

Design at Scale: The Lost Year

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Keller Easterling, *Extrastatecraft*
Donella Meadows, *Leverage Points*
Sondra Gordy, *Finding the Lost Year*
Sarah Schulman, *Let the Record Show*
C.Z. Nnaemeka, *The Unexotic Underclass*
Julie E. Cohen, *Configuring the Networked Self*
Janet Stevenson, *The Montgomery Bus Boycott*
Cyd Harrell, *A Civic Technologist's Practice Guide*
Pamela Herd & Don Moynihan, *Administrative Burden*
Andrea Louise Campbell, *Trapped in America's Safety Net*
Hana Schank & Tara Dawson McGuinness, *Power to the Public*

**Large numbers
and short
memories.**

**Fast gets all our attention,
slow has all the power.**

**Nava's mission is to
make government
services simple,
effective, and
accessible to all.**

**We are ten years
in on a fifty-year
project.**

New reported cases

300,000 cases

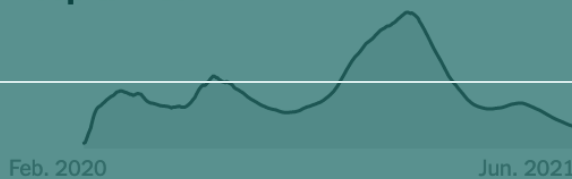


■ These are days with a reporting anomaly. Read more [here](#).

Tests



Hospitalized



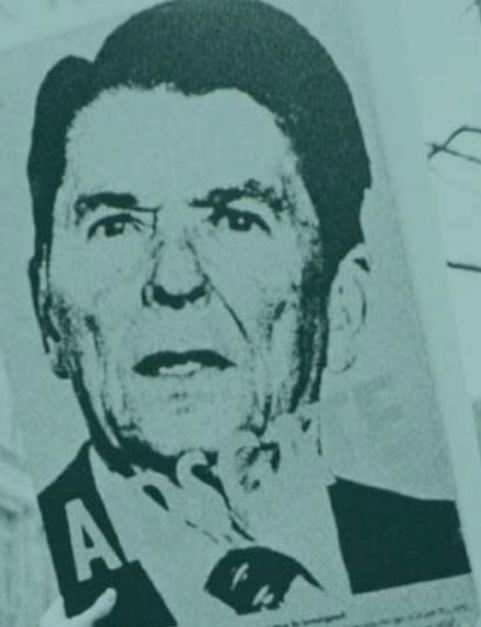
Deaths





FREE
TREATMENT
NOW!

ACT UP





We are witnesses to a crime.

