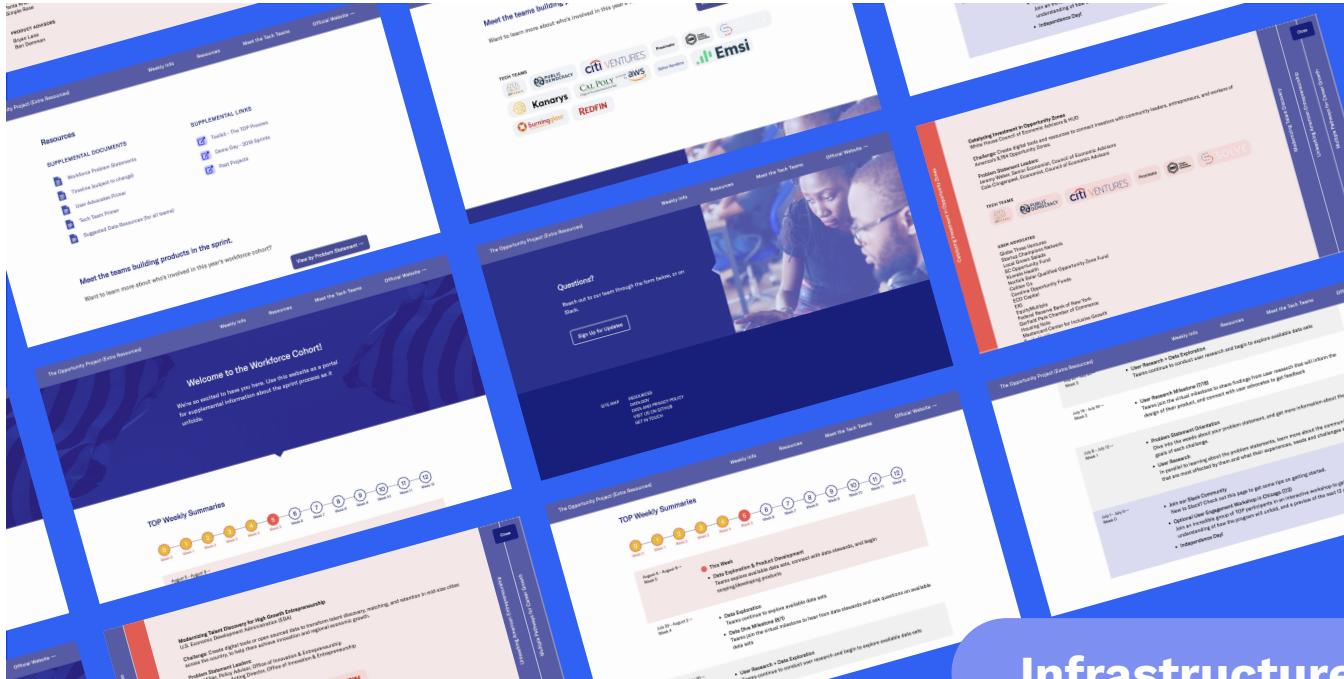
Getting into federal buildings to get an ID

Impacts

**“Without an ID, life
can’t move forward.”**

Impacts

Moving to Phase 2



Infrastructure

Defining the Challenges

- Multidisciplinary participants
- Information overload
- Varied Slack experience
- High uptime requirements

Infrastructure

surveys

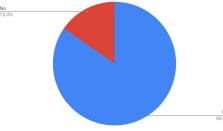
Would you participate in another TOP Sprint?



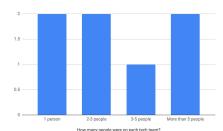
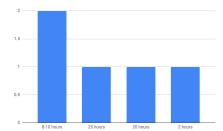
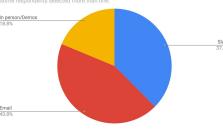
Do you have a plan to sustain your product?



Did you consider the experience a success?



Participants' preferred communication methods



Tech Team: Positives

- The sprint problem statement was **ideologically aligned** with the organization's specific interests.
- High creative potential because of the nature of government contracting.
- Teams appreciated access to and understanding of data sets, data classifications and other relevant information that were used in a way that wouldn't be possible otherwise. Govt connections were super useful to companies.
- Final products became **showcase products** for organizations in a way that isn't possible with other types of projects.
- Teams found **TOP team communication and expectations excellent**.
- The experience was a great way to give back while also driving forward business needs/goals.
- Focused feedback sessions were helpful.
- Some found the data stewardship role very supportive and helpful when needed.
- The in-person presentations allowed for great feedback and connections.

Tech Team: Negatives

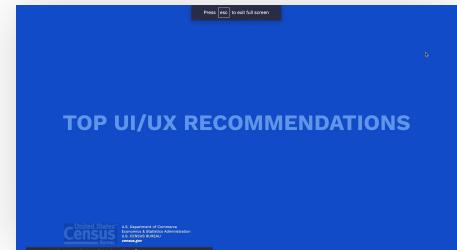
- Did not hear much from the federal agencies they were working with.
- Too many people involved.
- Promised data could not be delivered in time with the sprint's timeline in one case, so the project didn't get completed as planned.
- Data sets were delivered later than expected; they needed to be cleaned and accuracy and version control was called into question in several instances. This lead to delays in production.
- Several teams reported challenges with user advocacy and user research roles. Two teams felt like the user advocates experience was a mismatch to their product type.
- Needed more time in team meetings to talk about technical matters.
- Stakeholder communication was not helpful to us.
- Needed more time at the alpha and beta demos, to discuss nuances and particularities of an issue or region.

