

Welcome everybody. It's the fourth session of the 2020 government UX Summit. As a reminder, this event is being recorded. We are going to be getting started shortly. While we wait, please tell us what agency or organization you are from in the chat. In the chat, you will find a link to the live captioning. You are also going to see links and there throughout the talk that will be helpful including links to our community of practice, and other helpful things. We have got a great program this year for the government's UX Summit. I'm really excited to hear from our colleagues in government across the country, not just federal, but also municipal, like our next group of speakers.

I want to give a big shout out of thanks to everyone who has made this event possible, including my co-chair Jean Fox, who have you been to the first few sessions or you've been a part of our community of practice, you know the amount of work she puts into this community. She is amazing. I want to thank the staff at the GSA who have provided outstanding logistical support for this event. I want to thank everybody who submitted the amazing the proposals, and everybody who helped review the proposals to put together this fantastic program. All of our presenters who took time to share their experiences with us, the chairs who are facilitating each of the sessions, and all of you who have come to the session today.

We got a great program. We have still got two more sessions tomorrow, and it's not too late to sign up. Don't forget to register for each session separately. The summit has been organized by digital.gov, and the user experience community of practice. The mission of digital.gov, if you don't know, is to transform how government learns, builds, delivers, and measures digital services in the 21st century. They do that by providing people in the federal government with tools, methods, practices and policy guidance they need to deliver effective and accessible civil digital services. As part of that practice, digital.gov supports the User Experience community of practice, us. Our community provides people doing work at all levels, and it is open to anyone with an interest in UX and has a government email address. Information on joining the group is available on our website, or in the chat right now.

Here's a couple of logistics before we get started. We are planning on having the videos of the presentations available online in a few weeks. We'll have as many of the slide decks available as we can as well. At the end of the event, you'll see a link to the survey in the chat. We'd really appreciate if you fill it out. It will help us have better events in the future. Please direct all of your questions to the chat. Our chair for this will be taking the questions and giving them to our speakers to answer during the Q&A session at the end. And one last reminder, this event is being recorded. With that, I'd like to hand this over to Kristen Stetler, our chair for today.

Hello everyone. Thank you so much for participating today. I'm going to add a couple links into the chat. Which is the UX community of practice which is open to all those with an email address from any level of government. As she said we do have a couple great sessions tomorrow. If you want to register for those, I'm also going to add a link to that. Today, our speakers are Sara Rigdon, Andrew Do, and Kristin Taylor. They will be talking to you this afternoon about how service designers and content strategists can collaborate using some case studies from their work. Their presentation is called: "More, Better Faster: How Service Design Helped the Austin.gov Team Transition Content at Scale". Just a reminder before we start, put your questions for them

in the chat and I will take them from their and ask them to the presenters in about 40 minutes or so. Right, let's go. Thanks.

All right, hello everyone. I am going to first present. Let me share my screen. All right. Looking good? Yes? Wonderful. Hi, everyone. Welcome to our talk. Where we will talk about collaboration between service designers and content strategists, and the lenses they bring to their work. As Kristen introduced us, we are a couple of service designers and a content strategists. I'm very privileged to be sandwiched between Andrew Do and Kristin Taylor. We work together at the Office of Design and Delivery, which is a delivery of the Communications and Technology Management Department at the city of Austin, Texas. I'll tell you a little bit about who we are and what we do as an organization. We work in a modified agency model. So, teams and departments across the city are our clients. We partner with them to help improve service to residents. Which often includes digital services. Because we are a digital team, that is the lens we think about the most. We push for centralized partnerships with departments where we share team members, managers, and expertise. Our primary user is the resident. In order to focus on the resident's needs, we must also focus very closely on a very secondary, or a very close secondary user city staff. One quirk, or feature of local governments, that might not be shared at the federal level, is as with many local governments, codes and rules and policies are not the same across departments. The city provides such a wide array of services, teams that deliver those services are pretty diverse in culture. I went to our content strategy networking event last year in Austin where somebody asked me "what the culture like at the city of Austin?": I said, "you're going to have to narrow down your question." because every department has its own culture. Which is wonderful, and also a challenge sometimes. Because we live in the city where we work, we get to see those services unfold before our eyes, and get improved for ourselves and our neighbors. With that, I will hand it over to Kristen.