Bob Rafsky, ACT UP

The Washington Post
March 19

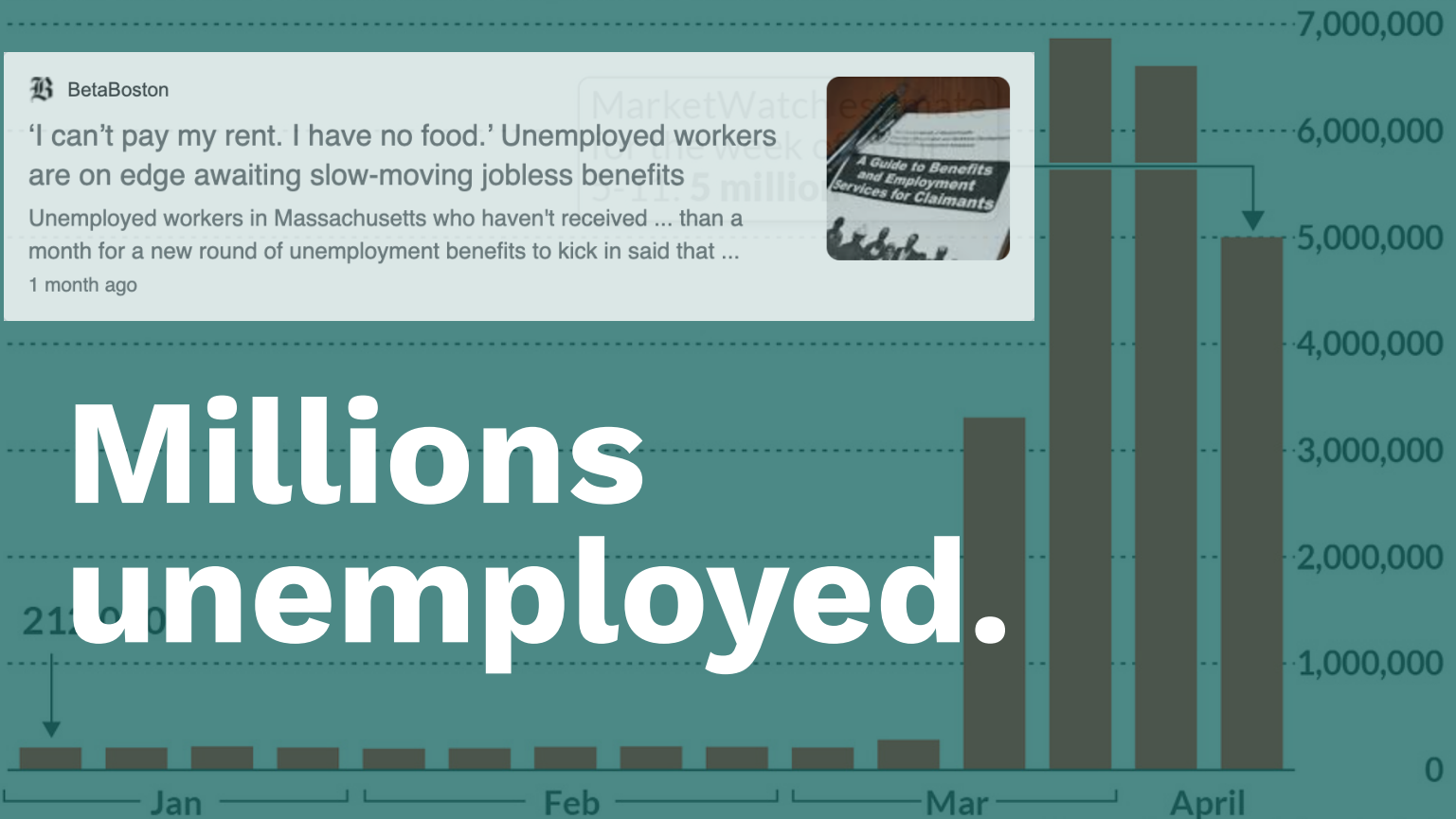



**We are witnesses to a
crime.**

I WANTED TO
ALWAYS PLAY IT
DOWN. I STILL LIKE
PLAYING IT DOWN,
BECAUSE I DON'T
WANT TO CREATE A
PANIC."

Flood of new jobless claims set to top 20 million

Record number of Americans apply for coronavirus-related unemployment benefits




 BetaBoston

'I can't pay my rent. I have no food.' Unemployed workers are on edge awaiting slow-moving jobless benefits

Unemployed workers in Massachusetts who haven't received ... than a month for a new round of unemployment benefits to kick in said that ...

1 month ago



Millions unemployed.

Source: Bureau of Labor Statistics



Sections 

The Washington Post

Democracy Dies in Darkness

Sign in 

Capital Weather Gang

Deaths mount, millions still without power amid new winter storm

Nearly 3 million customers remain without power in Texas and more cold, snowy weather is expected Thursday




**None of this
was inevitable.**

**Any sufficiently
advanced neglect
is indistinguishable
from malice.**

1


Finding the high leverage points.



