



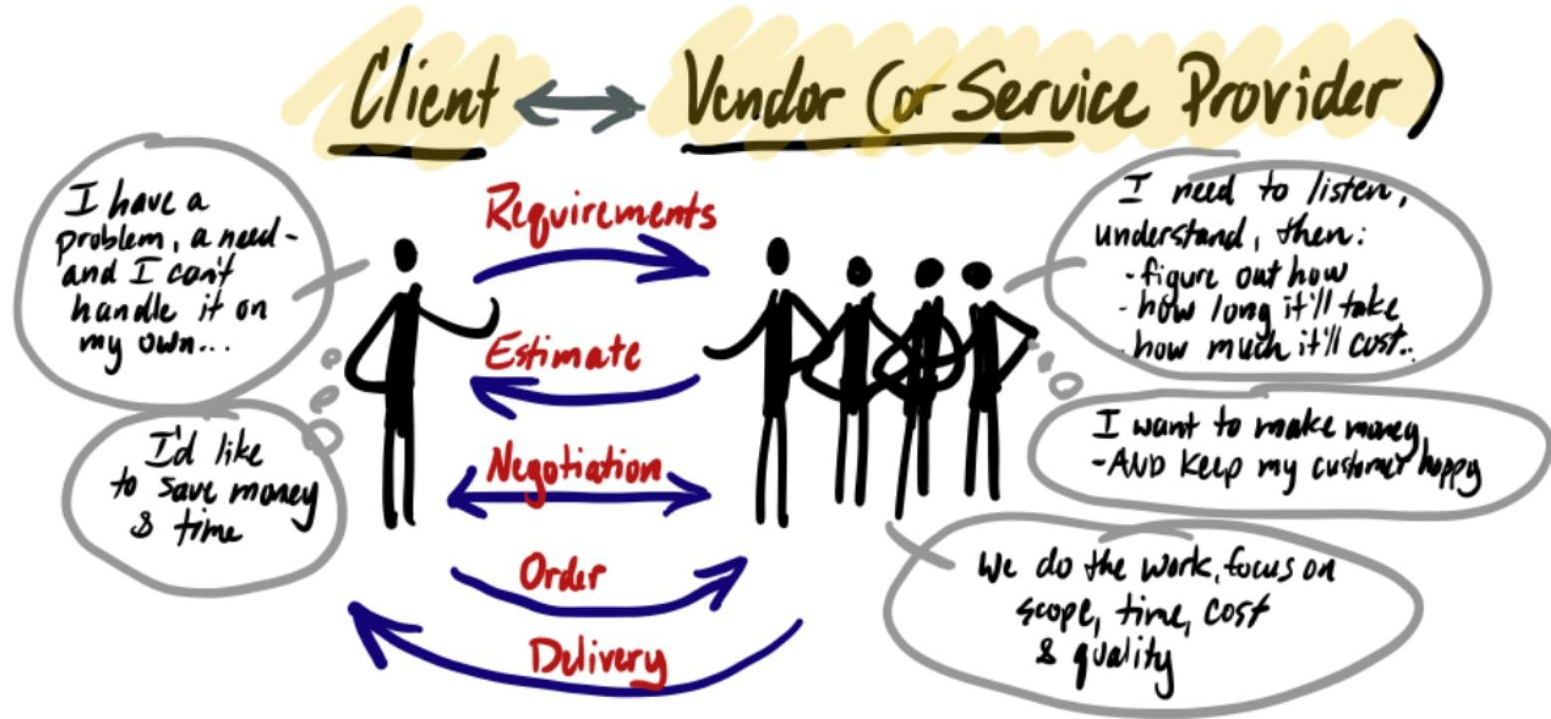
A New
Way of
Working

Our current state of IT

- ✘ Lots of work that takes a long time to get to
- ✔ A big team full of committed individuals
- ✘ A frustrated user base that can't get what they need to make their jobs easier
- ✘ Big projects that don't succeed
- ✘ A friction between the business and the technology teams

How do we **evolve** to meet
the needs of our community
and our partners?

We need to switch from a focus on **output** to a focus on **outcome and impact**



The current model of a client - vendor relationship that most of BTS utilizes

When Client-Vendor Works



Works Well

1. "Fixed" output, i.e. hardware
2. Single client
3. Clear requirements
4. Client only impacted

Doesn't Work Well

1. Continuously changing output
2. Many clients
3. Unknown requirements
4. Client and "User" impacted



So how do
we switch to
an **outcome**
focused way
of working?