Hi. Sara, you can just go on to the next slide. Thanks. Last year, late last year, a couple members of our team put together this really great installation and it depicts the city's PDF form. So on Austin Texas.gov, all of the PDF forms that exist there, it puts it in life this physical experience so you can say this is what it must be like. If the website was a real-life book that I had to navigate through. Or real-life papers that I had to kind of shuffle through to find the right one. On the city of Austin's website, there are 500 PDF forms. Among 6500+ PDFs. So, that gives you kind of a general sense of what is happening on that website, and what it looks like if you dig into the cobwebs. So, if you could switch slides. We know that having that many PDFs, and that many PDF forms, is bad. It is bad for accessibility, it is bad for usability, all of these things. Also, as we look at forms, we realize that forms are quite often the front door to services that residents need. If those forms are bad, if they are on findable, unusable, then they become a barrier to accessing those essential services.

With that in mind, it's important for us, on our team to create clear accessible forms as a key part, is a key component of our digital transformation. Simply taking those forms line by line, word for word, and taking them from a PDF, and putting them into a digital environment, doesn't always solve the problem. There are other things that we need to consider as we transition those forms, and make them interactive and responsive. Then, we also, on top of those forms that are existing, those 500 forms that are existing on the website, we also have new services, or services

that don't exist that need an entry point. That don't have forms, that are already existing in that virtual stack of PDF forms online.

So, our team has worked to transition both the existing forms, and implement new forms for those new or restructured services. More often than not, those forms, and themselves need to be evaluated and improved. Because, and I won't use a bad word here, but you can fill it in yourself, transitioning a crummy PDF form into a digital environment leaves you with a crummy digital form. So, we're going to talk a little bit about two lenses that we use when we are transitioning or building forms. Thanks, Sara is driving. Thanks, Sara, great job on catching that cue.

As we approached our digital transformation, we have collaborated as content strategists, that you see in this little avatar on the left that we have represented. And service designers you see on the right that we have represented. We do that to be sure that whenever we create a new form, or transition a form, we use the methods, tools, approaches, of both disciplines, to make those forms not crummy. To make them great. So, bold service design and content design are focused on this user experience, but with different lenses. I want to introduce you a little bit to those lenses. If you could switch our slide. Thanks.

Our content strategists lands is really focuses on the on page experience. They are looking at for mechanics. The usefulness of the form. The usability of the form itself. The findability of the form. You can think of this as like when a resident, what happens when a resident need to use a form, or needs to access a service. What they are going to see, and what they are going to have to do. Then, you can switch slides. Thanks. Then, we have the service design lens, which views policies, procedures, systems, but we are looking at like at the more holistic lifecycle of that form. What happens after it is completed? What are the rules and regulations that determine what can go into the form? What needs to happen after the form is submitted? So, if we switch slides again.

As we bring those two lenses together, we can make the form not only usable, and useful for the resident, but usable and useful for the service providers and program managers. So that they can, not only provide a better service, but they can successfully deliver on the policies and the procedures, and manage the service itself with that form. So, we realized that without considering both aspects at some level, we wouldn't be able to create a good experience for our users, both the service providers, and the residents. So, the next slide. So, as we have worked and done this transition, or transformation, we have two case studies we are going to share. We're going to talk about the main difference in those. It's that as you see on the left, we have a service designer and a content strategist in this blob together. The blob being the project. They are working hand in hand, side-by-side, from beginning to end. Really engaging their perspective, their tools and their lenses, to execute a project, or execute a form. Then, we have other cases like the one on the right, where it really is, the content strategist driving the work. She either has the access to a service designer, or has worked with a service designer enough to bring in their lens, so that is kind of like a tool in his or her back pocket. That they can use to make the form better. With that being said, we're going to talk about a couple case studies. I'll hand that to Sara.

Thanks, Kristin. So, the first case data we're going to talk about is one that I have been privileged to work on, and still work on. Which is the creation of a complaint form against the Austin

Police Department, or officers from the Police of Office Oversight. For this project, the service designer definitely led. There was a collaboration of course. I get into that point toward the end. But, primarily this is a case study where a service design actually led, and needed to. And let me share why.

To set the scene, this is a very high profile and complex project that I will not go into, because we are here focusing on service design and content strategy, and the creation of forms as a way to talk about that collaboration. But, if you're curious, I can send you tons of press, there is a lot of local media about this case, and I will not be able to do justice to it. But, I could attempt to squish the background into just a little bit of time.

So, to set the scene, at the end of 2017 there was a contract called meet and confer. It was a contract between the Austin Police Association, which is the police union here in Austin, and an organization called the Office of Police Monitor and it lapsed. Essentially while the office of police monitor existed, they were not dissolved, everybody in the organization still had jobs. They were just not legally allowed to do police oversight activities because there was no contract in place. So, city council, with Austin, addressed this and said in March of 2010, it passed a resolution directing the city manager to conduct research and report back to Counsel with recommendations for improving the effectiveness, transparency, and efficiency of the police oversight system. So, to that end, the city manager then created the police oversight advisory working group made up of local community groups that have been working in criminal justice in Austin for decades. Including the Austin Justice Coalition, which is still doing excellent work today. And convening experts across the city of Austin stakeholders and the community of experts who work in police oversight nationwide. And ask them to draft a proposal for consideration by the city manager, and the City Council, to improve the system. So, we had a mandate.