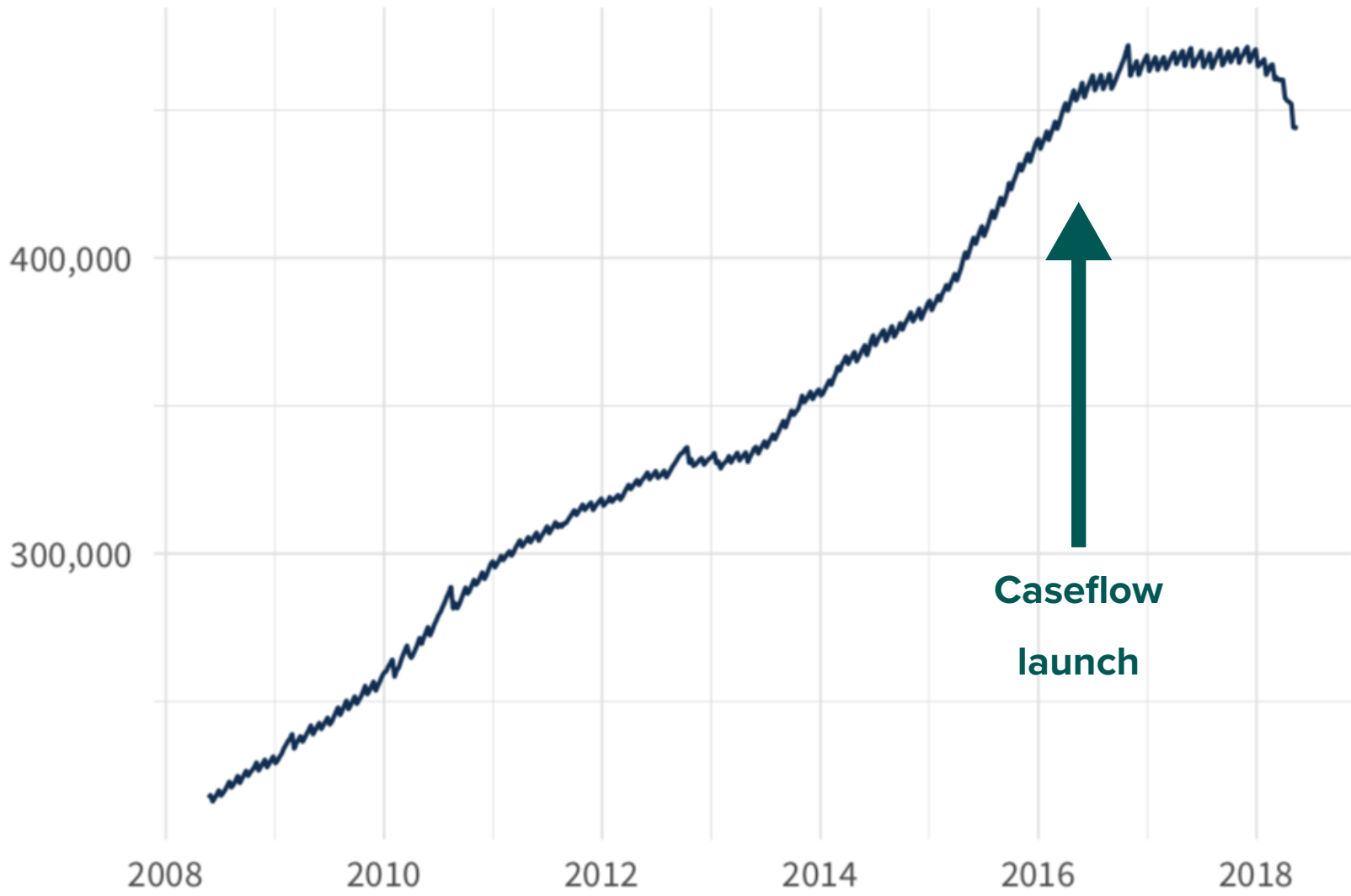
**They are just waiting for me to die,
then they can close my case and
forget about me.**