Tech Team: Moving Forward

- Startup seemed to have the biggest challenge** in keeping to timeline and supporting the sprint because of limited resources. May want to give thought into how to support smaller teams innovation and whether additional support or flexibility is a priority for TOP. Recommend supporting them in a way that allows them to move forward with the sprint, rather than expecting them to start a brand-new, standalone product!
- Ensure clear communication around demo day expectations**. Sprint teams report light confusion – in particular around what to expect. In both the interviewee and interviewee, it was hard to tell whether this was because of the shutdown changes vs. general expectations.
- Teams who found the most success were those with a small, concise goal for the 12-week period**. Encourage MVP or partial tool builds out as part of larger product plans, so especially smaller teams can succeed.
- Recommend socializing the problem statement and solution before officially kicking off the development portion of the sprint**. Some teams reported feeling like they had similar solutions to others as they got deeper into the sprint, and would like to be able to complement and differentiate their products.

Tech Team: Moving Forward

- Team meetings should have less topics and more time, less scope and more depth**. Recommend spending more time on the depth of the solution for the problem statements. Frequently, solutions that came "from the outside" oversimplified the solution when it worked in one area and not another. There is a need for teams to focus on understanding the particularities of the solution and how this differs from one region to another.

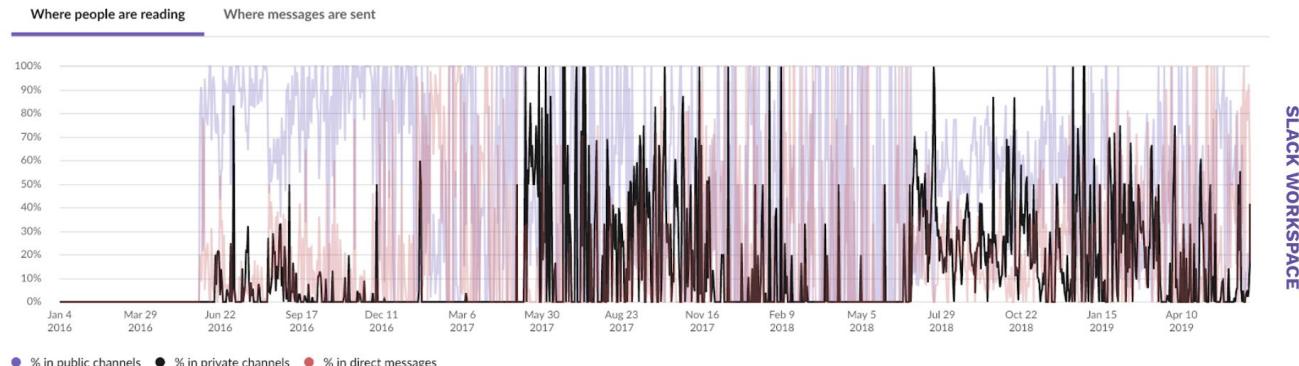


behavioral data

6d Public and private

Understand where your members have conversations, and where messages are most commonly read. Most messages will have multiple readers.

⚡ Insight: Usage trends show that Slack usage is bursty (with peaks on a weekly basis between December and April)



All time

Views in public channels: 52% / Views in private channels: 23% / Views in DMs: 25%

<https://opportunity-data.slack.com/stats>

The Opportunity Project (Extra Resources)

Weekly Info

Resources

Meet the Tech Teams

Official Website →

Welcome to the Workforce Cohort!

We're so excited to have you here. Use this website as a portal for supplemental information about the sprint process as it unfolds.

TOP Weekly Summaries

Week 0 Week 1 Week 2 Week 3 Week 4 Week 5 Week 6 Week 7 Week 8 Week 9 Week 10 Week 11 Week 12

July 29 - August 2 →
Week 4

This Week

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- Data Dive (8/1)
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July 22 - July 26 →
Week 3

- User Research + Data Exploration
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July 8 - July 12 →
Week 1

- Problem Statement Orientation
Dive into the weeds about your problem statement, and get more information about the goals of each challenge.
- User Research
Teams begin to conduct user research to understand the needs of their users and inform the design of their product

Catalyzing Investment in Opportunity Zones

Catalyzing Investment in Opportunity Zones
White House Council of Economic Advisors & HUD

Challenge: Create digital tools and resources to connect investors with community leaders, entrepreneurs, and workers of America's 8,764 Opportunity Zones.