The background features a dark purple gradient with abstract, wavy, layered shapes in shades of blue and purple, resembling a stylized fan or a digital wave pattern. A white rectangular box is centered on the page, containing the main text.

Digital Services

a new working model

4 Core Tenants

of Digital Services



User-Centric



Measurable Impact



Empowered Teams



Collaborative
Partners



User-Centric

Putting the human being at the center of all work

Increase Success

In a user-centric model, the risk of project failure is reduced by constant validation against user needs.

Identify Problems

Traditional client-vendor models can lead to a disconnect between what's built and what's actually useful to the end-user.

Increase Satisfaction

Focusing on the user experience increases customer satisfaction and long-term engagement.

Measurable Impact

All work has metrics associated to it so we know if we succeeded

Results Focused

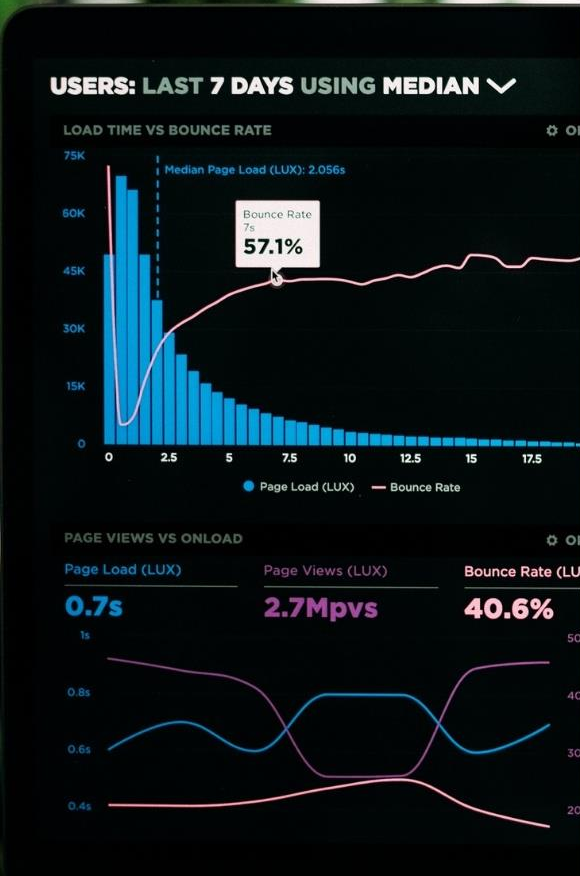
Focusing on impact over output ensures we build software that truly adds value.

Quickly Pivot

Metrics enable quick pivots by revealing whether our efforts are making a real difference.

Measurable Accountability

Data-driven insights improve stakeholder engagement, aligning expectations with real-world outcomes.



Empowered Teams

Team is guided by clear objectives and accountable through measurable impact.



Take Responsibility

Team ownership of problems ensures more effective, tailored solutions.

True Solutions

Space for exploration enables teams to focus on impactful solutions, not just delivery.

Tradeoff Decisions

Trusting teams to make decisions fosters better technical solutions and tradeoff management.



Collaborative Partners

The digital service model requires partnering on problems that span real world and digital

Shared Process

A shared problem-solving process bridges technical and non-technical domains, aligning us toward broader goals.

Collaboration

Balancing ownership with collaboration is key when goals span tech and no-tech domains and require investment from multiple groups.

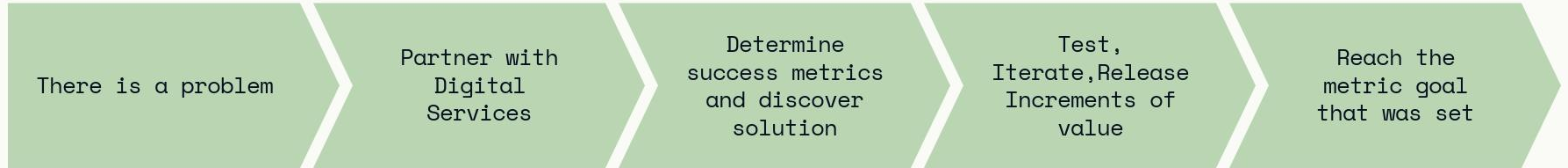
One Team

Mutual belief in collaborative problem-solving fosters a unified team focused on effective solutions

Traditional Way of Working



New Way of Working



Example Project:

VA Website



The Challenge

Each month, over 10 million people attempt to access the digital tools and content at the Department of Veterans Affairs (VA) and have historically struggled to find what they're looking for. Veterans experienced disjointed navigation between sites and pages, and found that the website was focused more on the structure of the agency than on their needs as Veterans. Digital modernization efforts needed to focus on improving the user experience.