That's where we came in. Many, many people worked on this project. So, the service designers and user researchers on the Office Design and Delivery team were Chris Lucke, Puja Belachander, Ashley Harris, and an organization called the Austin Tech Alliance, and many other organizations, worked together to do research and service design. In the UX profession, we know the classic "How might we?" question. Which is where we started with this project. How might we help the Office of the Police Monitor make the complaint process more accessible and responsive to public needs? With that in mind, we had a couple of goals. Small ones. First of all, to understand the entire complaint process from intake processing, and follow-up, including all of the pain points, opportunities, and gaps in these processes.

Once we had that, identify opportunities to address pain points and gaps, and test ideas, really prototype to help the Office of the Police Monitor delivery more accessible and responsive service. So, of course, we want to put users at the center where we really do deep research with people with lived experiences. That can include edge cases, which we also want to include. As we dug into that work, these are some of the quotes of the real people with lived experiences of filing complaints against the Austin Police Department. You can see, this speaks to what we already knew, and what the City Auditor's Office, and their study that was going on concurrently and independently from the service design and user research project. We weren't surprised.

The depth of alienation and just confusion about an inherently confusing process, and confusing service, really came to the forefront in all of these interviews. So, interview activities consisted of classic user research interviews, where we talked to people with lived experience, and people who knew this deeply. Who had been in the fight for change locally, as community organizations, for a long time. There is Chris right there giving an interview. Or, interviewing someone from the Austin justice coalition. Shadowing activities could not happen exactly the way we usually do them, because at this time there was no contract in place. We couldn't shadow somebody going to the complaint process, because there was no complaint process at the time. But, we did identify lots of folks who were willing to talk to us about the recent experience filing a complaint with the Austin Police Department, or against an Austin Police Department officer. That included, as a part of this ongoing project, community engagement. Part of the service design went beyond the usual research, because this service was all-encompassing. And really took the entire city into consideration. So, we did a ton of deep interview, and group activities, to try and get some themes across the city. This was successful largely due to the work of the Office of the Police Monitor. Their staff has been deeply developing outreach to community organizations who understand the challenges of the environment they are in, and have been working to improve them for a long time. Including the director at the time, Farah Muscadine, who is still the director. She is in that gorgeous red top right there.

Once you do all the research, it's time to do some synthesis. We have here are a few of the teammates that made this happen, at the Office of Design and Delivery and Office of the Police Monitor. We want to see patterns and opportunities. And to make a very large project a little more sink, and get to our service divine and content strategy collaboration, we did indeed create that service blueprint that is the gold, and the gold star that a service designers trying to get to. The end to end design. Including both the end user, the front stage, and the frontline staff. The administrators of the service in the back end, or back of house.

As you can see this is quite complex. So, you might not be surprised to learn that there were many recommendations that the service design and user research team headed to the Office of Police Oversight. This included changing the name of the Office, which did get accepted. They are now the Office of Police Oversight. Another recommendation was sending a feedback survey of every police interaction. Which has not yet been accepted, but we are working on. One of those recommendations was to make it as easy as possible for residents to file a complaint. Which means you should be able to do it from your phone. It also required simplifying the complaint process as much as possible. That service journey map, was extremely complex. At the time, you had to sign an affidavit, in person, which, that requires a couple different visits to offices in person, which if you are part of a marginalized or vulnerable group of people in Austin, you're not going to do that. It is extremely intimidating to be in person and do that. So, what this created, for the first time in Austin, was the ability to file a complaint about a police officer anonymously. Which you can do today.

So, unfortunately, the collaboration between the service designer and the content strategist on this project did not happen the way we wanted it to. The timing just did not work out in time for counsel, and the police union, and all of these required stakeholder groups to come to an agreement on the meet and confer, the new contract, so that the Office of Police Oversight could carry out their services to the community. That didn't happen until December of 2018. At which

point my team and I at the Office of Design and Delivery got straight to work. We made it happen as quickly as possible. That meant there was a gap between the final presentation and research of a few months between the time they ended and I was able to come in as a content strategist and embed in – well, not embed, but to really dive deep into the research. It's a testament to how the document happened that I was able to make sense of it, and we will still on staff. I could come and talk to them about any of the details that I wasn't understanding, based on their extensive documentation of the work.