Problem Statement Leaders:

Jeremy Weber, Senior Economist, Council of Economic Advisors
Cale Clingenpeel, Economist, Council of Economic Advisors

TECH TEAMS

Proximate

**USER ADVOCATES**

Globe Three Ventures
Startup Champions Network
Local Grown Salads
SC Opportunity Fund
XLerate Health
Norfolk Solar Qualified Opportunity Zone Fund
Caliber Co
Carolina Opportunity Funds
ECD Capital
EIG
EquityMultiple
Federal Reserve Bank of New York
Garfield Park Chamber of Commerce
Housing Nola
Mastercard Center for Inclusive Growth

Close

Modernizing Talent Discovery

Unleashing American Entrepreneurship

Multiple Pathways for Career Growth

Background

Projects

Process

Takeaways

Search the menus (Option+)

100% \$ % 0 .00 123 IBM Plex S... 10 B I A E F G H I J K L M N

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	problem-statement	role	name	link-to-logo-img	link-to-website									
2	opp-zones	tech	MIT CSAIL	https://i0.wp.com/www.innovationontario.com/wp-content/uploads/2018/10/MIT-CSAIL-2017-full-color.png?fit=772%2C588&ssl=1										
3	opp-zones	tech	Public Democracy	https://static1.squarespace.com/static/5ad76c27314df2120255332/f/50e32449352f530327ee3b9a/1554897428317?format=1500w										
4	opp-zones	tech	Cit Ventures	https://siliconvalleycenterwp-content/uploads/ilda/626222/pages/2628622/hd3163-6637-4034-a261-333439303664_citi_ventures.png										
5	opp-zones	tech	Proximate											
6	opp-zones	tech	Center on Rural Innovation	public/img/cori.png										
7	opp-zones	tech	Solve_is	https://solve.is/img/landing/logo_white@2x.png										
8	opp-zones	ua	Globe Three Ventures											
9	opp-zones	ua	Startup Champions Network											
10	opp-zones	ua	Local Grown Salads											
11	opp-zones	ua	SC Opportunity Fund											
12	opp-zones	ua	XLerate Health											
13	opp-zones	ua	Norfolk Solar Qualified Opportunity Zone Fund											
14	opp-zones	ua	Caliber Co											
15	opp-zones	ua	Carolina Opportunity Funds											
16	opp-zones	ua	ECD Capital											
17	opp-zones	ua	EIG											
18	opp-zones	ua	EquityMultiple											
19	opp-zones	ua	Federal Reserve Bank of New York											
20	opp-zones	ua	Garfield Park Chamber of Commerce											
21	opp-zones	ua	Housing Nola											
22	opp-zones	ua	Mastercard Center for Inclusive Growth											
23	opp-zones	ua	Sortis Holding											
24	opp-zones	ua	Stonehill											
25	opp-zones	ua	The Governance Project											
26	opp-zones	ua	Tulane University, Freeman School of Business											
27	opp-zones	product	Alex Ocampo											
28	opp-zones	product	Bryan Lane											
29	opp-zones	product	Tom Juarez											
30	pathways	tech	Kanarys	https://www.kanarys.com/build/images/logo_23aacaf6c.svg										
31	pathways	tech	Solve_is	https://solve.is/img/landing/o	https://solve.is/									
32	pathways	tech	Amazon/Cal Poly Digital Transformation Hub	public/img/calpolyaws.png										
33	pathways	ua	Globe Three Ventures											
34	pathways	ua	Startup Champions Network											
35	pathways	ua	Norfolk Solar Qualified Opportunity Zone Fund											
36	pathways	ua	San Diego Workforce.org											
37	pathways	ua	Steering committee for Organized Workers for Labor Solidarity! Delegate to MLK											
38	pathways	product	Tom Juarez											
39	pathways	product	Alex Ocampo											
40	entrepreneurship	tech	MIT CSAIL	https://i0.wp.com/www.innovationontario.com/wp-content/uploads/2018/10/MIT-CSAIL-2017-full-color.png?fit=772%2C588&ssl=1										

Explore

what we learned

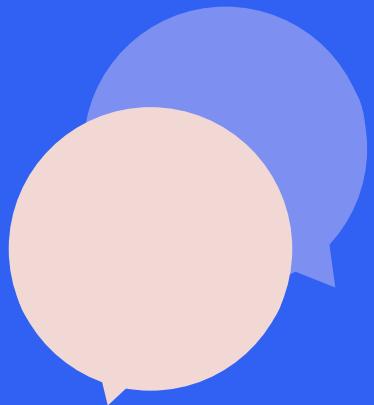
TAKEAWAYS

1

Two-way communication is key.

Government is not just about sharing information out - it's about listening and then improving.

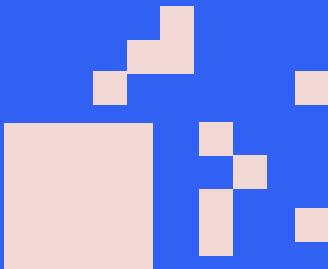
Build in feedback loops where you can, to create more opportunities for learning.



2

**When resources and timelines are rigid,
so is the work that comes out of the
process.**

For many teams, it's hard to engage with a process that leaves unscripted room - **but where you can leave room to learn and pivot, it helps!**



3

Organizations change with culture.

