From Service to Infrastructure

Cyd Harrell, SDinGov 2021







Ariana Lenarsky
@aardvarsk

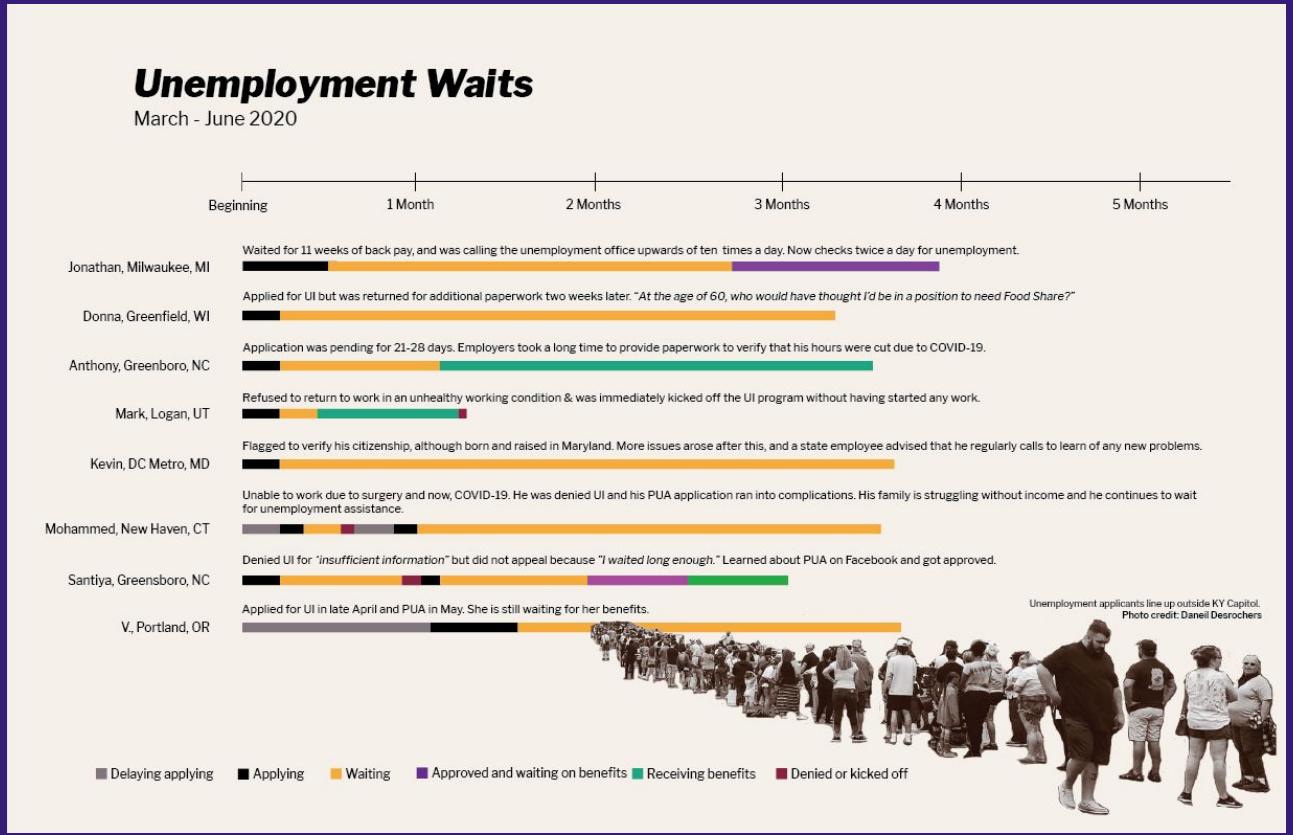
I am tired of being a part of a major historical event

9:30 PM · Mar 20, 2020 · Twitter for iPhone

62.1K Retweets **1,171** Quote Tweets **271.2K** Likes

Check the date on that tweet 😢

Apr-May 2020: Unemployment insurance services fall over



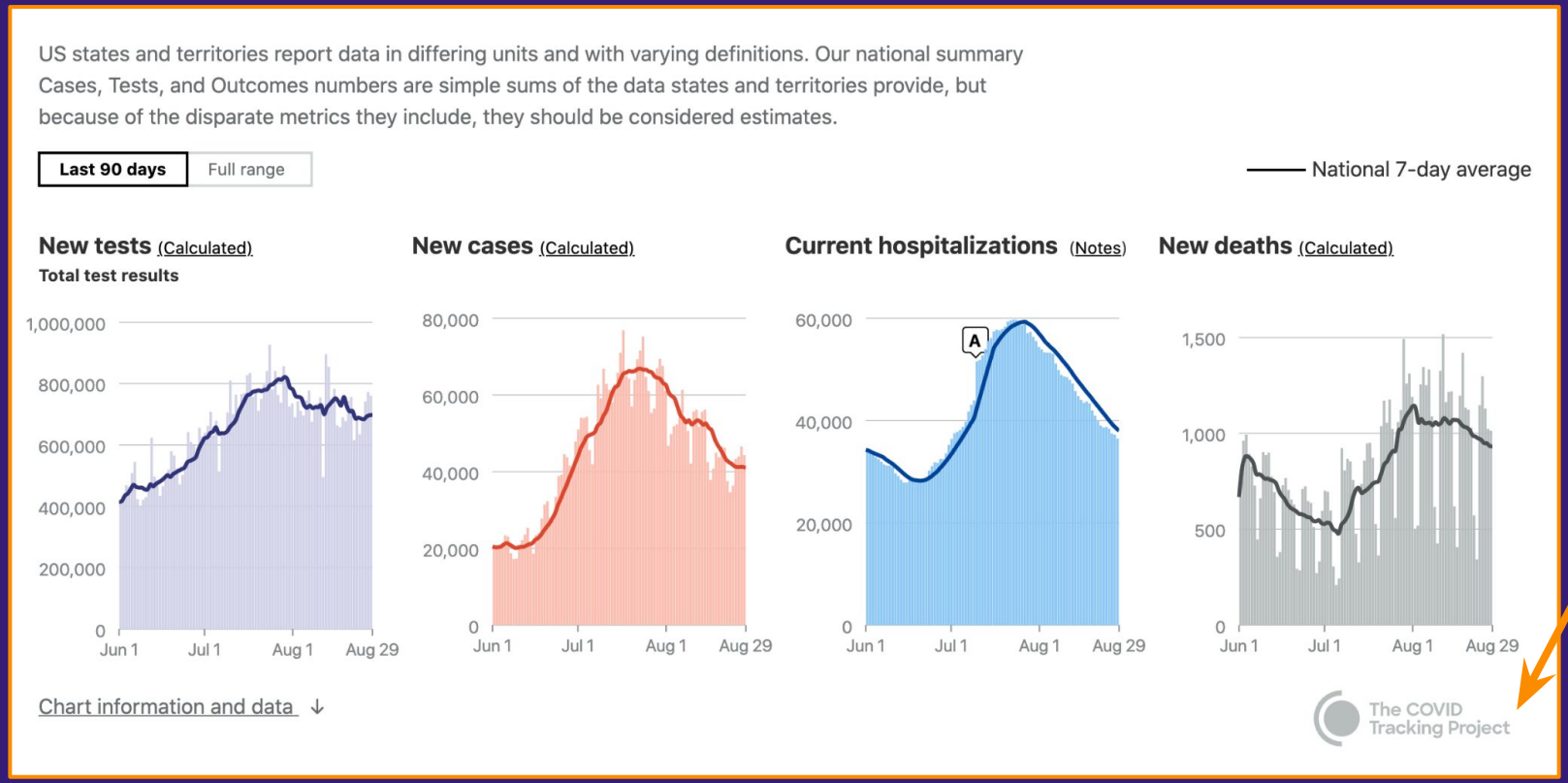
https://danachisnell.com/story-driven-experience-research-on-pandemic-unemployment/

Our 33 participants cumulatively waited 6 years for benefits.