The Solution

The USDS team at VA and the Office of the Chief Technology Officer partnered with teams across VA to focus on quickly connecting users to the most commonly needed services and information VA offers. The result was the new VA.gov website, built with the input of over 5,000 Veterans, service members, caregivers, and family members.



By the Numbers

30%

increase in the customer satisfaction score for the modernized pages, from an average of 53 to over 69

1.7M

logins every month on VA.gov

[View live project](#)

UNITED STATES DIGITAL SERVICE

This works

Happening now in the federal government



DIGITAL SERVICES TEAM

Millions of people interact with the City of Boston digitally each year to do everything from finding information on City services to paying a parking ticket. We believe these experiences should be easy to navigate and accessible.



CONTACT

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Digital Services Process Breakdown

Digital Service Roles

1

Product Manager

New

Leads the product, creating a vision, strategy and roadmap. They determine what we build. This role is also the central bridge between the development team and the stakeholders.

2

UI/UX Designer

Elevated

Focuses on the actual user and discovers the specific problems and solutions that translate into the design that the developers build.

3

Developers

The developers build the solution through focused iterations, delivering value in increments to ensure that the end-user's problems are being solved.

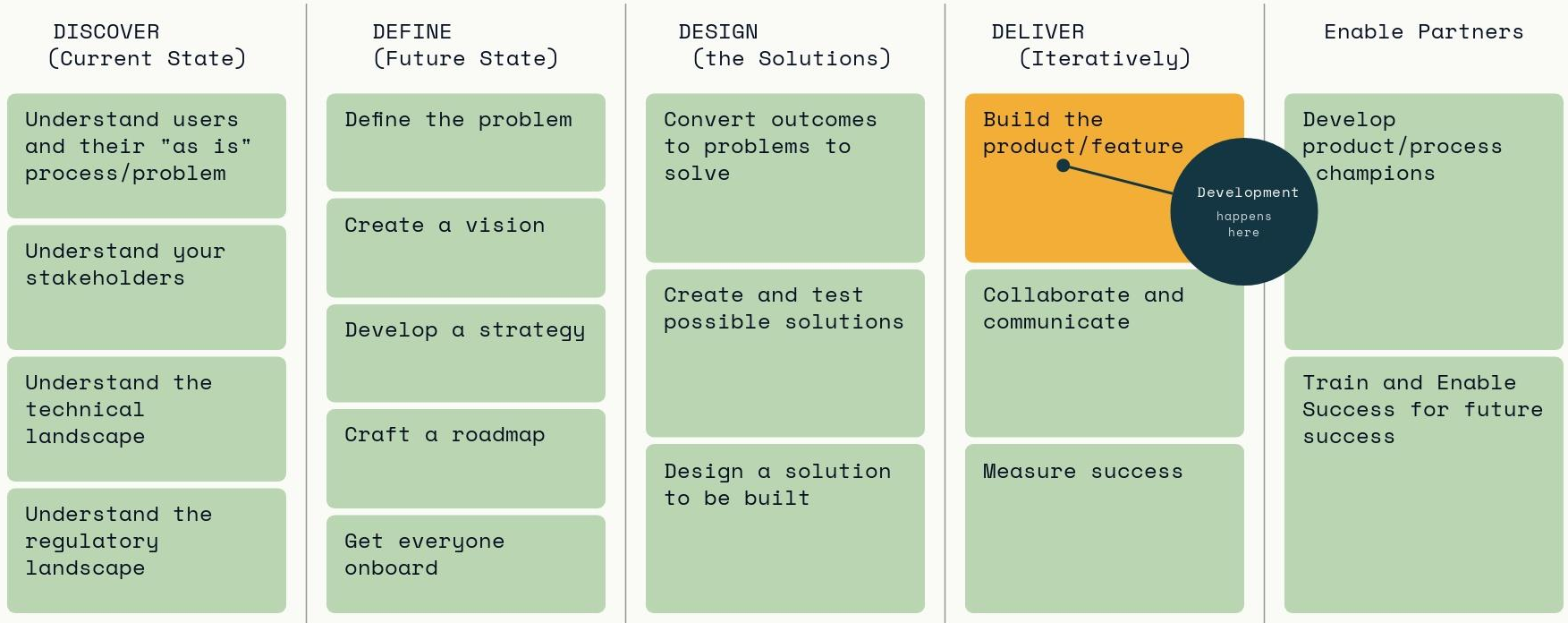
4

Partners

Individuals from partner groups and bureaus who participate in the process and own their non-tech related elements.