Ideally, as a content strategist, I would have loved to have been embedded. But, I didn't join the team until November of 2018. So, those were kind of the complications. If we had control over everything, and we had it to do again, for something as complex as this, the lesson there is we really do want your content strategist embedded in the user research and service design team as much as possible. Because it is complex, and you need to be able to understand each of the recommendations, and all of the evidence behind it, in order to turn that into real life, and on page experience. And to make a ton of calls, and a ton of decisions about how best to route the user to a form, which seems quite simple, but is actually quite complex. So, today, the Office of Design and Delivery's web team has put together a completely new website for the Office of Police Oversight. This is their department page. Just above the scroll. There is more information below. You can go to alpha.austin.gov to find this and more. It is an alpha, so it is not the complete city website, but we are working on that.

Top services, you can file a complaint about an Austin police officer online from your phone, anonymously, for the first time in Austin history. You can also thank in Austin police officer. That feedback loop didn't exist before. We made it very easy to recognize excellent service that you experience from a police officer, or witnessed experience from a police officer. Right away, people started using both. So, we see really good examples of both. Just anecdotally, I think that you might think well, the complaint form would be used a lot more than the thank you form. The numbers, I don't have off the top of my head, but people use the thank you form a lot. You can also see official complaint and discipline documents. Those were shared before, but one thing that hadn't been shared yet was the Office of Police Oversight's initial recommendations for what internal affairs within APD should investigate. This opened up the floodgates for the community to be able to share their feedback. So, this is a bit of a preview about what that looks like when you get to that page. So, you click file a complaint about an Austin office police officer. You can do that in several ways, whatever you are most comfortable with. You can remain anonymous. You do not need to share your information. We tried to make it as simple as possible so that there are few screens as possible. You can attach evidence if you have it, if you want to. You can talk about the police officers and witnesses. Every single part of the form was informed by the service design work, and the recommendations and the evidence that they came up from. And deeply informed by a ton of interviews that were done.

We also at the Digital Team, had the luxury of creating the form from scratch. So, this is the bespoke form we built based off of open-source government libraries that makes it all possible. Not every team is going to have access to a team of designers and developers. Even if you do, it's not always practical to build a form from scratch. The city of Austin also has a contract with form stack. Which we are being tool agnostic here. You can use whatever tool you want. That's the reality of what a lot of governments are going to be using, whether or not you have access to

the design team. But, no matter what tool you use, you should be able to really change every single aspect of the form to fit the finding of a service designer. Yeah. That leads me to our next case study. Which Andrew will talk about focusing on municipal court.

Hi, everyone. I am Andrew. I am a service designer here on the team. I'm going to talk a little bit about kind of this ongoing project that we have working with our municipal court. If you could just go to the next slide. This is, as my colleague Kristin alluded to, is like what happens when -- In this case we actually lead with a content strategy lens, and I was sort of brought in. Next slide. To really help support that work. Hence kind of like that white space, and squiggly line. That is not me, I do not have a mustache in case you cannot tell. As supporting, and our colleague, Jo, could not join us, but she was the content strategist working on this. Where we were tasked with, at the time, where the Municipal Court -- If you can go to the next slide. As one can imagine, the kind of popular image of a courthouse having a lot of processes and a lot of forms. And a lot of this is true in this case. At this time, the municipal courts -- Next slide. Was looking to really get online with virtual dockets especially now when access to government services, a lot of it is going to have to be intermediated online.

You can imagine how sentencing and hearing a court case could look like over Zoom. Just to give you a sense of which the volume at which they process is, and they're a pretty small team and they take over 300,000 inbound phone calls and emails and as content strategists as a metric for success I know we try to reduce that level. I like to call it failure demand. If something is an obvious, you need to actually go to someone to talk about it. You need someone to act like the frontline staff, customer support role to help answer questions when that service isn't immediately clear. As one can imagine with a lot of forms are documents that are associated with a lot of legal proceedings, they aren't always necessarily the most clear things. Also, just the volume of court cases that the municipal court processes. The city of Austin is a city of maybe just under 1 million people. They process over 215,000 court cases in the last fiscal year alone. One of the processes that they wanted us to really look, and transition online, was there alternative payments process. So, it's an alternative sentencing mechanism. About 47,000 of those cases involved setting up a payment plan, or an alternative, or an extension of when you can pay a fine off for example. About 11,500 of those cases involved a fee reduction, or a fee waiver. In some of those cases, about 2,900 of those cases, a lot of the times the defendants were declared indigent. In this case it means I didn't necessarily have the money to necessarily pay down there fine. There is a whole host of forms in which to do that. Last year alone, the Municipal Court waved about \$1.45 million in fee waivers. Some of this work comes out of -- an audit office report that kind of looked like what is Municipal Court being used to fund city services? In the case of Austin, that wasn't necessarily true. This was in 2016, right after Ferguson. When that was a big conversation about civil forfeitures. That's where a lot of this context from this work emerges from. So, we can go to the next slide.