Form 8

Veterans Affairs

 Department of Veterans Affairs		CERTIFICATION OF APPEAL	
1A. NAME OF APPELLANT <i>(If other than veteran)</i>		1B. RELATIONSHIP TO VETERAN	2. FILE NO.
3. LAST NAME - FIRST NAME - MIDDLE NAME OF VETERAN			4. INSURANCE FILE NO. OR LOAN NO. <i>(If pertinent)</i>
THE APPEAL IS FOR <i>(State the question(s) at issue clearly and concisely.)</i>			
5A. SERVICE CONNECTION FOR			5B. DATE OF NOTIFICATION OF ACTION APPEALED
6A. INCREASED RATING FOR			6B. DATE OF NOTIFICATION OF ACTION APPEALED
7A. OTHER			7B. DATE OF NOTIFICATION OF ACTION APPEALED
8A. APPELLANT REPRESENTED IN THIS APPEAL BY <i>(Name of organization, attorney or agent)</i>			
8B. ONE OF THE FOLLOWING IS ON FILE AS AUTHORITY FOR RECOGNIZING SUCH REPRESENTATIVE IN THIS APPEAL			
<input type="checkbox"/> POWER OF ATTORNEY (WHEN SERVICE ORGANIZATION OR AGENT IS REPRESENTATIVE, OR WHEN AN INDIVIDUAL IS RECOGNIZED PURSUANT TO 38 U.S.C. 5903)		<input type="checkbox"/> CERTIFICATION THAT VALID POWER OF ATTORNEY OR DECLARATION OF REPRESENTATION IS IN ANOTHER VA FILE <i>(If so, specify file)</i>	
<input type="checkbox"/> DECLARATION OF REPRESENTATIVE (WHEN ATTORNEY IS REPRESENTATIVE)			
8C. CHECK IF APPLICABLE			8D. IF AGENT DESIGNATED, IS HE/SHE ON ACCREDITED LIST?
<input type="checkbox"/> THERE IS ON FILE AN UNREVOKED POWER OF ATTORNEY AND A DECLARATION OF REPRESENTATION BY AN ATTORNEY. CONSEQUENTLY, THE FILE CONTAINS A STATEMENT SIGNED BY THE APPELLANT WHICH CAN BE CONSTRUED AS AUTHORIZING THE REPRESENTATIVE NAMED IN 8A ABOVE TO REPRESENT APPELLANT IN THIS APPEAL.			<input type="checkbox"/> YES <input type="checkbox"/> NO
9A. IF REPRESENTATIVE IS SERVICE ORGANIZATION, IS VA FORM 646, OR EQUIVALENT, OF RECORD?		9B. IF VA FORM 646 IS NOT OF RECORD, EXPLAIN	
<input type="checkbox"/> YES <input type="checkbox"/> NO			
10A. WAS HEARING REQUESTED?		10B. IF HELD, IS TRANSCRIPT IN FILE?	
<input type="checkbox"/> YES <input type="checkbox"/> NO		<input type="checkbox"/> YES <input type="checkbox"/> NO	
10C. IF REQUESTED BUT NOT HELD, EXPLAIN			
11A. ARE CONTESTED CLAIMS PROCEDURES APPLICABLE IN THIS CASE?		11B. HAVE THE REQUIREMENTS OF 38 U.S.C. 7105A BEEN FOLLOWED?	
<input type="checkbox"/> YES <input type="checkbox"/> NO <i>(If "YES," complete item 11B).</i>		<input type="checkbox"/> YES <input type="checkbox"/> NO	
12A. DATE STATEMENT OF THE CASE FURNISHED		12B. SUPPLEMENTAL STATEMENT OF THE CASE	
		<input type="checkbox"/> REQUIRED AND FURNISHED <input type="checkbox"/> NOT REQUIRED	
13. RECORDS TO BE FORWARDED TO BOARD OF VETERANS' APPEALS			
<input type="checkbox"/> CF OR XCF	<input type="checkbox"/> R&E F	<input type="checkbox"/> LOAN GUAR. F	<input type="checkbox"/> OUTPATIENT F
<input type="checkbox"/> INACTIVE CF	<input type="checkbox"/> TRAINING SUB-F	<input type="checkbox"/> INSURANCE F	<input type="checkbox"/> HOSPITAL COR.
			<input type="checkbox"/> X-RAYS
			<input type="checkbox"/> SLIDES





**Caseflow
launch**

VETERANS AFFAIRS

VA sees trust improve by 24% in five years, thanks to veterans experience effort



By Nicole Ogrysko @nogryskoWFED

June 4, 2021 11:49 am ⌚ 5 min read



Trust in the Department of Veterans Affairs among veterans is up 24% since 2016, when the agency, still reeling from a highly publicized wait time scandal, launched a concerted effort to measure their customers' perceptions and experiences.

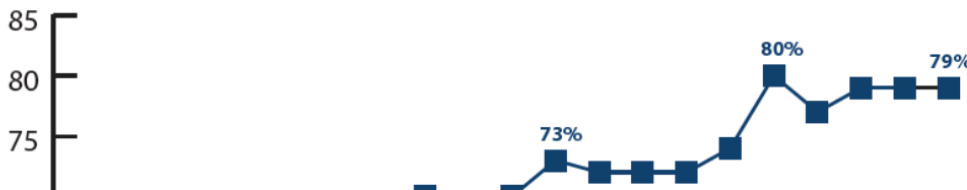
V SIGNALS SURVEY DATA

2016 - Present


39,468,074
VSignals Surveys Sent (total)