The Process

The process was adapted from corporate process and converted for government by 18f, a product development group with the General Services Administration



The new process

1 - Discover the current state



- 1 Understand users and their 'as is' process
- 2 Understand your stakeholders
- 3 Understand the landscape
- 4 Understand the technology

This stage involves interviews, observations and research

The new process

2 - Define the future state

Lean Canvas - DIDM				
Problem	Solution	Value proposition	Core Values	Customer segments
Currently, data within the City of Portland is scattered across various bureaus and systems, leading to fragmentation, inconsistency, limited accessibility, and inequity among different people and bureaus. This disjointed landscape hinders collaboration, transparency, and informed decision-making, often resulting in inefficiencies and missed opportunities. A lack of a unified platform also poses challenges in ensuring data security and compliance with relevant regulations.	An Enterprise Data Platform centralizes and integrates data across the City of Portland's various bureaus and systems. It ensures consistent, secure, and equitable access to data, enhancing collaboration, transparency, and data-informed decision-making.	Unlocking the potential of open data through a centralized Enterprise Data Platform, fostering collaboration and innovation across the City of Portland's bureaus, employees, and the community. By ensuring seamless integration, security, and accessibility, we enable data-informed decisions that actively promote and reflect our core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility.	The Enterprise Data Platform aligns with the City of Portland's core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility. By centralizing and democratizing access to meaningful data, the platform empowers every individual and bureau within the city. It fosters a culture of collaboration and communication, enabling transparent and equitable decision-making. This concerted effort reflects a commitment to anti-racism and fiscal responsibility, ensuring that data becomes a driving force in shaping a city that lives and thrives by its principles.	Data Analysts Casual Employee Decision Maker The public
	Key metrics % of bureaus/systems integrated into platform % of employees accessing platform # of published reports			Channels BI Platform Internal Portals/Dashboards Published External Reports/Dashboards *Training *Support
Cost structure		Cost recovery		
Licensing Staff Setup Services Training *CGIS model		Base Rate / Bureau Projects		



- 1 Define the problem
- 2 Create a vision
- 3 Develop a strategy

Create and present a lean product canvas, and get stakeholder+decision maker buy-in

The new process

2 - Define the future state



Public Site	NOW	NEXT	LATER
	<i>"Now" represents well-understood problems with defined solutions and committed development resources</i>	<i>"Next" represents at design or discovery stage with some assumptions to validate before committing resources</i>	<i>"Late" represents your aspirations. They're still a bit fuzzy and taking form, although you know you want to solve them</i>
	Item: Auto Translation into Spanish Objective: Accessible to all Goal: 100% public content available in spanish	Item: Payment Pages Migration Objective: Streamline user experience and increase security Key Result: 100% of payment pages successfully migrated and functional on the new website	Item: Additional Language Translations Objective: Enhance website accessibility for non-English speakers Key Result: Public accessible content available in the top three non-English languages spoken in the city
		Item: Update Single Sign-On (SSO) for Parks App using Azure Objective: Improve user experience and security for Parks app users Key Result: Successful implementation of Azure SSO with at least 90% user sign-in success rate on the Parks app	Item: Digital Access Policy Implementation Objective: Ensure user awareness and understanding of digital access policies Key Result: Digital access policy page added to the website and accessible from all site pages

1

Craft a "roadmap"

Outcome and impact focused

Create and present a prioritized list of problems to be solved and get stakeholder+decision maker buy-in

The new process

3 - Design the solution

UI/UX DESIGNER
(Primary)



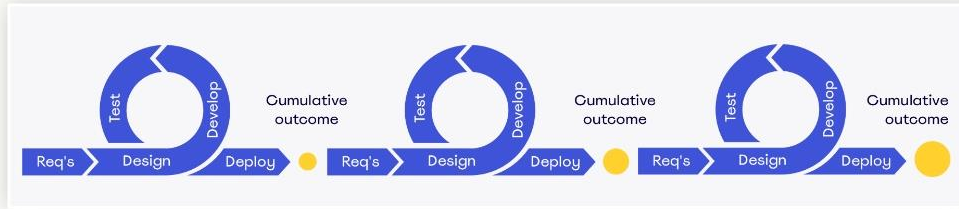
- 1 Convert the outcomes desired into specific problems to solve
- 2 Create and test possible solutions
- 3 Design a solution to be built