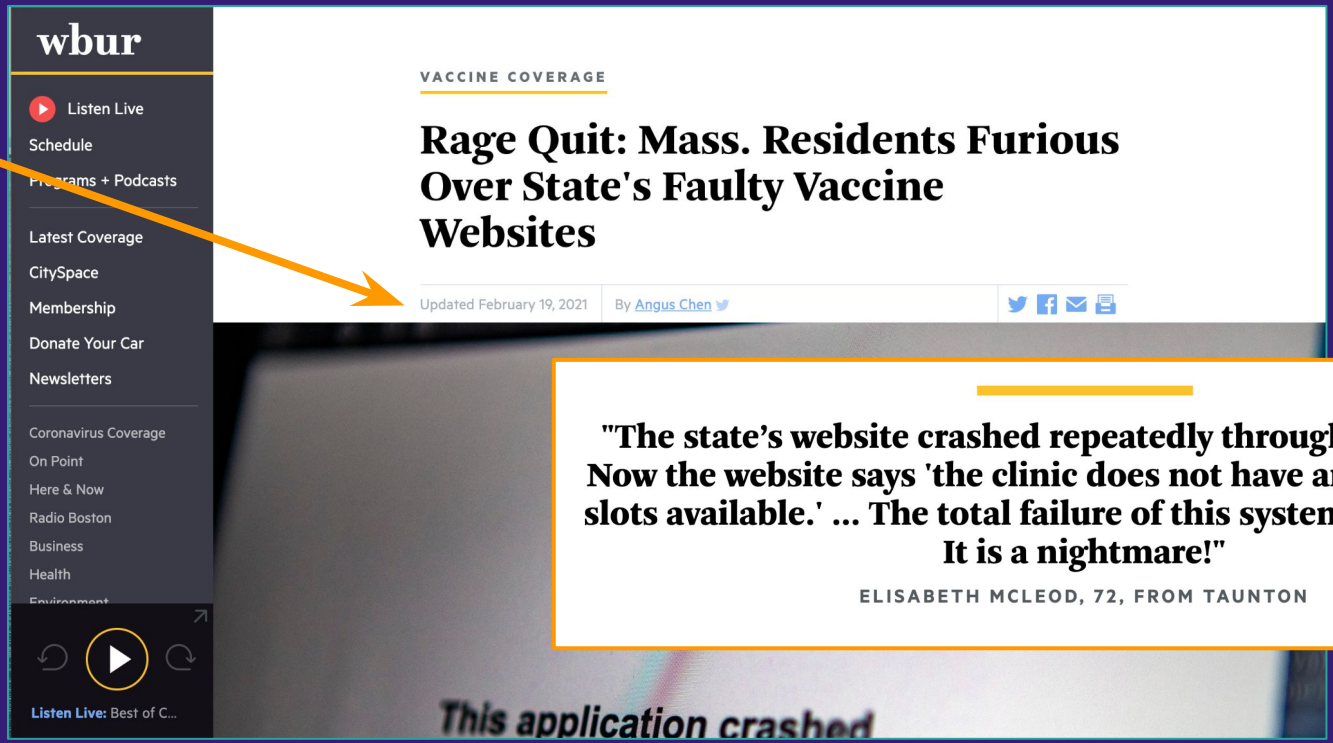
In California, the biggest problem turned out to be how physical mail was handled among field offices.

https://www.govops.ca.gov/wp-content/uploads/sites/11/2020/09/Assessment.pdf

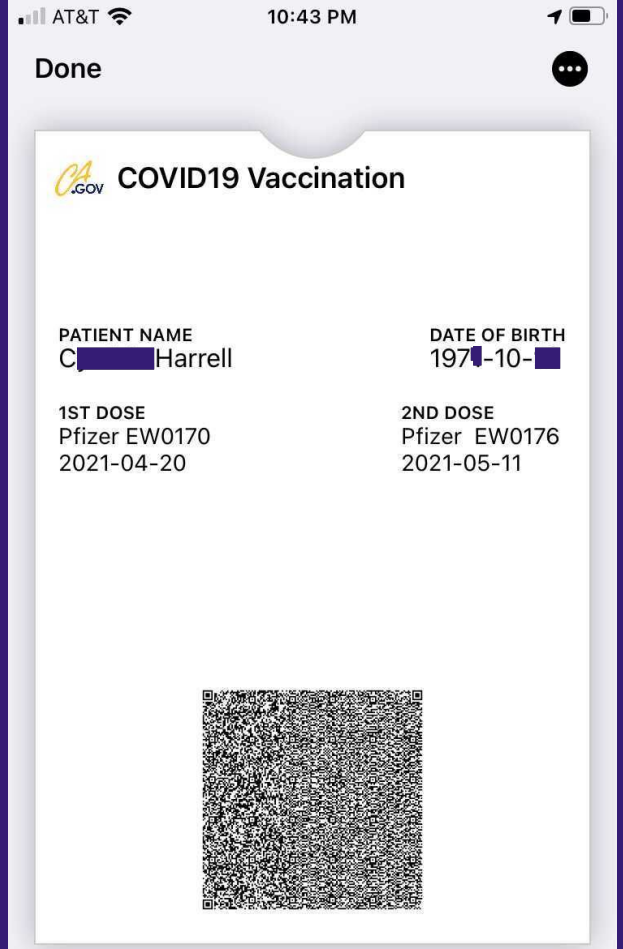
Feb 2020-Jan 2021: the federal government chooses not to aggregate COVID data



Dec 2020-March 2021: vaccine registration website scramble



https://www.wbur.org/news/2021/02/18/hours-and-hours-of-frustration-mass-residents-emote-about-states-faulty-vaccine-websites



Now: how do we handle vaccine credentials?

When service designs fail, policy fails.

But when policy doesn’t support people, service design isn’t enough.

55 states + territories

3,144 counties

19,354 cities & towns

574 tribes

& I don't even know how many water districts, air quality boards, regional transit bodies, etc.

Public servants make more design decisions than the entire design industry.

What good service design takes: a mass vaccination site

California Department of PublicHealth | My Turn

Let's find an appointment

Find a location near you.

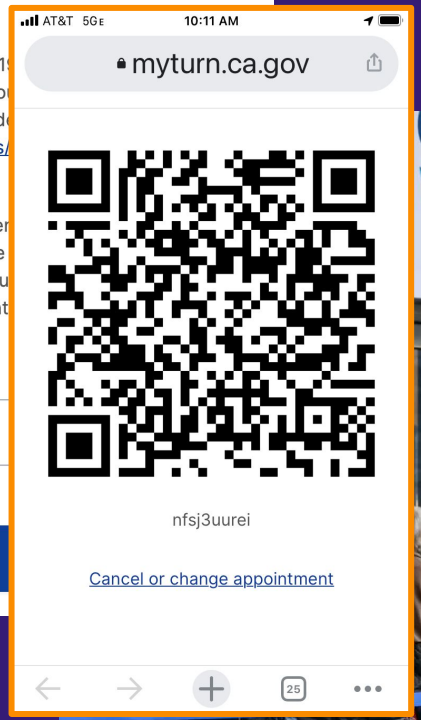
COVID-19 Vaccine Information: The three COVID-19 US are safe, effective, and reduce your risk of serious information about each vaccine brand, common side reactions, visit: https://www.cdph.ca.gov/Programs/19/Get-the-Facts-on-Vaccines.aspx