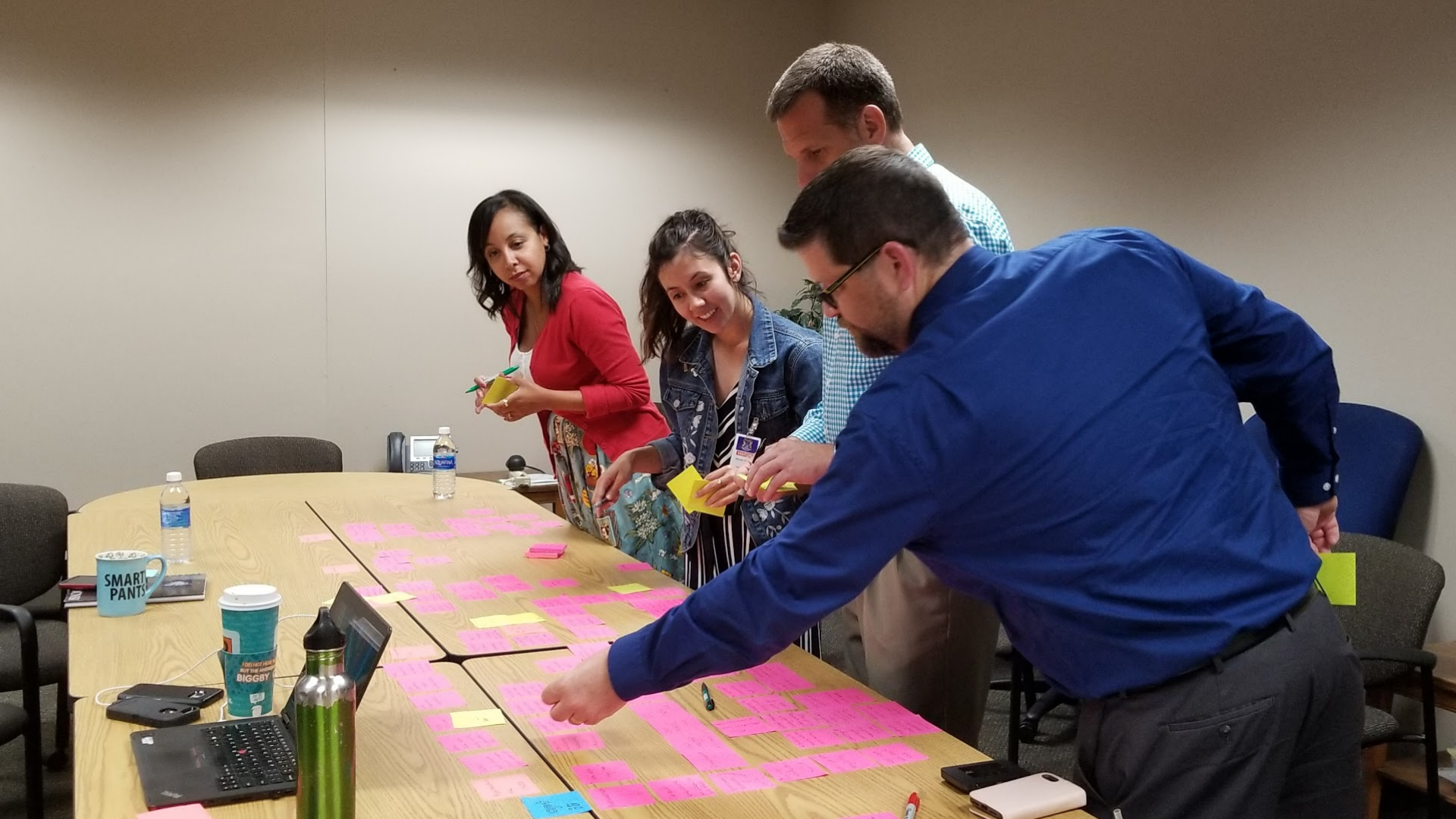
6,878,025
VSignals Surveys Received (total)

VA-Wide Trust Over Time



2

Do the hard work to make things simple.





Documents for Prepping
(Mail, Faxes and Window Mail)

UNISEX
day

Heck, yes, I'm SHORT.
God only has to stretch
my arms and I'll be
PERFECT!

My boss told me to have a
good day...
so I went
home.

STRESSED

When life is stressful,
something is wrong.
It's not you. It's the world.
It's not the world. It's the people.
It's not the people. It's the system.
It's not the system. It's the people.
It's not the people. It's the system.

Integrated Benefits Initiative: Vermont

Securely send in documents

Use this site to upload documents for either:

- Your healthcare application, or
- Your 3SquaresVT, Fuel Assistance, or Reach Up application

You can use your computer, phone, or tablet.