This stage involves brainstorming, wireframing, mapping, prototyping

The new process

4 - Deliver iteratively

DEVELOPERS
(Primary)



- 1 Regularly deliver small increments of value
- 2 Learn early, make changes along the way
- 3 Communicate frequently (meetings and reports)

This stage involves actual code development and changes to the product

The new process

5 - Enable Partners and Users

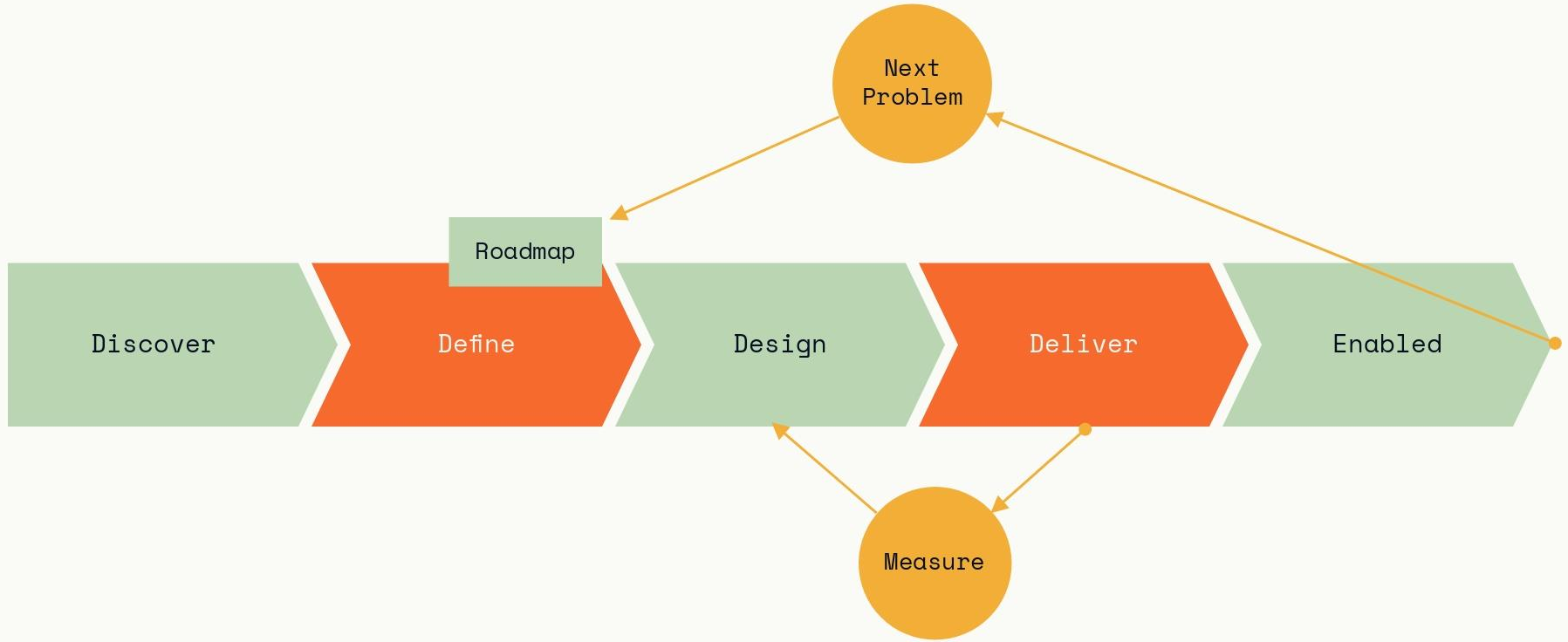
WHOLE TEAM



- 1 Ensure that the people that the team works with are part of this process and can continue even after Digital Services is done with the project.
- 2 Ensure that all users are able to succeed with the services, not simply that they have access to technology, but that they will be able to use it

This stage involves articles, videos, training sessions, support, etc.

Repeat with the next problem



This is a conversation starter

We are always listening and ready to collaborate to ensure we are delivering value to the community and to employees

ian.swanson@portlandoregon.gov