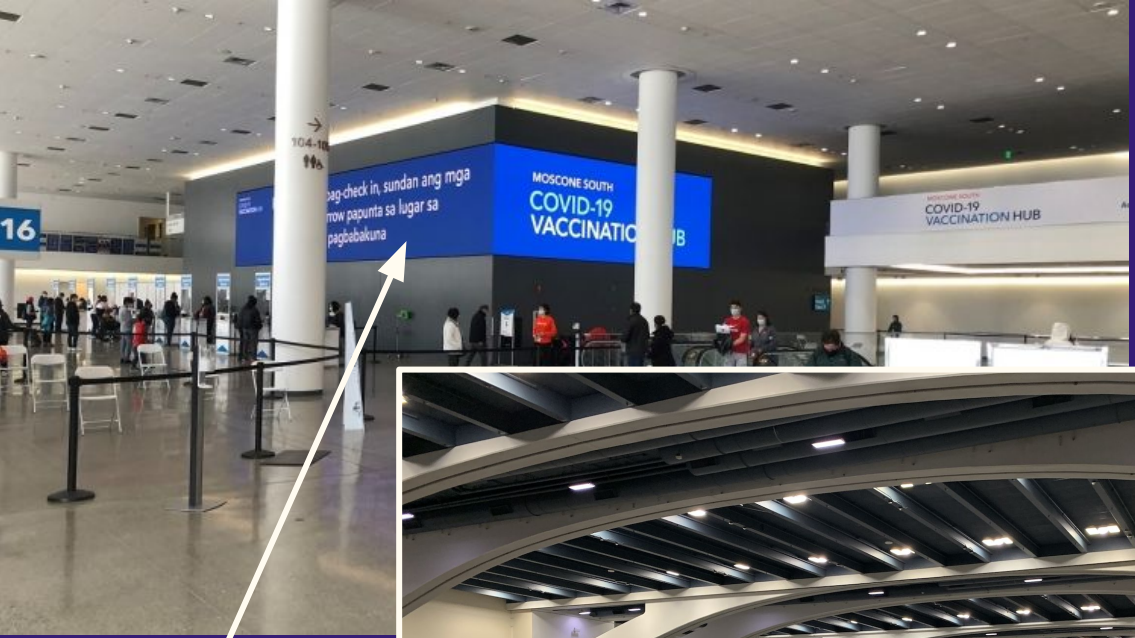
NOTE: You're considered fully vaccinated if it's been your second dose of the Pfizer or Moderna vaccine Johnson and Johnson vaccine. Even when you're fu important to follow these guidelines to help prevent

Enter your address or zip code

Use your current location

Continue





In Tagalog





COVID-19 Vaccination Record Card

Please keep this record card, which includes medical information about the vaccines you have received.

Por favor, guarde esta tarjeta de registro, que incluye información médica sobre las vacunas que ha recibido.

HARRELL [redacted]
Last Name First Name MI

10/[redacted]/197
Date of birth Patient number *(medical record or IIS record number)*

Vaccine	Product Name/Manufacturer Lot Number	Date	Healthcare Professional or Clinic Site
1st Dose COVID-19	Pfizer Lot: EW0170 Site: MOSCONE	4/20/2021	APR 20 2021 RN
2nd Dose COVID-1	Pfizer Lot: EW0176 Site: MOSCONE	5/11/2021	MAY 11 2021
Other			
Other			


I GOT
MY COVID-19
VACCINE!
I GOT
MY COVID-19
VACCINE!


Add your time sticker to the sign to participate in our community art project.

Why is San Francisco safer?

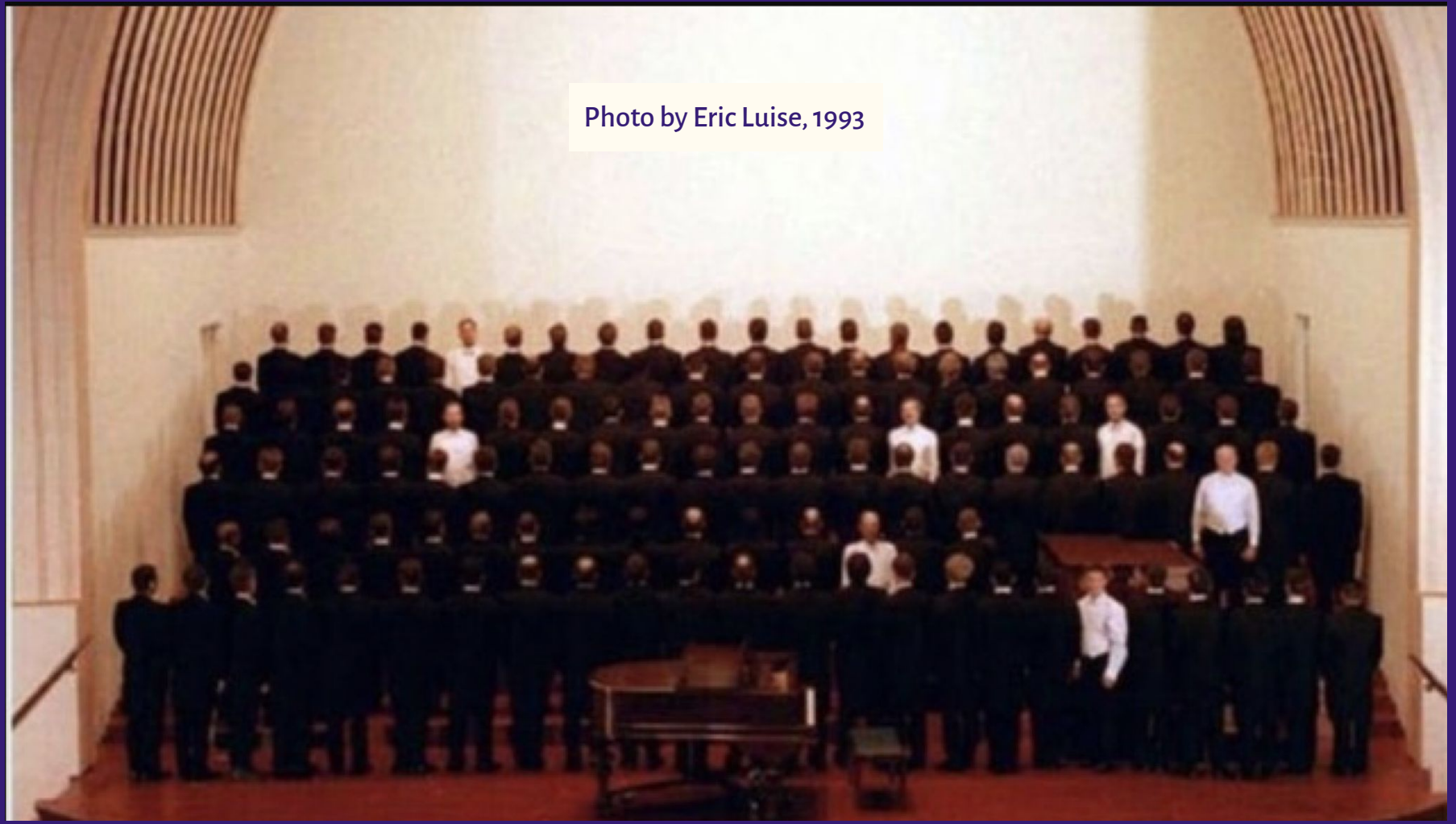
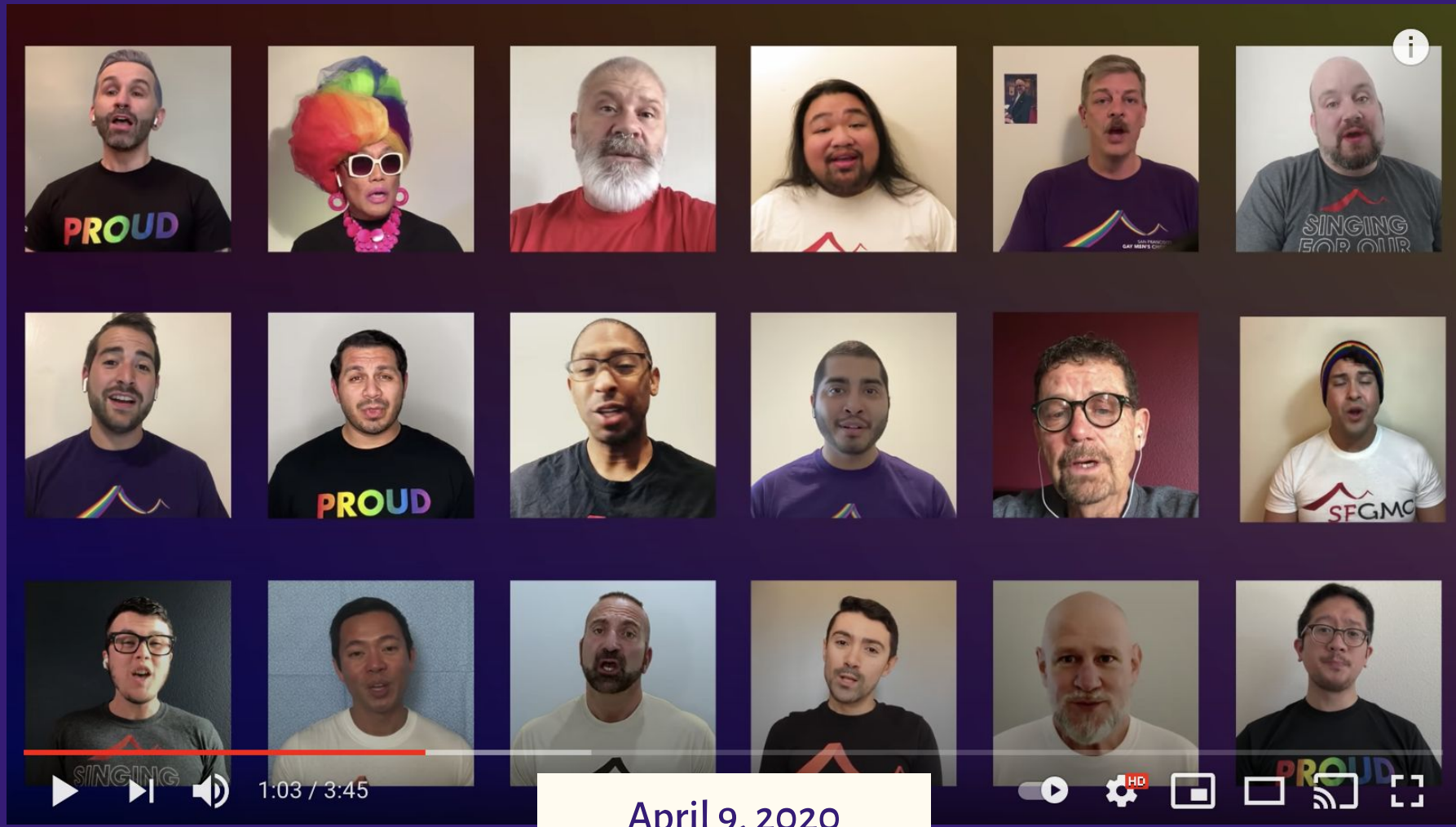