So, just to kind of give you a sense of like the processes that the court houses have. One of the benefits, and I think as a service designer, that we were able to notice, is that a lot of departments already have these processes in place. A good starting point is to always ask them to show what your official process is. I know it's a little small to see, but I sort of circled in red where you can kind of -- Where you can see where there is a -- Where there is a payments process. So, if you have to pay down a fine. In the case of the city of Austin, you can either get a traffic ticket, you

can commit a class C misdemeanor, or a violation of a city ordinance, and you have the option to plead no contest which is admitting that you haven't done the thing that you have. If you decide to go to trial it can end up with an outcome where you may end up having to pay a fine anyways. If we go to the next slide.

Once it is decided that we actually pay a fine, then there are all these kind of steps that are kind of involved. I'm going to walk you through some of these forms. You can either pay in full. That is over. I was talking a little bit about payment plans and extension to pays. That's where this happens. This kind of triangle here, (unable to pay) that is where there is financial indigency. There's a form associated with that. There are alternative ways you can do that as well, There's a request for jail credit, and the ability to do community service in lieu of that the which I won't get too much into details. Just to give you a sense of which many directions us can fork in. This is clearly a very complex service, and we can -- Our scope of work was really just to focus on how do we just optimize that form? This is something that our content strategist, Jo, noticed. And was just kind of like I wonder if there's an opportunity to actually rethink this entire process?. Even from a staff perspective, this is very -- Like the amount of steps that are involved seemed quite overwhelming. I remember walking into Municipal Court, and there was an entire hallway where they actually just taped up this process chart. It took up the entire hallway. You can imagine how confusing it can be for a resident. We go to the next slide.

We are just going to go run through this quickly. This is the form of what it looks like to actually fill out your financial information to determine if you're indigent. This used to be nine pages long. They have since broken it down into three pages. My colleague Kristin made a point where it is like we can digitize this form and make it an HTML and make it accessible. But if ultimately the form is just unusable, digitizing that form isn't going to necessarily make this a better experience. So, that is just an example of some of the forms, and some of the feedback we got in from staff, was really interesting. That's just what that form looks like. If we go to the next set of forms, this is what your jail credit form looks like. Which is something defendants can use if -- The timing of it is a little complicated, but if you get charged with another crime where you're supposed to do jail time, and you happen to be in jail, you can use that time and its set at a rate at which you -- They basically use the opportunity cost of when you were in jail to pay down the fine. Does that make sense to people? So like, if you are in jail, that is that at a rate. I don't have the exact numbers off the top of my head. It's something like in the realm of 200 USD per day, and if you find is 500, it will take 2 1/2 days in jail to pay off that fine. That's kind of, I'm really speaking at a high level. That is kind of the rough idea of how that works.

If we go to the next set of slides, this is the community timesheets. If you are defender and you get matched with community service, you'll notice on the form it's kind of hard to see, but the same form is in English and Spanish as well. It asks the same set of questions which a lot of people found pretty confusing. Essentially you have to fill out a timesheet if you have been sentenced to do community service, and the last set of forms. It is actually the application form if you are a nonprofit, or a community service provider, who wants to actually take on volunteers, there is a whole other process involved as well. So, just out of, just kind of glancing of these. These forms, our colleague Jo, who obviously cannot join us today. Kind of the next slide. What did we do? I really wish Jo was here. She could speak a lot more to her thinking. If we go to the next slide.

This is kind of like the steps in which we took. I was very much involved in step one, which is when we actually talked with our Municipal Court colleagues and try to get them to think about how can we rethink and we imagine what these forms are meant to do? Then, I was charged with one of the value adds that I thought I could create for our content strategist was like okay, our content strategist needs insights to be able to reimagine and get these forms and digitize them. So, we worked out a plan to be like my role is going to help you create a lot of these design artifacts. Which I will show you. The design artifacts that hopefully can help you take the insights from those artifacts, which you can then use to actually create a new form. Which is something Jo did, and they are now in the middle of usability testing it. We are showing your project that is still very much in progress. We can go to the next set of slides.

So, the very first thing I was talking about are a bunch of workshops. We actually had to go to Municipal Court and talked with a lot of the frontline staff who actually had to field calls, and are in kind of like -- It's on the first floor. There is a lobby area where many of them are actually fielding questions from people who are looking to resolve a court case. It's a very old building, and we were only able to find like a very small training room. It was quite a suffocating room with no air ventilation whatever. This is the room we had to work with, and trying to work with that physical environment, when we can also congregate in person, remember what those days were like? If you go to the next slide, I will just kind of give you a flavor of some of those design artifacts that we had. One of the things that being in the service design community, and I'm glad that we are being exposed to this government UX community, is that even in the realm of local government, there are a couple of cities that are actually practitioners of the user experience and service design. One of the things we learned as we don't need to reinvent the wheel. We actually took some kind of -- workshops that the city of Orlando actually did. The city of Austin is not the only city trying to digitize and transition content from analog content to an online experience. Other cities are doing that too.