When the culture of a team is to work openly, offer and incorporate feedback, and reflect, teams can open themselves to learning more.

When this is prioritized, it shows.

It's about the people.
Systems that **affect people**,
are designed **by people**.

Processes like human-centered design help find opportunities for **change**, not just new applications for technology.

of the people,
by the people,
for the people



THANKS

We couldn't do it without you!

Special shoutouts to

Coding it Forward

Rachel Dodell
Chris Kuang
Hillary McLaughlin
The CDF '19 Cohort

18F/GSA

Qituwra Anderson
Victor Udoewa
Laura Gerhardt
Will Cahoe
The 10x Team
All our interviewees

COIL/Census

Emma Brennan
Jamie Liao
Ivan Metzger
Drew Zachary
Mara Abrams
Lorena Molina-Irizarry

and everyone else who supported us along the way!

Mini Case Study



10x Non-Traditional ID Management

Conduct high-level stakeholder research to get federal, state, and local level perspectives.

Identify trends and patterns, areas for opportunities.

Proceed vs. Don't proceed. Pivot?



3
weeks

Process

Background

Projects

Process

Takeaways



Process

Census Accelerate

Building relationships **across sectors** through, **storytelling**, empathy maps, and concept ideation.

Process

Census Accelerate

Organized the run-of-show and activities to understand the problems at a **grassroots level**

2
cities

200+
attendees

Process

Background

Projects

Process

Takeaways



The Opportunity Project Cohort Dashboard

using **human-centered design** to
reach our tech teams and
private sector partners through
cross-sector collaboration

Infrastructure



Identity

The Opportunity Project (Extra Resources)

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July 8 - July 12 →
Week 1

- Problem Statement Orientation
Dive into the weeds about your problem statement, and get more information about the goals of each challenge.
- User Research
Teams learn how to conduct user research to inform their product design.

COIL Brand System

Constructing an adaptable design system for an **evolving** brand identity

Speaking a **universal**, empowering language

Building **trust** with diverse communities and backgrounds

Designing **for and with** the public

Identity



Identity

TERRITORY MAP



COIL Brandstorm Personal Private KW IM C +4 Invite ... Show Menu

Why does our brand exist?

- group: design system should accommodate census audiences and external stakeholders by leveraging same color palettes, etc. differently (leaning into certain colors with certain audiences, etc.)
- to establish credibility with the people we want working with us
- So that someone doesn't say "wow, that MICROSOFT event was so great. the Census would never do something like that!" when it was the Census' event...
- demonstrate our values/mission
- To provide a singular look and voice for all the organizations we interact with
- To provide a cohesive, recognizable identity for our work, team, and mission
- Internal vs. external audience: we should be mindful of how we communicate differently to each

What problem are we trying to solve and for whom?

- Knowledge = human perspectives + data, turning numbers into people/ideas
- Improve the UX of cross-sector collaboration
- Government cannot do this alone.
- Creating channels for collaboration across sectors and industries - including private, public, and third sectors
- Humanizing data
- Ensure America's data becomes America's prosperity
- Dormant data. Tech teams find it more difficult to leverage gov data because they don't understand it or know it's there
- Lack of communication / feedback loop between tech ppl who use data and the agencies who release

Who are our direct competitors?

- USDS, 18F
- XD
- CAT
- Hackathons from other agencies
- CoLab (Ideo), NSF
- OPM Lab (?)
- NPP (also a collaborator)
- Think Tanks
- Good reference: <https://civicservicedesign.com/?gi=75e77af6dc6e>
- OES

Who is your ideal user?

- community organizations
- civic technologists (designers, developers, data scientists)
- government workers excited to do something different
- NYC MODA
- CfA
- people who otherwise would ignore government
- people who usually don't interact with government

What makes you different, and why should our users choose us?

- for brand: cross-sector collaboration esp. w/ other agencies/communities/non-profits
- data motifs/patterns that evoke data without scaring other people away
- Expose internal government expertise to innovators (get to work alongside govt, not just for them)
- We're well positioned with gov support and external reach
- Build coalition around projects from across sectors, prioritize open data
- Unique network - top tech teams AND creative teams AND federal agencies AND community orgs
- We're actively looking for outside perspectives to infuse and import into government
- We focus on people. We aim to provide a service to the people - we represent the same diversity of

