



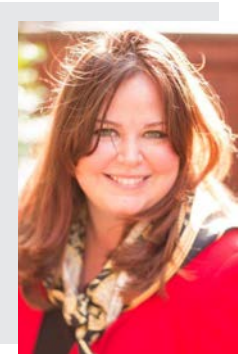
DIGITAL SERVICES COALITION

The Digital Services Coalition exists to support, educate, represent, and positively influence both the government and the digital service market in their joint efforts to improve technology solutions.



Digital Services
Coalition

2022 - 2025 STRATEGIC PLAN



MESSAGE FROM THE EXECUTIVE DIRECTOR

I am pleased to present the first strategic plan of the Digital Services Coalition. This organization was formed from the collaborative spirit of industry experts brought together by a shared desire to serve and improve government as it makes its journey through digital transformation. Government has come a long way in embracing digital services which is evident in the recent Executive Order on [Transforming Federal Customer Experience And Service Delivery to Rebuild Trust](#) released in December of 2021. Through updated policies, orders, laws, and processes we will hopefully be able to see a marked improvement to accessing government services at any level. However, internal changes alone will not be enough, and government will need to have thought leadership and guidance from industry to adopt and adapt to the rapid pace of shifting technology in the 21st Century.

“Government must be held accountable for designing and delivering services with a focus on the actual experience of the people whom it is meant to serve.

Executive Order #14058 on Customer

Through the achievement of goals in this strategic plan over the next several years, the DSC will be able to provide the education, support, and partnership critical to improving government’s digital maturity. Our coalition has several advantages as we focus on the priorities and opportunities needed to provide this digital service stewardship including:

- Critical subject matter expertise in agile methodologies, accessibility, human-centered design, security, development & operations (DevSecOps), and strategic marketing;
- Strong internal values within each member organization that upholds a culture of high performance delivery and customer experiences; and
- A deep culture of storytelling, shared interests, and collaboration.

LOOKING FORWARD

Our objectives in this plan are intended to increase our visibility in the digital transformation market, provide meaningful dialogue and determinations around the best practices to uphold, create educational content and other programing contributions to the digital service ecosystem, and support diverse and inclusive hiring methods to provide opportunities for those interested in working in the field of government technology.

We believe that the millions of people who interact with government should not be hampered by inefficient experiences and processes when the solutions and technologies exist to help them. Working to decrease the barriers to faster delivery is the bond we at the DSC share.

Along with the Board of Directors, I would like to thank all of the member companies and the volunteers that helped pull this plan together and who will continue to help as we execute on our vision. Together we have built a path forward for our organization that I am excited to set into motion.

Traci Walker

Executive Director,
Digital Services Coalition



**Digital Services
Coalition**

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The **Digital Services Coalition** exists to support, educate, represent, and positively influence both the government and the digital service market in their joint efforts to improve technology solutions. Our primary efforts in this endeavor focus on the support and empowerment of our member companies. A robust and actionable strategic plan for the organization allows us to measure and increase the value we provide to our member companies and the government digital services community at large.

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What follows is a description of our three-year strategic plan. We have also included an overview of our planning process, our history, and our values to provide insight into the drivers that led to the founding of the organization, where we are today, and our goals.

ANSWERING THE CALL BY BUILDING A COMMUNITY

 Ad Hoc

 CLARITY
INNOVATIONS

 Kind Systems

 Oddball

THE SO COMPANY

agilesix

 cforma

mediabarn 

 PLURIBUS
DIGITAL

'TRUSS'

 awl All Women
Leadership

 Simplicity

 MetroStar

 raft

Wheelhouse  Group

BIXAL

Exygy

 mo
STUDIO

[simple]

540

 ctg CAPITAL
TECHNOLOGY
GROUP

 Fearless

 mobomo

 Skylight

CivicActions

 FLEXION®

 NAVA

 Skyward
IT SOLUTIONS



OUR HISTORY



The Digital Services Coalition (DSC) is a 501c(6) trade association created to bring together like-minded federal contractors working in the digital services market.

Its foundation was based on the Agile Contracting Community of practice formed in 2017 to talk about best practices, common experiences, and how improvements can be made in the government's adoption of digital services. For this reason the idea was conceived of transforming the community of practice into a non-profit trade association, with a call to action to go beyond self-interest and profit to serve a better purpose: better outcomes for citizens.

BUSINESS BACKGROUND

The DSC was incorporated in 2019 as an initial 16 founding companies came together to take action towards changing the way the government looked at the acquisition and delivery of technology.