Photo by Eric Luise, 1993

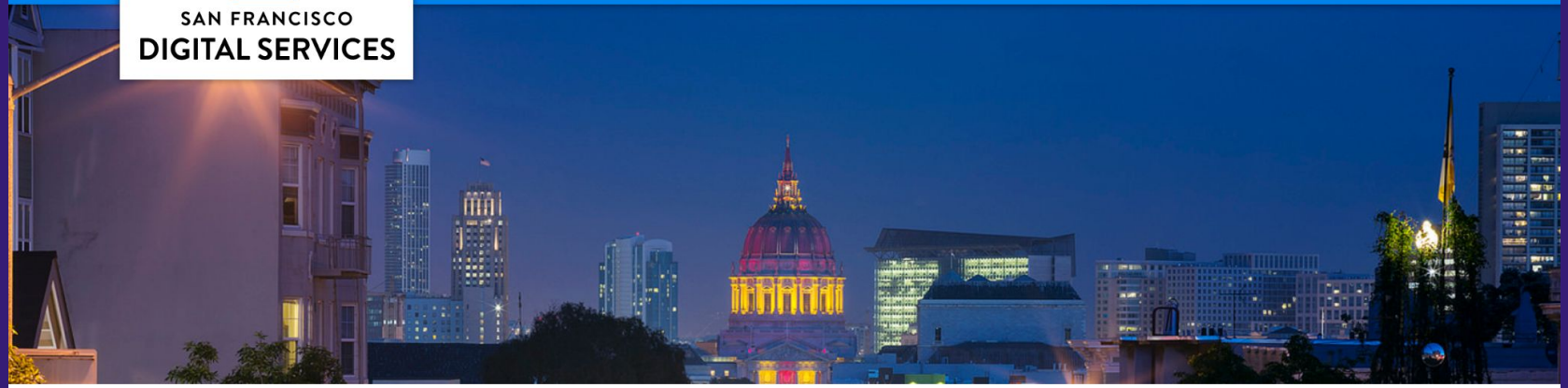
Institutional memory is part of the ground for service design



April 9, 2020

SAN FRANCISCO
DIGITAL SERVICES

Blog Strategy Join Us Our Team



San Francisco Digital Services

Making services for everyone

San Francisco Digital Services works with other City departments to improve public services. We use technology to make it easier for people to get things done.

We're working on critical issues like affordable housing, small businesses, legal aid for immigrants, and more. Our team is also rebuilding the city's website from the ground up. This means taking a service-led approach so that anyone using the site can get what they need.

Stand Together, San Francisco!

Together, we can stop
Anti-Asian discrimination.
No bias. No hate. No violence.

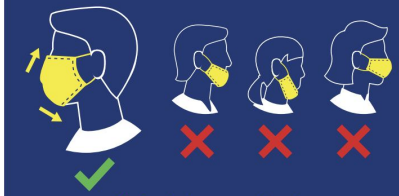
COVID-19 virus has no race or nationality.
It is simply a disease.



SAN FRANCISCO HUMAN RIGHTS COMMISSION
standtogetherSF.org

Wear your face covering correctly

Always cover your nose and mouth. Make sure it fits snugly against the sides of your face.



Usa tu cubrebocas correctamente
Siempre cúbrete la nariz y la boca. Asegúrate de que quede bien ajustado a los lados de tu cara.

請正確地佩戴口罩或面部遮蓋物
時刻遮蓋口和鼻。確保口罩或面部遮蓋物緊貼臉部兩側。

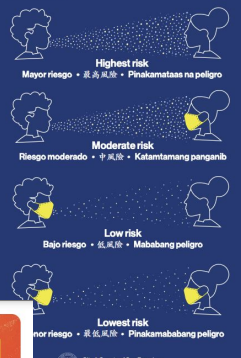
Magsuot ng panakip mukha ng tama
…akpan ang iyong ilong at bibig. Siguraduhin na ito ay …umaangkop laban sa mga gilid ng iyong mukha.

City & County of San Francisco
sf.gov/FaceCoverings

Mask up SF!

¡Usa tu cubrebocas! • 三藩市，齊心抗疫戴口罩！ • Magsuot ng Panakip-Mukha, SF!

Covering your face is proven to slow the spread
El uso del cubrebocas ayuda a disminuir la transmisión de COVID-19.
戴口罩證明，遮蓋口鼻可以減緩病毒傳播
Ang pagtakip sa iyong mukha ay nagpapatunay ng pagbagal ng pagkalat



City & County of San Francisco
sf.gov/FaceCoverings

Are you safe at home?

If you are feeling unsafe or need support to keep yourself and others safe while sheltering at home, **we are here for you. You can get help now.**

If you are in immediate danger, call or text 911.