One of the things we learned is just by kind of reaching out to community, is actually in the city of Orlando, was that this was an issue that they were encountering. This was like a problem they were being asked to solve. How do we digitize forms? Reaching out to them, and really playing around with some of the workshops we had and modified it for our purposes. So, we created like a paper prototype. What I'm going to do is actually kind of show you. We obviously now have to digitize it. I'm kind of going to show you a Muro board of some of the exercises we have done where we actually worked with city staff to actually get them to think of content strategy, and think about this form. But also, not just the form itself, but how the form functions as a touch point, as a broader experience. Not just from a resident facing perspective, but also like how do they expand that form as well.

So, we'll show you this Muro board, and this is the one that we showed our Municipal Court friends with. Kind of just talking a little bit about the goals at the high level. For me, the goal was to ultimately end up with artifacts, and leave behind and take-home things that our content strategist, Jo, can then take to actually work with and turn that into an online form. One of the very first things we do, is just to get their feet wet, is actually just get them to think about well, think about like, but the use case here and what is the resident user story using this for? But also you, who actually has to take this form, what is your user story? What are you trying to do? Get

them to think and reframe it around that perspective. One of the insights, having dummies workshops about three times now, as a lot of the times, the city staff -- Actually hearing their user stories is really interesting because they talk about we just want to make sure the information is correct. As we probe them and talk to them a lot more, learning that actually the point of the forms, and a lot of the form is the processes. I showed you all these complications is processes before. That workflow. One of the key learnings we had, and it was kind of an a-ha moment that we all had a, is that a lot of those processes, and a lot of the information, can almost end up being overruled just based on what the judge decides. Ultimately, the judge decides everything, and whatever the staff recommendation is, the judge can literally sign a sentence on a piece of napkin paper, and that can be what the final decision is. So, flipping it on its head, and realizing now that we understand about what the form is, and what your goal is, you're really just trying to make sure that this form has the right information that you can ultimately deliver to the judges so the judges can render whatever the right and hopefully just decision is going to be. So, getting them to think about that has been -- Has been very helpful. Just getting them to think about what problem is this form going to solve, not just for residents, but for you.

Now, I'm just going to kind of move on over. One of the things we try to do, not necessarily having a full-scale service blueprint, but getting them through to that exercise of tell us how this form moves between you and your colleagues. Just help us understand that. That helps us kind of understand like what is this form trying to solve for that organization. Forms aren't just there for residents to access services, presumably staff need information that are on these forms to be able to do their part of completing that service. So, just walking through some steps to just make them think about where does that form go? Who sees the thing? Where does this get stored? Those kind of like very in the weed mechanics. So, as I was mentioning, one of the things that ultimately, what we are trying to do is get these forms to live on the new Austin.gov website. In each of the contact modules on the Austin.gov website, we actually get people to describe. This is something that we do that is unique to us, that the city of Orlando doesn't necessarily do, being inspired very much by them, is actually getting them to think about like okay, if we were to like describe this service to like a resident, and having staff to that, how would you actually describe that service to residents? So, using that -- Using Sarah's previous example of the old PO form, because it is a service that is very clearly described, and from our usability test residents understand the point of it. How do we get staff to actually describe what alternative payments are? And what a financial affidavit is? So, getting them through an exercise where you had me and Jo in the room actually just coaching them through. Describe this service in a really easy way. This is very much like the tangible product of that ultimately we are trying to make it live online. We can show to Municipal Court to build that ongoing buy-in, and making sure there is something we can actually show to our partners. We have them review the content of the existing form, as well. Where we have a checklist like a content strategy checklist of like, let's actually rewrite this form to make it as readable and understandable as possible. What are all the fields on this form? Are they actually required? I remember one conversation that was kind of happening when they were just things like, when we asked the question, is this field required? One of the staff was saying wow, we ask, we ask, we ask, we ask our residents to fill out like this field on like what is there stock portfolio? What is the pension plan? Many of the residents who end up using this are unfortunately not residents that necessarily have this. There is this expectation that it feels mandatory. So, even just get them clearing, by the way, this is deceiving having helper tech saying this. This is not mandatory makes a huge difference. Too

Hi, Andrew. We have about two minutes.

Sure.