A common set of values and principles were created to exemplify the unique characteristics of the kinds of companies that participate in the DSC which are focused on high quality delivery, end user experiences, and business practices that highlight the stewardship of taxpayer dollars entrusted to them as signatories on government contracts.

PRESENT DAY

Over 2020 and 2021, despite pandemic-related challenges that all organizations faced, the DSC furthered its mission by hiring its first Executive Director, Traci Walker, and conducting multiple rounds of new membership drives. Ms. Walker came from the United States Digital Service where she was the Director of Digital Service Procurement. She brings a network of fellow disruptors, champions, and like-minded individuals from industry, the multiple levels of government, legislative, and non-profit sectors that can help navigate the complicated bureaucracies to provide opportunities for the DSC to succeed.

Now, in 2022, the DSC's membership consists of 28 companies which represent multiple size and socio-economic categories. The DSC brought in many educational opportunities for its members through a variety of guest speakers from both government and industry, held in-person and virtual networking sessions, and maintains an active Slack channel to share news, wins, frustrations, and community building. Additionally, the DSC participated in joint efforts and communications with organizations like the Alliance for Digital Innovation, the US Digital Service and others.

At the end of 2021, the Coalition conducted its first strategic planning process to define the goals that will drive the organization as it continues to grow. The result is this 3-year Strategic Plan that will be used to iterate and test new initiatives, programs, education, and community based activities geared towards improving the impact of digital service transformation in the government and the digital service market as a whole.



PURPOSE OVER PROFIT

Change is hard. Systematic change is even harder. That's why we have teamed up to bring the innovation and agility that's become the backbone of commercial digital services to the government.



OUR PURPOSE

We envision a society where government improves the lives of the people it serves and their human experience is valued.

OUR MISSION

Our mission is to be trusted partners of the government by providing the technical knowledge and thought leadership necessary to continuously mature the delivery of digital services that are accessible, functional, and work seamlessly to support the full range of customer experiences.

OUR VISION

By elevating companies brought together by shared values, the DSC strives to guide the government and the digital service market through digital transformations to fundamentally improve the technologies, data, processes, and organizational changes necessary to successfully deliver world-class outcomes.

OUR CORE VALUES

CORE VALUES

COMMUNITY

Establish a collaborative community of innovative vendors to influence digital services in the government

EDUCATION

Educate the civic tech ecosystem, including government agencies, other vendors, and users, on best practices in digital services

ADVOCACY

Promote policies that remove barriers to innovation in government while increasing adoption of best practices, methodologies, and processes, such as human-centered design and agile delivery

PARTNERSHIP

Cultivate enduring relationships within our community of vendors and government partners to maintain long-term success in digital service delivery

IMPACT

Make a meaningful difference in the daily lives of users through improved interactions with government, prioritizing equitable delivery to those who have traditionally been underserved



OUR MANIFESTO



**COMMUNITY
OVER
CREDIT**

Each win moves us all closer to digital transformation



**PURPOSE
OVER
PROFIT**

We're mission-driven, not money-driven



**USERS
OVER
STAKEHOLDERS**

If we don't meet user needs, business goals will never truly be met



**INNOVATION
OVER
RISK MANAGEMENT**

Change comes from taking chances



**DELIVERY
OVER
DELIBERATION**

Perfection only exists once users tell you it's perfect



**OUTCOMES
OVER
ACTIVITIES**

Success is what you accomplish, not how much you did to get there

THE DIGITAL SERVICES COALITION IS MATURING.

INITIATIVES & PROGRAMS

The DSC is maturing from a start-up into an organization with direct influence and impact on the government's toughest digital transformation problems. These are the top five goals to move us forward in the year ahead.



INITIATIVES & PROGRAMS

MEMBERSHIP

We plan to continually bring in companies as members that are aligned with our values by having a transparent application and membership process. To achieve this goal, we will increase our recruitment & networking efforts, update processes and policies, conduct user research and retrospectives to gather data and iteratively improve. Our organization is dedicated to upholding practices that go beyond the idea of working only for profit. It is important that new members endorse these ideals and look to the DSC as more than a business development organization.

COMMUNICATIONS

We plan to create and implement a communication and storytelling strategy which will increase the awareness of the DSC, its members, and its activities with key government representatives. We believe much of the work done by members of the DSC should be self-evident in the improved outcomes, it is important to tell how we got there and who we helped in our joint efforts with the government.

EDUCATION

We plan to craft the shared language for digital services and digital transformation among service providers and the public sector which highlights what the best practices, common expectations for high quality delivery, and customer experiences for government digital transformation should look like. One of the challenges that plagues the acquisition process and technology implementation is an unclear understanding of what subject matter expertise looks like, how to define and hire for it, and how it results in world class solutions.