There are **resources available** to you. You can get temporary shelter and other services to plan for your safety and the safety of your loved ones.

Help for parents:

TALKLine Parental Support
24-Hour Support:
415-441-KIDS(5437)

Family and Children's Services
24-Hour Hotline: 800-856-5553

Help for older adults:

Institute on Aging — Friendship Line
24-Hour Hotline: 800-971-0016

Adult Protective Services
24-Hour Hotline: 415-355-6700

Scan for online list of resources

City & County of San Francisco

Help for Domestic Violence

National Domestic Violence Hotline
800-799-7233

Asian Women's Shelter
24-Hour Crisis Line:
877-751-0880

W.O.M.A.N., Inc.
24-Hour Crisis Line:
415-864-4722
877-384-3578

La Casa de las Madres
24-Hour Adult Crisis Line:
877-503-1850

24-Hour Teen Crisis Line:
877-923-0700

24-Hour Text Crisis Line:
415-200-3575

St. Vincent de Paul Society – Riley Center
24-Hour Support Line:
415-255-0165

Do the Right Thing

Respect
Protect
Family



City & County of San Francisco
sf.gov/coronavirus

Courts, however

Our assignment: Increase access to justice through digital means
(for non-criminal cases)
(for people representing themselves)

Non-criminal case types:

- **Family law -** divorce, parentage, custody
- **Small claims -** lawsuits under $10,000
- **Many restraining orders**
- **Probate law -** estates, guardianship, conservatorship
- **Civil law -** lawsuits, housing & eviction, name/gender changes, more

Every county court already has a Self Help center where anyone can get basic legal help.

Policy favors access for self-represented people. (But implementation isn't great.)

Day 1 with the courts:

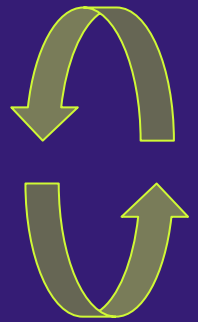
Me: Hi, I'm Cyd, I have government experience

Them: So what?

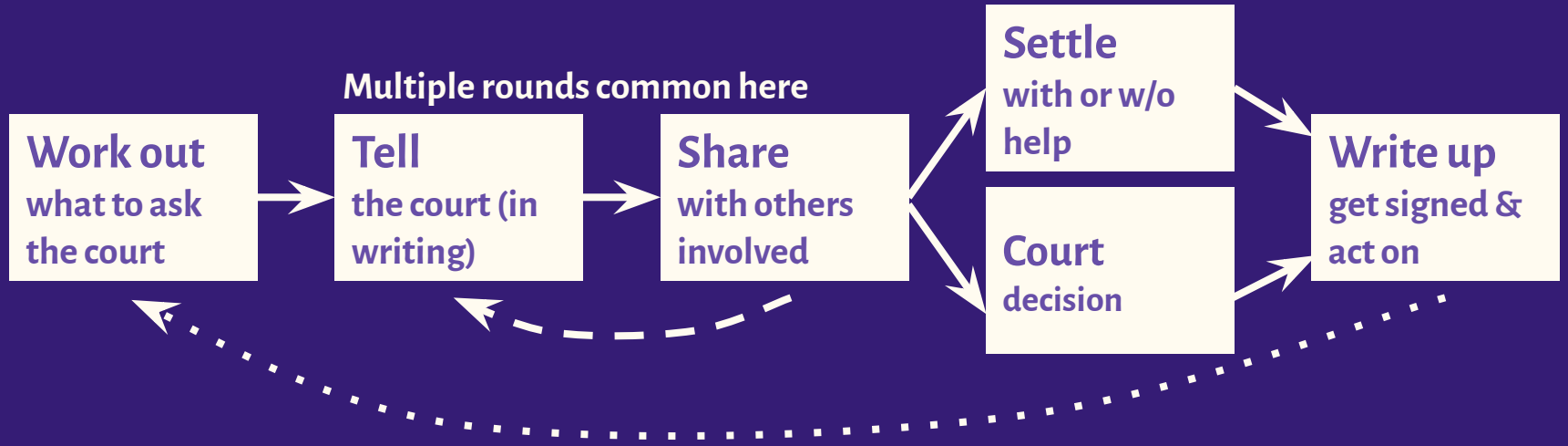
Me: oh um

Them: we're not the government!

[fair & equal justice]



[user-centered web services]


Multiple rounds common here
Work out
what to ask the court
Tell
the court (in writing)
Share
with others involved
Settle
with or w/o help
Court
decision
Write up
get signed & act on

I’m still not sure if court
is a service as such, or if
what I’m doing is really design

Arcs, Loops, Terrain



SF.GOV

Services Departments Search

Latest

Get vaccinated for a safer reopening

Get your COVID-19 vaccine



Services

Activities
Things to do in San Francisco.

Building
Construction resources and property information.

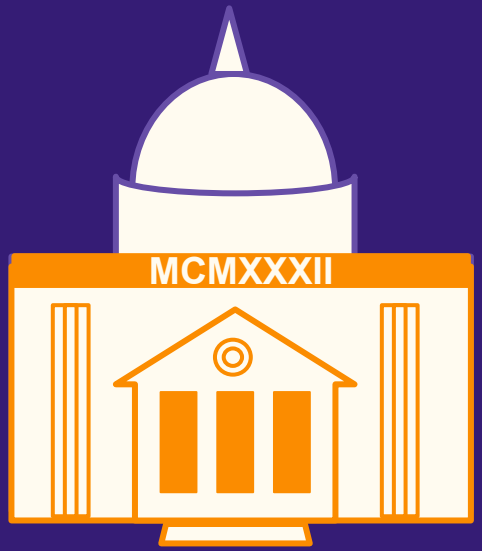
Business
Starting, owning, and closing a business.

Coronavirus (COVID-19)
Get vaccinated. Stay home if sick. Maximize fresh air. Keep a face covering with you.

Government
Get personal records, pay taxes or fines, work or volunteer with the City.

Housing
Finding and staying in housing.

I want to my ex to stop coming around and threatening me



For what I want to share here—a *version* of arcs and loops **adapted** for UX & service design purposes— **arcs** are essentially the *short* narrative sequences we use to string together a series of **loops**. For arcs, you might think of stories, paths, flows, or any similar series of events. Arcs do resemble "journeys" except they're not at all long nor are they all-encompassing. And, you'll likely end up with a bunch of arcs, *dozens* of them, each composed of several loops. But, that's enough about arcs, as they'll make more sense *after* we discuss loops.

https://stephenanderson.medium.com/when-customer-journeys-dont-work-arcs-loops-terrain-4f7f8ac6df4e

Court Loops

Fill out and sign a form
File papers with the clerk
Serve papers to another party
Issue a subpoena
Testify at a hearing
File proof by a deadline
Submit a judgment for signature