Background

Projects

Process

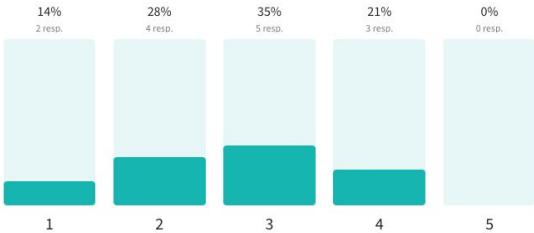
Takeaways



Idea 1

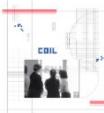
14 out of 14 answered

★ 2.6 Average rating

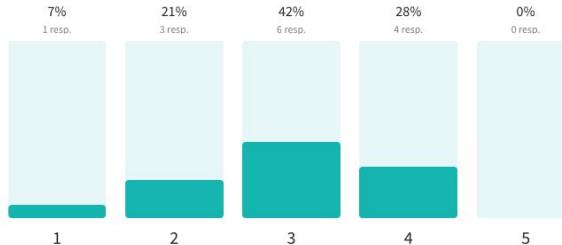


Idea 3

14 out of 14 answered



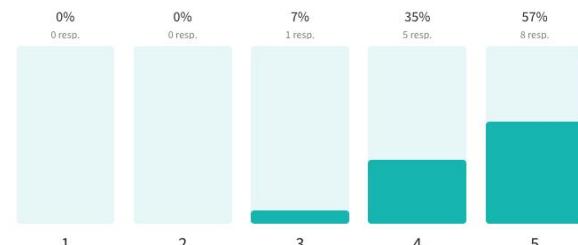
★ 2.9 Average rating



Idea 2

14 out of 14 answered

★ 4.5 Average rating

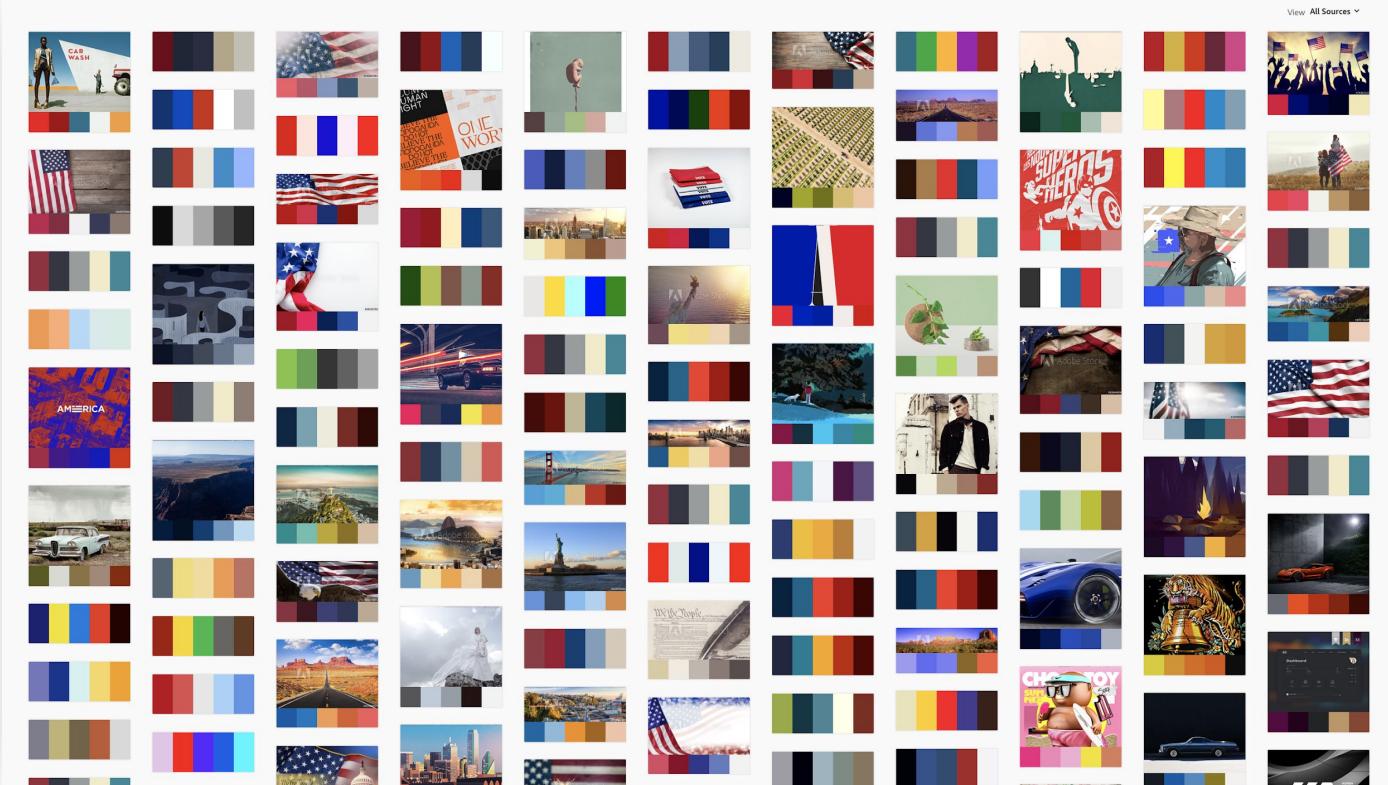


Background

Projects

Process

Takeaways



SOURCE: Adobe Color, Query = "America"

Background

Projects

Process

Takeaways



Background

Projects

Process

Takeaways





Three main goals emerged from our brandstorm session:

- (1) creating adaptive and dynamic logos,
- (2) creating thicker and text-based forms for logos and
- (3) including textures like data motifs *without* hard edges or dark-themes to create an airy and inviting aesthetic