I'm uploading documents for my:

Select one of the following options.

Healthcare application

3SquaresVT, Fuel Assistance,
and/or Reach Up application

Enter details about the Head of Household on your application. This helps us match your documents to the right case.

[Learn more about the Head of Household.](#)

First name

Last name

Social Security Number

Date of birth

For example: 4 28 1986

Enter info about the Head of Household.



[← Back](#)

Upload documents

Upload documents that you have been asked to send, one at a time.

Choose file

Finish and submit

Upload files from their device, 1 at a time.



For one of my clients who was knocked off Medicaid, I scanned and uploaded his income verification.

Within 3 hours, I was able to call him and tell him his Medicaid was active. It was amazing.

— Healthcare Assister at Northern Vermont Regional Hospital



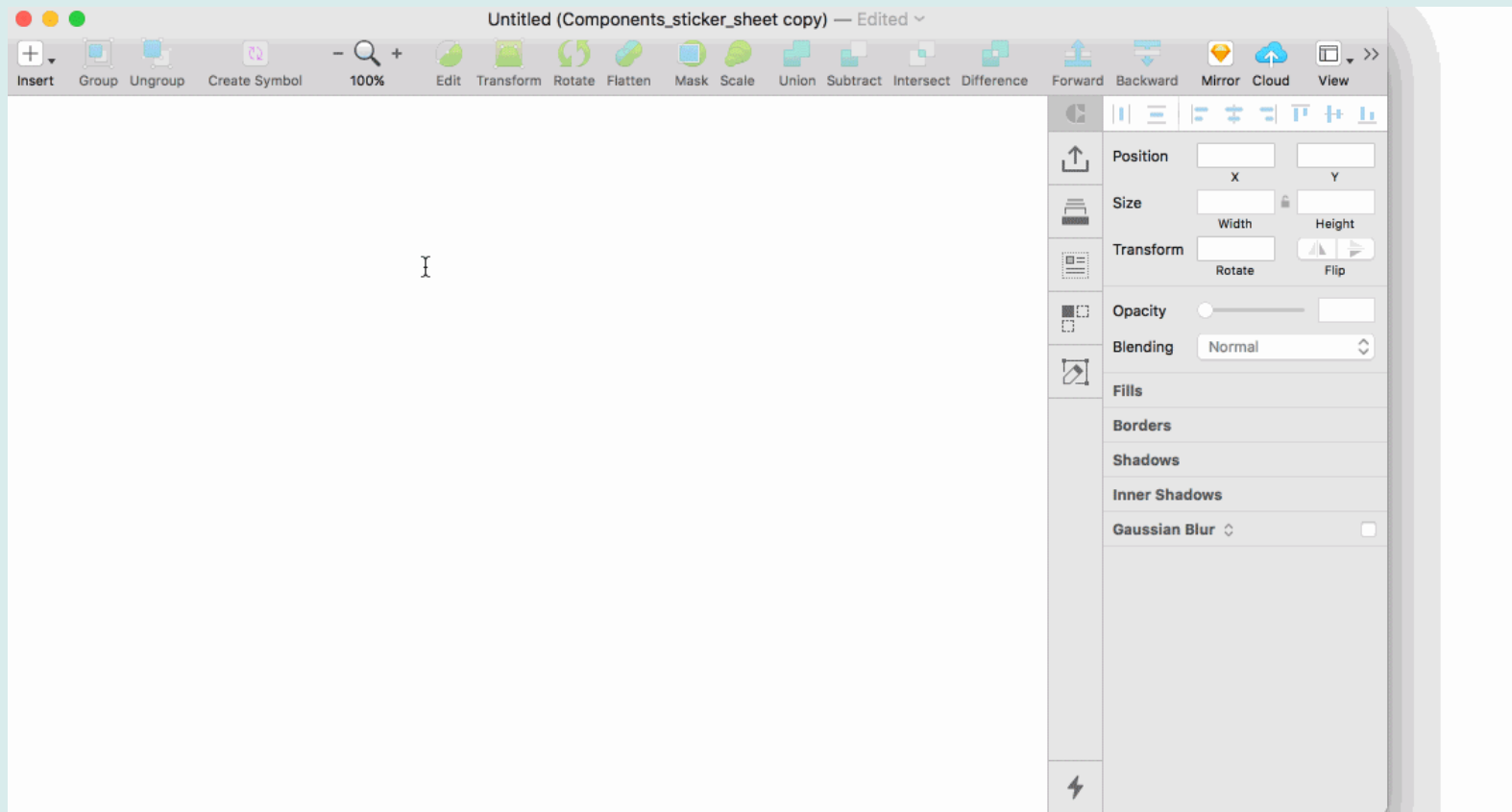
The only reason we didn't reach out is because there were no issues at all, everything is working perfectly.