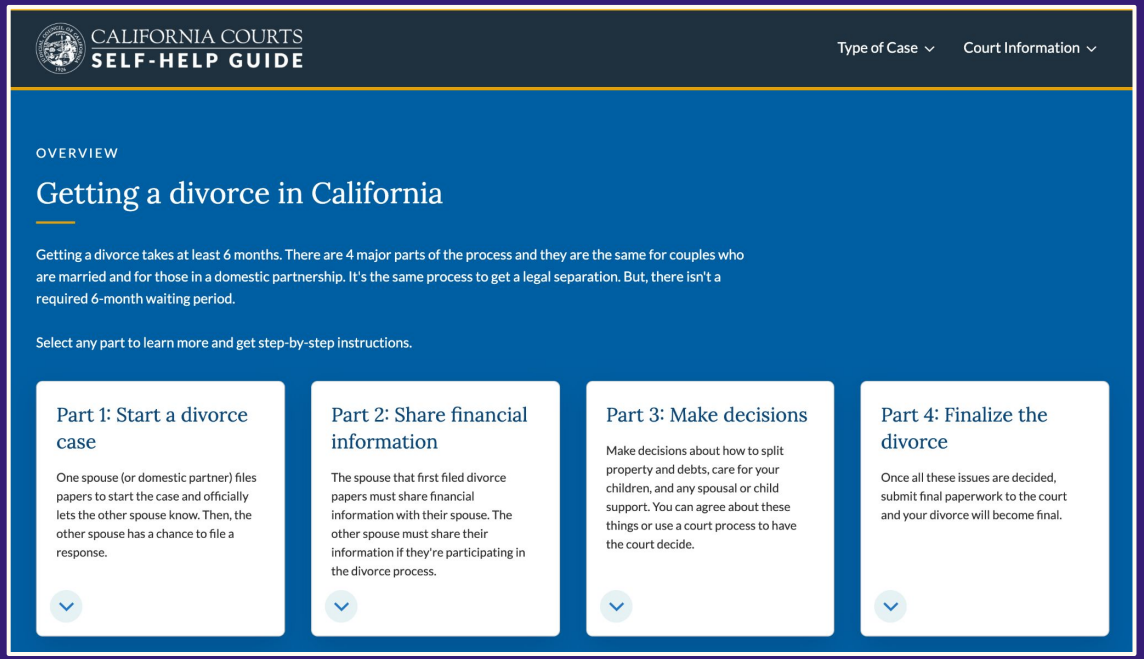
Court Arcs

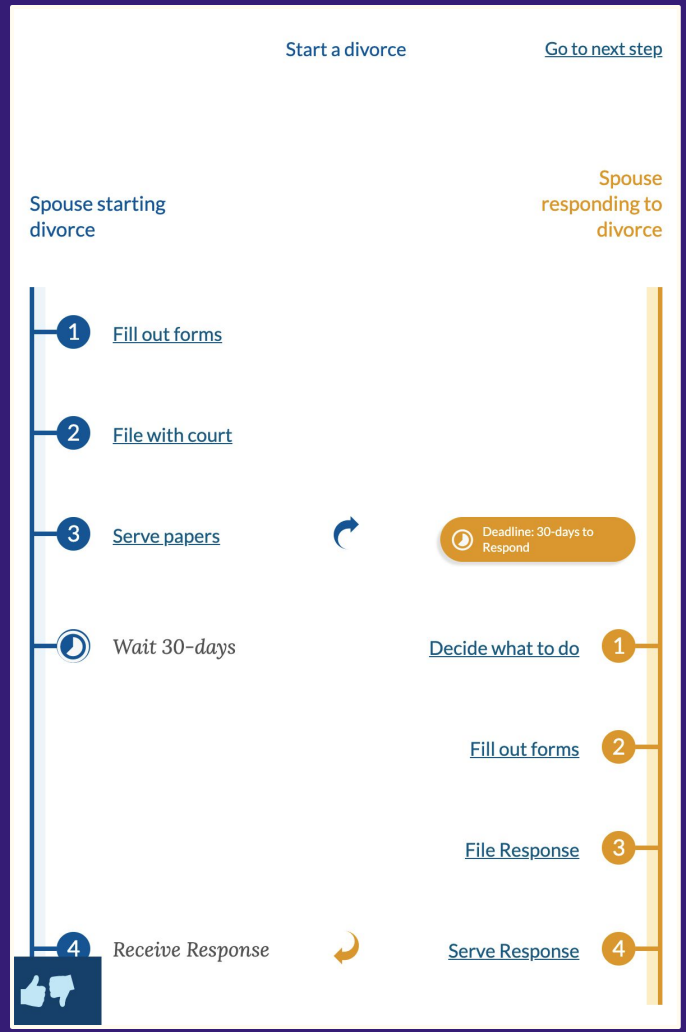
Start a case
Apply for a fee waiver
Enforce an order

Court Journeys

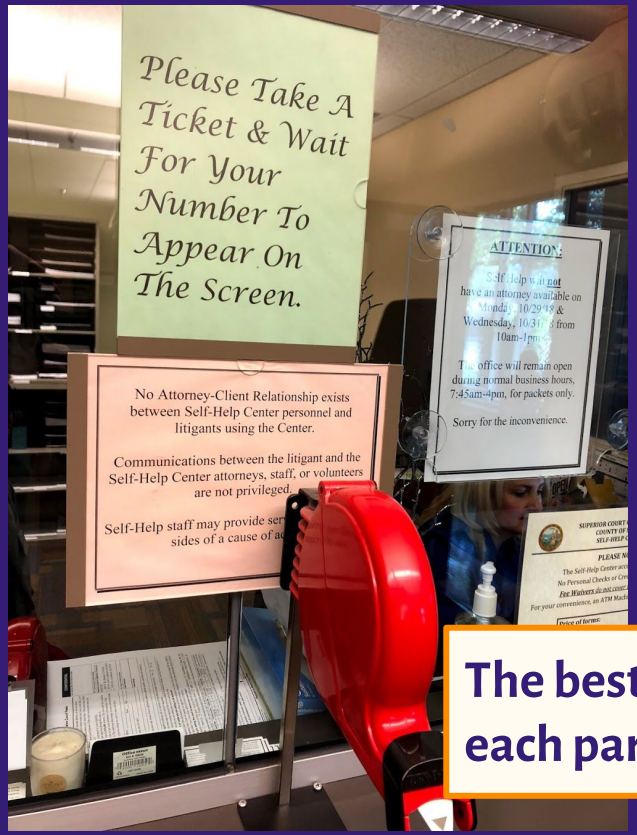
Get a divorce
Get a restraining order
Make a business pay a refund
Fight an eviction
Affirm your gender
Adopt a child

At any point in the arc or the journey, you could decide not to proceed. It might be a great outcome.

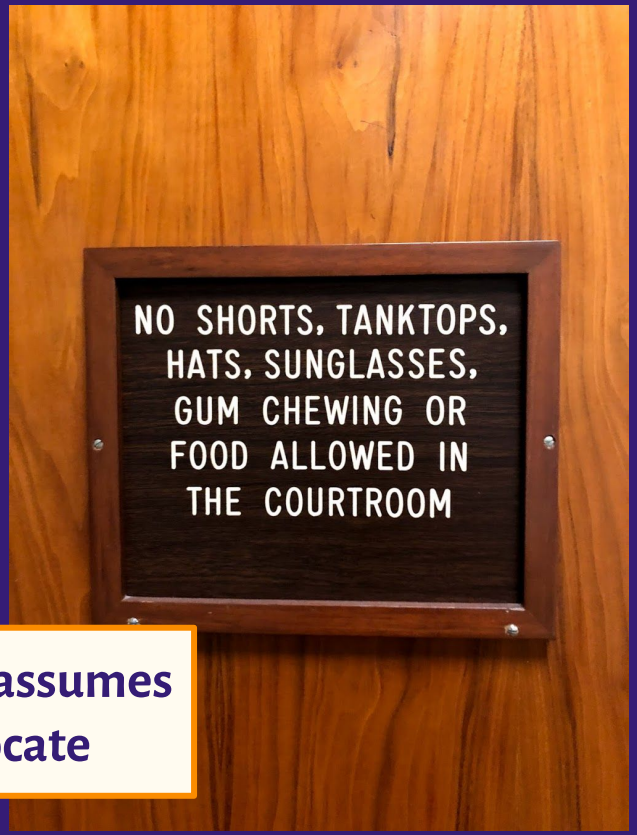




Going to court without a lawyer







The best version of anything at court assumes each party has a knowledgeable advocate



> We think more about designing the terrain through which people move and interact, rather than designing for the person, directly.
>
> — Stephen Anderson