The last thing we have is just kind of this form building activity. Where there are components of a form. There is an eligibility component to a form. Then, there is a disqualifier component to the form. What happens if you aren't eligible? Just getting them to think about that. This is very much, so service design being used to develop design artifacts. We'll go back to the slides. Ultimately, this is what Jo ended up creating. Which is kind of using Form Stack that, which is our vendor, to make an online form with and disqualification somewhat easier to navigate. Some of the parting shots that I'll leave here. One of the lessons we learned was understanding the problem that that form is trying to address which is making sure that information can be delivered to judges so they can render an appropriate judgment. Some of the other things, so this is a project that Jo is working on current, still working on. The fact that we have tangible deliverables is something that actually helps us develop and keep the long-term relationship with Municipal Court leadership and staff, with segues into the last thing. Content strategy, because there is tangible products that we can create at the end of it, it is a great entry point to help those to think about the touch point. Think about the broader end to end experience. This is where someone like myself can then come in to help and think about how do we actually redesign that entire journey and that entire workflow. We need to actually prove our value first, and the way we've been doing that is through Jo. I'll leave it there. In terms of discussion, I don't know if you've noticed, but Sarah Rigdon is a content strategist presenting about something that is service design lead, and I am a service designer, which is speaking about something that is service design led -- Which kind of speaks with how the collaboration actually works. This is where we actually like, where in practice we actually end up learning a lot about how we all work. But also being able to be good expert generalists, where I'm able to do a little bit of content strategy, and Sarah Rigdon is able to do some service design, by just collaborating together. We are able to learn some of those skills together. We are going to just leave you all with some discussion questions. Thank you for listening. I'd love to hear some questions also just sharing some of the expenses that you have collaborating. Service designers, UX , and content strategist.

Thank you guys so much. There was so much great information there. If you have a chance to look at the comments in the Zoom group chat, you'll really see how much the audience appreciated how much all of the different parts and overall. That was fabulous. I wanted to go back and ask. We had a couple questions about the PDF exhibit. So, Rachel Valentine asked, did you use the physical exhibit of the PDFs to inform the residents or your colleagues? What was the goal of the exhibit? It looks awesome. I was hoping someone could answer that question.

Yeah. Absolutely. Feel free to jump in. I went to the exhibit and helped set it up. Let me see if I can go back to that. We actually have, and I can put this in a chat, we have a civic case on our blog about this, Sara Rodriguez is the expert generalists. She is a data storyteller, and a data analyst, and a researcher, who put together this idea of this exhibit. First of course there was an inventory. You have to do an inventory of the entire website and basically crawl the website for all of the forms. She did this in collaboration with other folks on the team. So, there was this

excuse, the city has a digital inclusion week. She thought it would be a great idea to make a physical exhibit because it didn't start out that way. The project was really just, let's understand what all the PDFs are on the website. How voluminous is it, what is the goal of digitizing the website? What is really ahead of us in the landscape? Then, that meant printing it all out. And being able to categorize it by type. Which led to, out of 6,500 or so forms, 500, or PDFs trailer. 500 of those were forms. I'll link to that blog post in the chat so you can learn more. Too great, there is some good stuff in the chat about that. There is definitely a lot of interest in that.

Thank you so much for that. I wanted to go to the case study that Sara covered. There was a question from Wendy about how have the officers responded to the outcome? There was also a question about what was the open-source golf platform regarding forms design that you mention?

Oh, my goodness. I'm going to blank on the name of it. I can also share the link after the presentation with everyone. To the repo that we used. I think it is the U.S. Forms System. We use that library, and started from there. We modified as we needed. Yes. Yes. That is what it is. That's what we used to get started with developing the form in a bespoke way. In terms of how the officers reacted to the forms, kind of general. As a question -- I would say they didn't know the purpose --like, they didn't see the benefit of the forms until it started rolling out. There was a lot of resistance to doing it this way from the police union. I think simply because that's the way it had always been done. Just like resistance to change in general. And the perception that it's going to make things worse for officers. But actually, transparency really helps police officers. I can't think of an example off the top of my head in Austin, but in Houston, which is another city I've lived in. When the bodycam debate first started, and they were implementing bodycams in the Houston Police Department. There was an instance of a cup that was like actually, this is great. Like having bodycam footage is good, because sometimes a resident will accuse us of things that didn't happen. Because we have the footage to show actually this is what you did, it helps everybody in that engagement. So, I don't know if that answers your question? More to the complaint form or the thank you form, or just in general these changes.

Great. Okay. Andrew on case study two, back to auto wanted to know how you do usability testing with applicants and city staff for the form output?