Background

Projects

Process

Takeaways

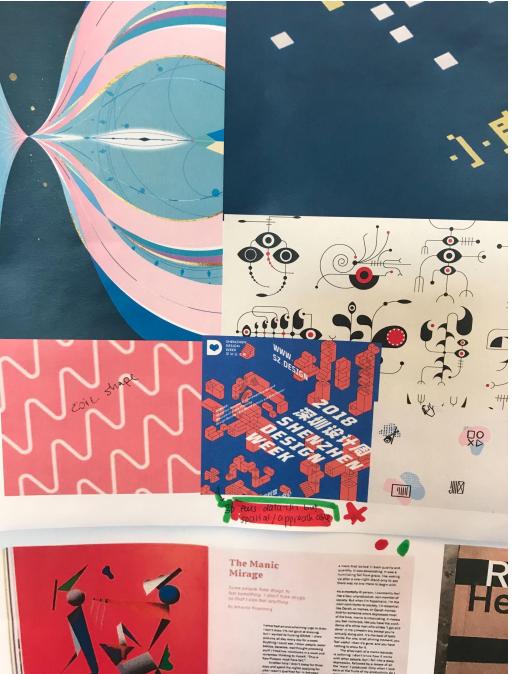


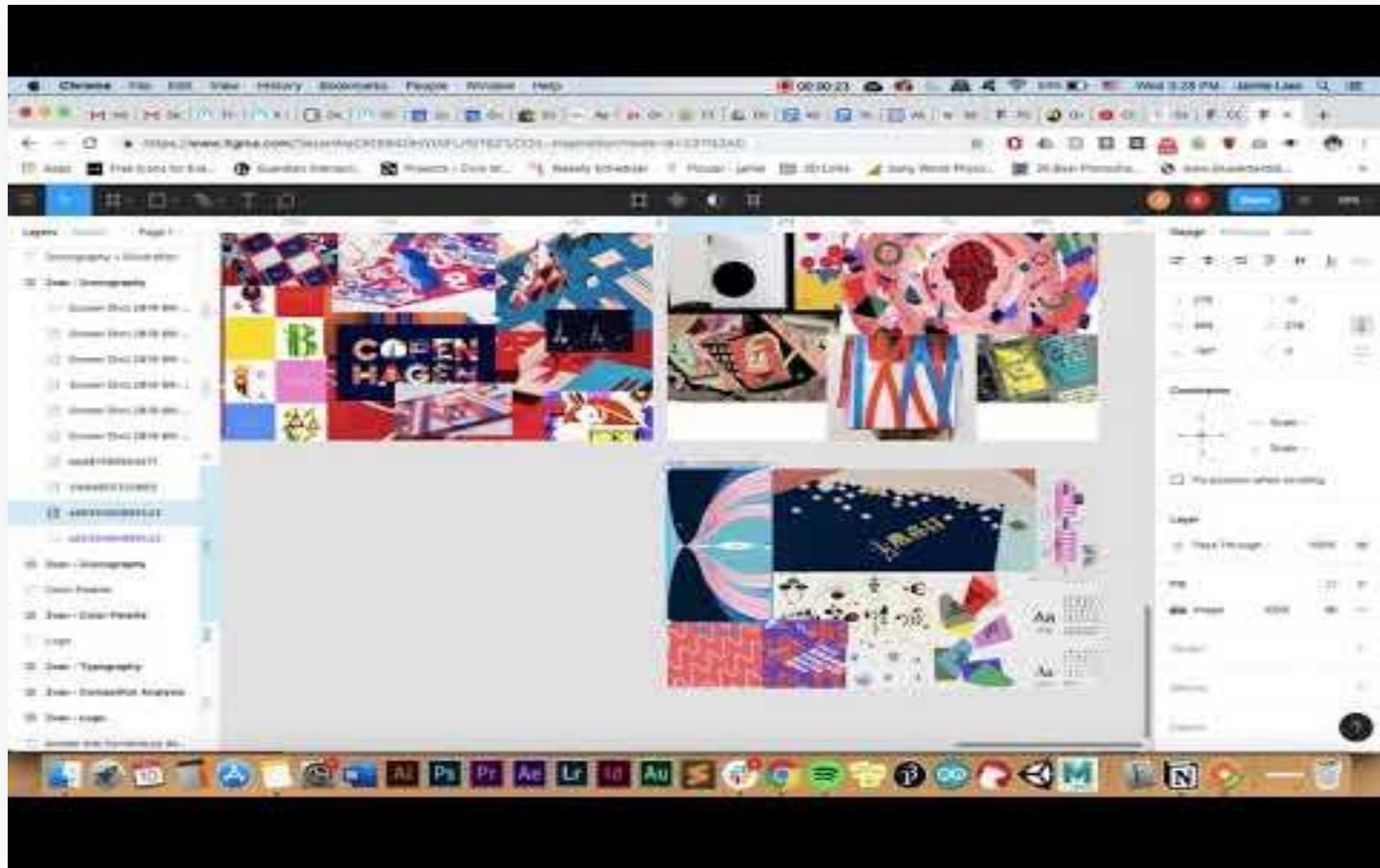
Background

Projects

Process

Takeaways





Background

Projects

Process

Takeaways



Three main lessons emerged from our branding process:

- (1) Use rapid ideation (high concept volume),
democratically refine, and present to public
- (2) Survey across segments to include more voices
to shape brand
- (3) Use rapid iteration to be reflective and self-aware
at every stage
- (4) Delegate tasks to give every designer ownership,
and accelerate team efficiency

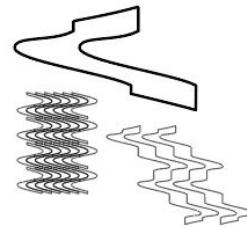
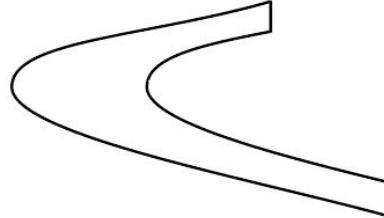
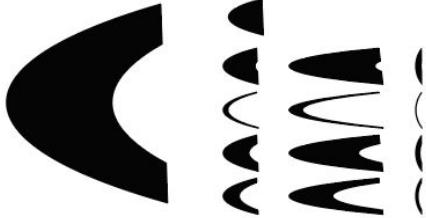
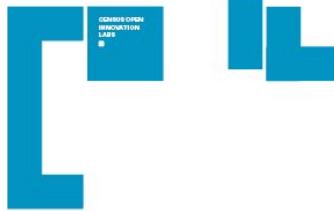
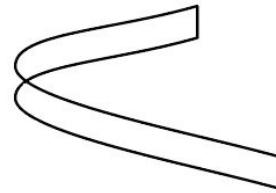
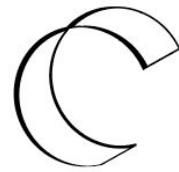
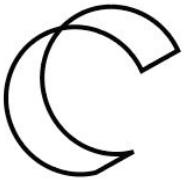