HOTEL
CHORUS
SHOP
BANK
museum
NEWS
CAFE
HOSPITAL
SHOP

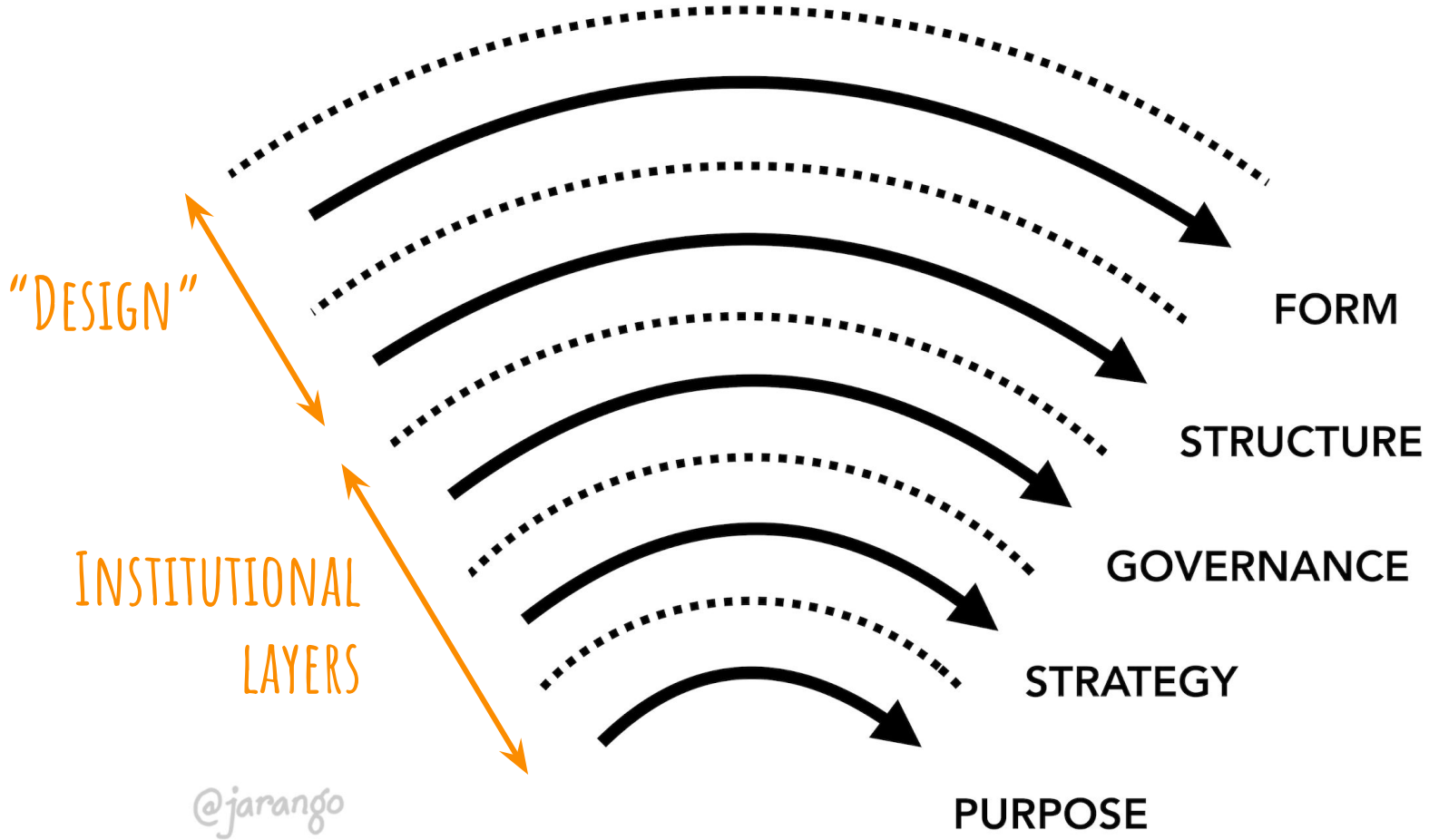
ACCURACY



ACCURACY

If we try to be comprehensive and precise, we risk being unreadable by a large part of the audience.

Whose accurate understanding are we aiming for?


"DESIGN"
INSTITUTIONAL LAYERS
FORM
STRUCTURE
GOVERNANCE
STRATEGY
PURPOSE
@jarango

Infrastructure & Institutions

> infrastructural systems: they're a general-purpose means of freeing up time, energy, and attention.
>
> — Deb Chachra

https://www.cardus.ca/comment/article/care-at-scale/

Good social & digital infrastructures let institutions provide abundantly for their members



CuzNoOneElseDid on Imgur

Institutions play a similar role in societies over time

Things that exist at scale



FAD

INSTITUTION

Things that exist at scale



In the 21st century, we interact with long-timescale institutions via short-timescale technologies.