I wish I could answer that question. I can connect you with my colleague, Jo. That is actually happening now. One of the reasons that graphic of me and the content strategist written that way. It is something we are having lessons on and retrospectives. It's like should I have only been involved in kind of that first out of creating design artifacts or should we have staffed the project in such a way that I could have been involved more? I'll be very honest but I have not been as involved in those usability testing conversations. That being said, and I'm going to try to answer your question in another way, in kind of saying one of the things you'll notice in our case studies. We were talking to city staff and we didn't actually interact with users. That's kind of another big difference between that second case study, where the content strategy was okay were going to create website where you're interacting with Municipal Court. It's something that me as a service designer, I can advocate, and have, and to be fair, Jo did as well. But was also just kind of like, to really redesign these forms we should -- city staff input is incredibly value. We will also need help. Initially we want scope to do that. We didn't have that buy in to do it. That being

said, I think one of the things as service designers and UX professionals, we can sometimes kind of have really creative workarounds around that. The way that I tried to do it to get a lay of the land, and just kind of seeing how is the current experience now, is actually just shadowing, Actually going to that courthouse, sitting there in the afternoon and trying to see what is going on. While not necessarily overhearing conversations, but also being able to go to a walk-in docket. I don't know if that answers your question.

Okay. There were a couple questions about the Muro, for the muro board, that you presented, how did you use them for the workshop from the logistical standpoint? Did you have your workshop attendees complete the steps online?

Oh, that's a great question. Initially we did all our workshops physically. We actually completed all our workshops with Municipal Court, we were able to do it physically. We hadn't needed to do it digitally yet. We are however, trying this out with another department with our Austin public health folks. For some forms they want to transition online. It's a question I will get back to you as soon as we did it. We just created, like what I have just did, and sorry I didn't make the petitions clear. I just digitized kind of what we offered physically. That analog experience. Now that we can't actually physically be in person, I figured, let's actually try to think about how to digitize this virtually. I'm also happy to share the link. One of the great things about this community is that we don't need to reinvent things from scratch. We can just build on top of assets that we have all created for each other. And kind of customize it for our own need. I'm happy to share, and also happy to share lessons as soon as we actually try that out with our first department in Austin public health. Too okay.

Related to that, how did you come up with the Muro workshop layout? Do you have any resources for Muro workshoping for stakeholders?

I remember looking at a few workshop links. One of the things I have found useful about Muro is that they are very active in sharing like examples and things that are inspirational. And just taking some of that and coming with our own. There are some versions where all the activities are in one giant art board. I just made a decision to split up the art boards. It's kind of a combination of I don't even remember like the exact links. Looking at what Muro has done, but I'm happy to share this link as well and feel free to build it on top of it.

Okay, there are some great links now in the chat. People should take a look at that. Another question was out of curiosity, any thoughts on how you estimate LOE for this time of work? I think one of the fundamental things is being able to communicate at a project plan level this work with stakeholders. Would love to hear any tidbits on how you guys managed the time, and other people's time getting the work done.

I can speak first, and then Sara, I don't know if you want to jump in. In terms of the level of effort. One of the things, at ODD, and I think it's a reality that a lot of us, is that our team is very, very small. So, kind of the reality is that Jo, our content strategist had to play that project manager/product manager role. As I think you all know, and just to be very candid with all of you, it's very hard to do project management, and then content strategy and design at the same time. There are two very different mindsets so there is a lot of content switching. I just wanted to

be transparent and very frank about that. I think had we been able to do it again, having someone to play that -- To at least play that strong, master role, would have definitely made us a lot more efficient. There, I don't know if you want to speak more to this.

Yes. So, in general, yeah. Not only are we a small team, we are also working in a bottom up culture change approach at the city. It's the best when you have executive leadership by him. We don't always have that. What we do is build relationships across departments. We had a deep relationship with the director of police oversight already. They had already had the authority and deep work of community engagement. So, starting from the top down made it very easy. We don't always have that. With Municipal Court, that took a few months of relationship building before the workshop began. That consisted of, we work in an agile way. There is different flavors of agile. Part of our system is every two weeks we do a smart review. We invite everybody to the sprint review. Everybody across the city. Especially the people, the stakeholders, whose services we are working on – that sprint. We invited Municipal Court folks to the reviews for weeks, for many sprints of leading up. That's part of that relationship building.

I want to thank all of you for joining us today. Our speakers, Kristin, Andrew, and Sara, our chair, Kristin. My co-chair for the event, Jean. Our host at GSA and all of our lovely participants. Have a wonderful rest of your afternoon. Please join the community of practice if you haven't already. I hope to see some of you online tomorrow for tomorrow's two sessions, which are dealing with managing UX. Have a wonderful day everyone. Thank you.
Great job, thanks so much.