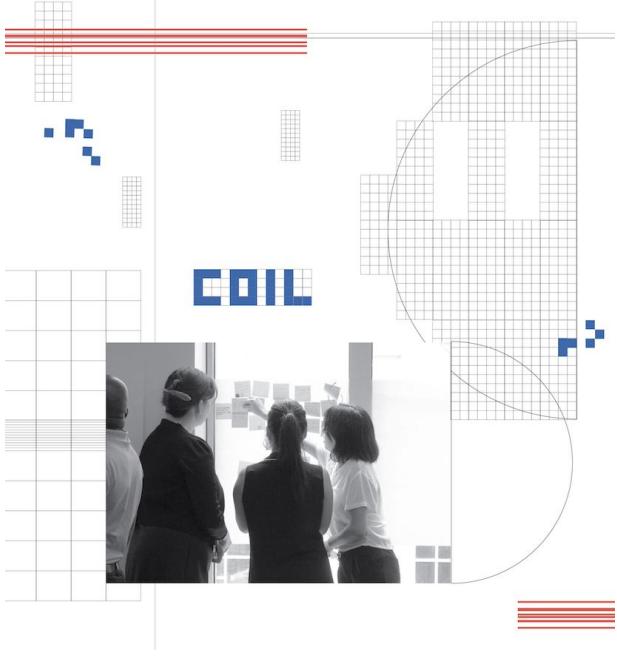
Background

Projects

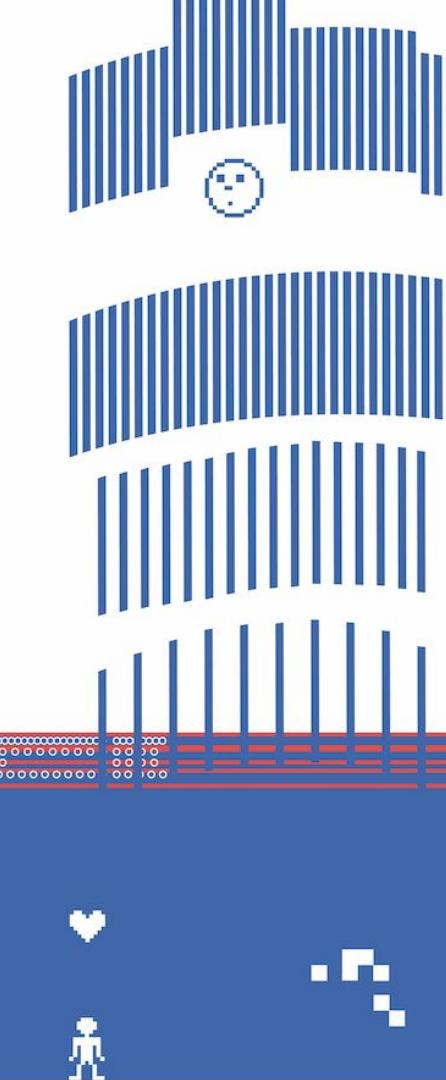
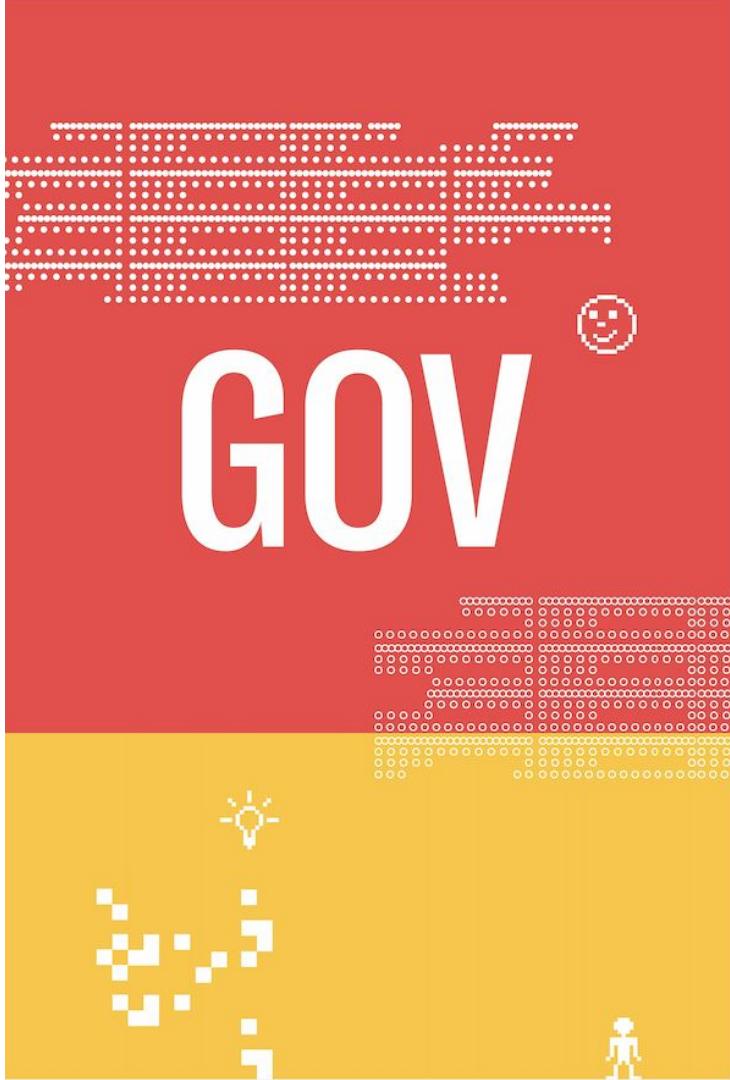
Process

Takeaways





COIL COIL COIL
COIL COIL COIL
COIL COIL COIL
COIL COIL COIL





modernized outreach

[CTA: to the process →](#)

DC Pride Create-a-thon

The event had given us more than just new materials to use – it left us feeling empowered to create.

Meghan Maury
Policy Director @ National LGBTQ Task Force

[CTA: to showcase →](#)

Upcoming Create-a-thons

Event Name	Date	Location
Border Creatives	July 29	El Paso, Texas
PRIDE Creatives	July 29	Washington, DC
PRIDE Creatives	July 29	Washington, DC

Placeholder image for Partner with us and Content Development sections.

An official website of the United States government. Here's how you know

Census Accelerate

Home Get Involved Showcase Contact Us

Set the Stage Workshop Model Sample Activities Past Create-a-thons

User Advocates Government

Placeholder image for User Advocates and Government sections.

An official website of the United States government. Here's how you know

Census Accelerate

Home Get Involved Showcase Contact Us

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[CTA: to learn more →](#)

Background

Projects

Process

Takeaways

A screenshot of a website for 'Census Accelerate Toolkit'. The header features the 'Census Accelerate' logo and navigation links for 'Home', 'Get Involved', 'Showcase', and 'Contact Us'. Below the header is a large title 'Census Accelerate Toolkit' with a subtitle 'Toolkit for the 2020 Census'. A central text block contains placeholder text (Lorem ipsum) and a call-to-action button 'Improve the Content'. The footer includes a 'Feedback' link and a copyright notice.

A collage of various social media and marketing materials for the 2020 Census. It includes:

- A black and white photo of a woman with arms raised, with the text "YOU GET COUNTED."
- A graphic with the text "YOU ALL GET COUNTED!! #2020CENSUS".
- A video thumbnail for "German Night" with the text "Guten Abend! Guten Tag! Guten Morgen!".
- A poster featuring a woman flexing her bicep with the text "We Can Do It!".
- A graphic of three stylized figures with the text "ROCKIN' COTE OF COUNTING".
- A graphic with the text "Register to vote today!".
- A graphic with the text "How hard should it be to find your home?".
- A graphic with the text "How do you get a good job?".
- A graphic with the text "Your voice counts, no matter the language.".
- A graphic with the text "BE PROUD BE SEEN BE COUNTED" and "2020CENSUS".



An official website of the United States government. Here's how you know.

Census Accelerate

Home Get Involved Showcase Contact Us

Census Accelerate

Toolkit

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