SOCIETIES

STORMS

FASHION



MONTHS

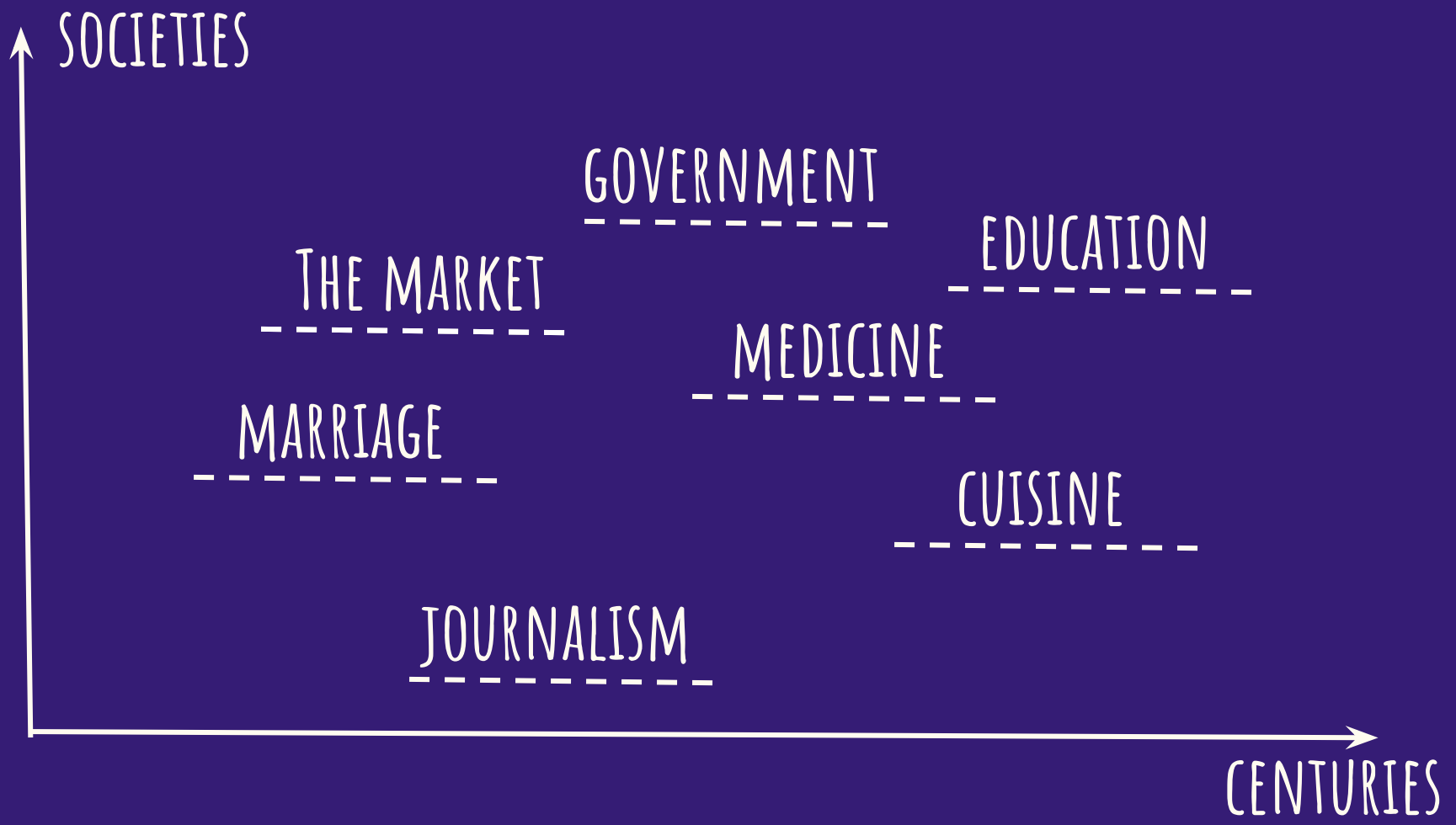
CENTURIES

PERSONAL CIRCUMSTANCES

LOCAL ANCHOR BUSINESSES

PUBLICATIONS

INDIVIDUALS


SOCIETIES
GOVERNMENT
EDUCATION
THE MARKET
MEDICINE
MARRIAGE
CUISINE
JOURNALISM
CENTURIES

When service designs fail, policy fails.

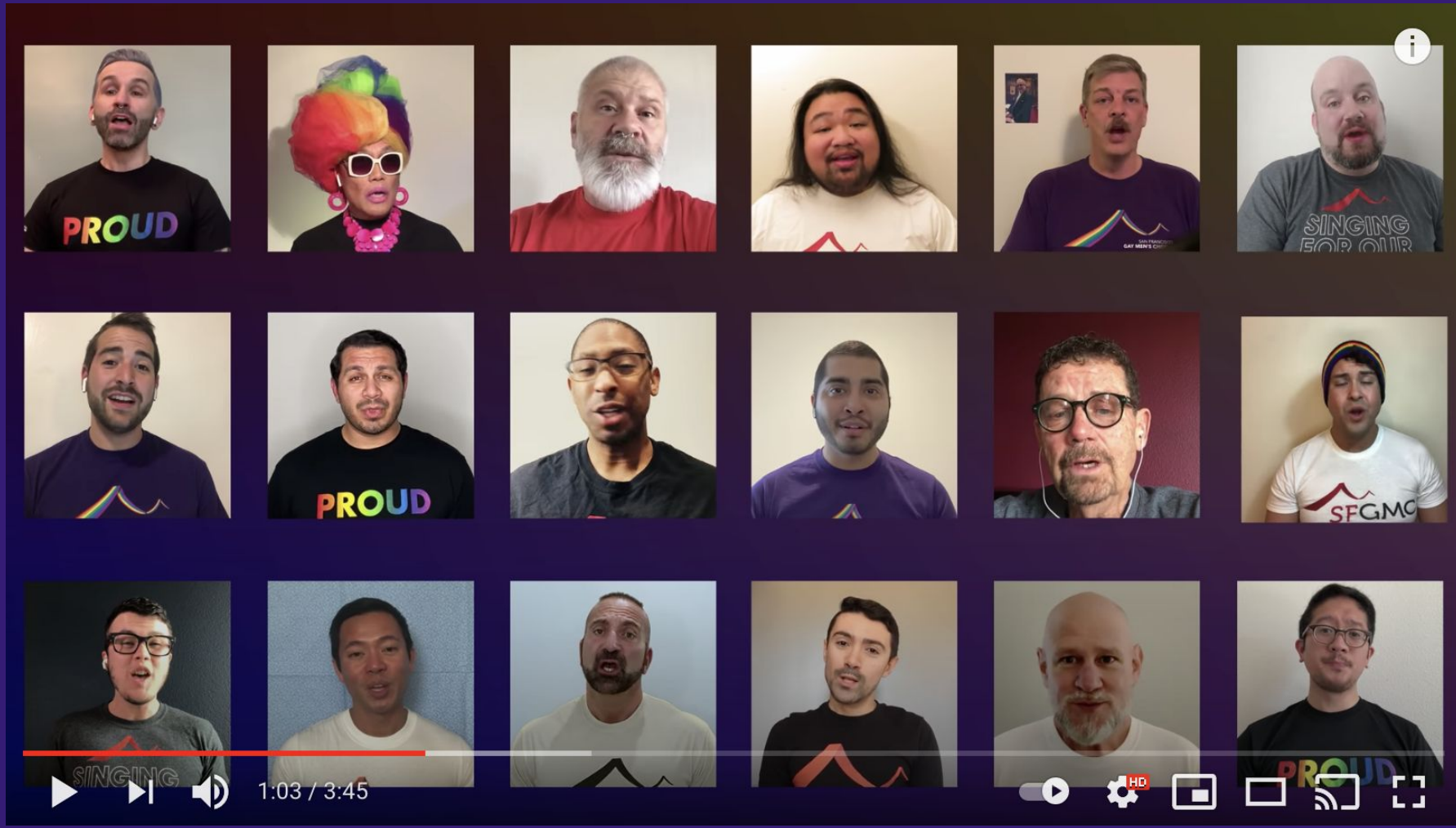
But when policy doesn’t support people, service design isn’t enough.

When service designs fail, institutions survive but public trust is damaged.

When institutions lack the infrastructure to support people, we need to work on the deeper layers.

Infrastructure may be unevenly distributed, poorly fitted, outdated

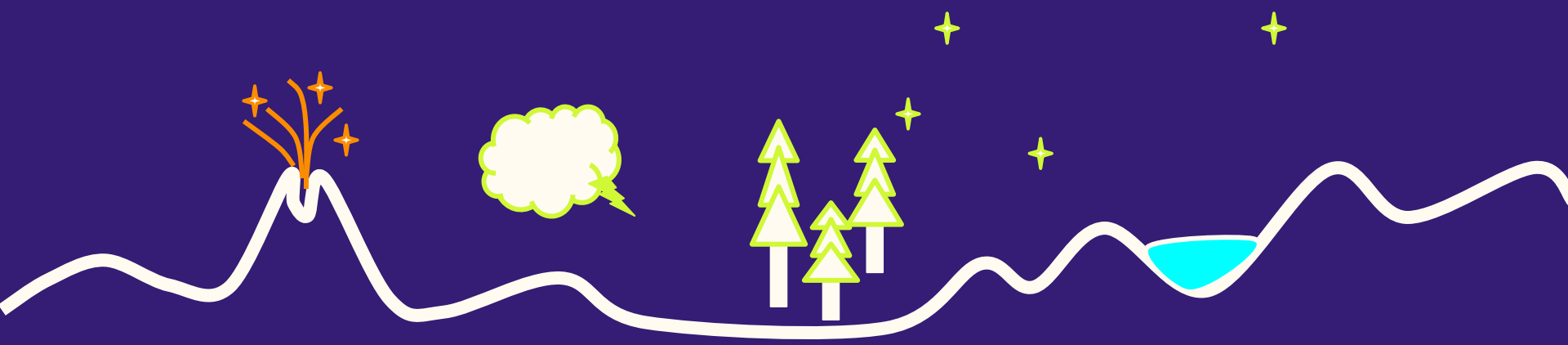
https://vision2023.cdt.ca.gov/


PROUD
PROUD
SINGING
SFGMC
SINGING
PROUD
1:03 / 3:45


HOTEL
CHORUS
SHOP
BANK
museum
NEWS
CAFE
HOSPITAL
SHOP

> At some point, the institution becomes "real" in a de facto sense; it simply becomes the way things are done.
>
> — Malka Older

https://www.nytimes.com/2021/05/19/special-series/malka-older-what-we-believe-about-our-institutions.html



We can design infrastructure, institutions, and the terrain that services rest upon

Thank you!

@cydharrell any time you want to talk about this