— Jimmy Crisante, Barre field office

Medicaid for Aged Blind & Disabled (MABD). Working People with Disabilities. Long-Term Care (LTC) (including Choices for Care). Inmate Suspension Program. Medically Needy Program. Medicare Savings Program. Refugee Medical Assistance. Special Medicaid Groups (Breast or Cervical Cancer Treatment, Deemed Newborns, Children with Adoption Assistance or Foster Care, Guardianship Care Under Title IV-E, Special Needs Adoption, Former Foster Children, Family Planning Services). VPharm, Healthy Vermonters Program. Medicaid for Children & Adults (MCA). Transitional Medicaid. Hospital Presumptive Eligibility. Subsidies for Qualified Health Plan (QHP), Federal and State Subsidies. Supplemental Nutrition Assistance Program (SNAP) 3SquaresVT. Reach Up (Temporary Assistance for Needy Families – TANF). Reach Ahead. Post-Secondary Education (PSE). Reach First. Essential Person (EP). Low Income Home Energy Assistance Program (LIHEAP). Crisis Fuel Assistance. Utility Discount Eligibility Unit (UDEU). Energy Assistance Program. Vermont Rental Subsidy. Emergency Assistance Program.

3

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1 Your information 2 Verify identity 3 Create username & password 4 Confirmation

Medicare number

[Where can I find my number?](#)

Last name

Zip Code

Gender

Date of birth
 For example: 07 04 1776
 Month Day Year

Effective date for Part A
 For example: 07 04 1776
 Month Day Year

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NAVA



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A Friedman doctrine— The Social Responsibility Of Business Is to Increase Its Profits

By MILTON FRIEDMAN

TAMING G.M.—Chairman James Roche of General Motors (right) replies to members of Campaign G.M. (below, wearing "Tame G.M." buttons) at the corporation's stockholders' meeting in May. Representatives of the campaign demanded that G.M. name three new directors to represent "the public interest" and set up a committee to study the company's performance in such areas of public concern as safety and pollution. The stockholders defeated the proposals overwhelmingly, but management, apparently in response to the second demand, recently named five directors to a "public-policy committee." The author calls such drives for social responsibility in business "pure and unadulterated socialism," adding: "Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society."



WHEN I hear businessmen speak eloquently about the "social responsibilities of business in a free-enterprise system," I am reminded of the wonderful line about the Frenchman who discovered at the age of 70 that he had been speaking prose all his life. The businessmen believe that they are defending free enterprise when they declaim that business is not concerned "merely" with profit but also with promoting desirable "social ends; that business has a "social conscience" and takes seriously its responsibilities for providing employment, eliminating discrimination, avoiding pollution and whatever else may be the catchwords of the contemporary crop of reformers. In fact they are—or would be if they or anyone else took them seriously—preaching pure and unadulterated socialism. Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society these past decades.

The discussions of the "social responsibilities of business" are notable for their analytical looseness and lack of rigor. What does it mean to say that "business" has responsibilities? Only people can have responsibilities. A corporation is an artificial person and in this sense may have artificial responsibilities, but "business" as a whole cannot be said to have responsibilities, even in this vague sense. The first step to-

ward clarity in examining the doctrine of the social responsibility of business is to ask precisely what it implies for whom.

Presumably, the individuals who are to be responsible are businessmen, which means individual proprietors or corporate executives. Most of the discussion of social responsibility is directed at corporations, so in what follows I shall mostly neglect the individual proprietor and speak of corporate executives.

IN a free-enterprise, private-property system, a corporate executive is an employee of the owners of the business. He has direct responsibility to his employers. That responsibility is to conduct the business in accordance with their desires, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom. Of course, in some cases his employers may have a different objective. A group of persons might establish a corporation for an almsgiving purpose—for example, a hospital or a school. The manager of such a corporation will not have money profit as his objective but the rendering of certain services.

In either case, the key point is that, in his capacity as a corporate executive, the manager is the agent of the individuals who own the corporation or establish the almsgiving institution, and his primary responsibility is to them.

Needless to say, this does not mean that it is easy to judge how well he is performing his task. But at least the criterion of performance is straightforward, and the persons among whom a voluntary contractual arrangement exists are clearly defined.

Of course, the corporate executive is also a person in his own right. As a person, he may have many other responsibilities that he recognizes or assumes voluntarily—to his family, his conscience, his feelings of charity, his church, his clubs, his city, his country. He may feel impelled by these responsibilities to devote part of his income to causes he regards as worthy, to refuse to work for particular corporations, even to leave his job, for example, to join his country's armed forces. If we wish, we may refer to some of these responsibilities as "social responsibilities." But in these respects he is acting as a principal, not an agent; he is spending his own money or time or energy, not the money of his employers or the time or energy he has contracted to devote to their purposes. If these are "social responsibilities," they are the social responsibilities of individuals, not of business.

What does it mean to say that the corporate executive has a "social responsibility" in his capacity as businessman? If this statement is not pure rhetoric, it must mean that he is to act in some way that is not in the interest of his employers. For example, that he is to refrain from increasing the price of the product in

order to contribute to the social objective of preventing inflation, even though a price increase would be in the best interests of the corporation. Or that he is to make expenditures on reducing pollution beyond the amount that is in the best interests of the corporation or that is required by law in order to contribute to the social objective of improving the environment. Or that, at the expense of corporate profits, he is to hire "hard-core" unemployed instead of better-qualified available workmen to contribute to the social objective of reducing poverty.

In each of these cases, the corporate executive would be spending someone else's money for a general social interest. Insofar as his actions are in accord with his "social responsibility" reduce returns to stockholders, he is spending their money. Insofar as his actions raise the price to customers, he is spending the customers' money. Insofar as his actions lower the wages of some employees, he is spending their money.

The stockholders or the customers or the employees could separately spend their own money on the particular action if they wished to do so. The executive is exercising a distinct "social responsibility," rather than serving as an agent of the stockholders or the customers or the employees, only if he spends the money in a different way than they would have spent it.

But if he does this, he is in effect imposing taxes, on the one hand,

(Continued on Page 122)



Jerome Kretzner, New York Environmental Protection Administrator.



Betty Furness, consumer-affairs adviser in the Johnson Administration.



Philip Sarason, chairman of Campaign G.M.'s parent organization.



John Esposito, lawyer and coordinator of Campaign G.M.



Joseph Osek, lawyer and a founder of Campaign G.M.



Barbara Williams, a law student at U.C.L.A.



Robert Townsend, the author of "Up the Organization."



The Rev. Channing D. Mabee, a civil-

Milton Friedman, *The Social Responsibility Of Business Is to Increase Its Profits*, New York Times, 1970

An illustration of a forest scene with several people engaged in planting trees. In the foreground, a man in a brown shirt and black pants is using a shovel to dig a hole. To his right, a woman in a purple shirt and black pants is kneeling, holding a large brown bag of soil. In the background, other people are visible, some standing and some working. The scene is set in a lush green forest with tall trees and various plants.

**Enrolled tens of millions.
Saved decades of time
for the public and civil
servants. Saved hundreds
of millions for agencies.**

**Better foundations,
not better facades**

The story of our country is a long and noble one. It is a story of our daily lives, of our struggles, of our triumphs. It is a story of our lives.

Fault lines spanning generations, broken and unhealed, have shaped our people and the government that's meant to serve them. Yet, day after day, dedicated civil servants show up to do what they can to make things better for the American people. They've taught us that to truly spark change, we must always resist the quick fix in favor of pursuing the underlying cause. We must build better foundations, not better facades.

**Large numbers
and short
memories.**



Women's March on Washington DC 2017

The lost year.



**Find a way to
allow this moment
to fuel us.**

**All the rest of my
accomplishments
evaporated.**

**The skills you're
building here are
needed in the
public sector.**

The heroic individuals myth, aside from being inaccurate, could mislead contemporary activists away from the fact that – in America – political progress is won by coalitions.

Places to intervene in a system.



U.S. DIGITAL SERVICE



Canada



Australian Government

Digital Transformation Agency



**Progress takes
work.**

**Take an
opportunity to
fuel yourself.**

Thank you.

Sha Hwang

@shashashasha

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Questions/Discussion