FUNDRAISING

We plan to create sustainable funding sources that align with our mission and values to continue to finance the operations and staff. In order to not have to rely solely on membership fees as the source of funding, alternative sources will be researched and evaluated as potential revenue streams to support on-going services.

COMMUNITY MANAGEMENT

We plan to establish and enforce community standards which will hold members to consistently practicing and exemplifying the values of the DSC. This, in partnership with the Membership process, will ensure the community and culture of the DSC remains true to the mission and vision.





STRATEGIC PRIORITIES & GOALS ['22-25]

The following is the full list of objectives identified by strategic theme for the DSC to operationalize. These were developed to put clear and actionable goals to maintain the current mission and achieve the vision we set for ourselves. Each year, we will review what has been accomplished and where we need to improve, reprioritize, or is determined to be successfully incorporated into our organization.

1

MEMBERSHIP

Continually bringing in companies that are aligned with our mission/vision and values by having a continuous improvement and transparent process, including retrospectives and other feedback. Improve and refine the sponsorship process to both keep membership accountable for the accepted members and avoids burdening the member companies

Establish diversity of membership goals to improve the depth and breadth of the coalition. This includes socio-economic businesses, accelerators or incubators, associate members, educational institutions, or government entities



2

EDUCATION

Usher in a shared language for digital services and digital transformation among digital service providers and public sector agencies (Federal, State, and Local agencies)

Develop Educational Content and Programs to mentor and enhance the capabilities of DSC Members and our constituents
Create a mentorship education framework to attract the best workforce to DSC companies and public sector agencies

3

COMMUNICATIONS

Develop and maintain a strategy associated with communication targets and goals

Increase visibility and awareness of DSC and member companies with key leaders in agencies

Increase visibility of DSC work with member companies and employees of member companies



4

TECHNICAL SUPPORT

Make the website a more usable and editable platform that facilitates the rapid updating of content

Effectively introduce and use tools and technologies that support the DSC community

Enhance the store to be more adaptable and price competitive to a variety of order types ranging from DSC companies interested one-off items to bulk swag items needed for events and conferences

5

GOVERNMENT INTERACTIONS

Establish a vision/roadmap for digital transformation that the government can apply across state, county, and federal

Act as stewards on behalf of the best interest of the public by exemplifying the standards for digital service transformation and holding government and ourselves accountable to them

Create a portfolio of DSC services we offer to support government adoption of digital transformation: it includes market intelligence, education, conferences, shadowing, re-skilling



6

BUSINESS DEVELOPMENT SUPPORT

Improve strategic relationships among DSC members for the purpose of improving and increasing BD for member companies

Create / open new digital transformation markets, while accelerating the traction of existing customers and their agencies

Ensure the government is offering fair and equitable opportunities for DS firms of all compositions

7

FUNDRAISING

Create sustainable funding sources that align with our mission and value to continue to finance our operations and staff

Organize the DSC membership to participate in fundraising activities and supporting the DSC financially beyond membership dues

Identify scalable methods and channels of fundraising efforts, ranging from annual galas, foundations and donors, and other smaller scale events



8

COMMUNITY MANAGEMENT

Establish and enforce community standards which hold members accountable to the values and mission of the DSC

Establish, incentivize, and enforce member time/volunteer requirements for active engagement in initiatives

Identify workforce principles that we want to encourage and collect and display publicly the data on the demographics (such as DEIA numbers, etc).

9

ADVOCACY & POLICY

Establish the DSC platform which supports advocacy of our mission and the ability to lobby

Advocate for users' experiences and improved outcomes by highlighting their stories



10

EXTERNAL PROGRAMS

Develop internal capacity and processes for the DSC to participate and/or create external programs

Become an incubator of digital services talent in government through services such as internships, mentorship programs (i.e., CoPs), etc.

Engage with and support partnerships to improve government acquisition and management of digital services, such as DITAP, CFA etc.

11

INTERNAL OPERATIONS

Establish internal policies and enforcement practices to support the organizational outcomes. This can include DEIA policies, antitrust policies, etc.

Sustain an organizational structure that supports clear lines of accountability and a culture that rewards creativity, inventiveness, and support of our values

Increase the number of organizational staff to support ongoing DSC efforts.



MEET THE BOARD



Traci Walker
Executive Director



Ivy Teng Lei
Exygy
President, Board Member



Greg Godbout
Fearless
Board Member



Lapedra Tolson
Friends From The City
Board Member



Jason Stoner
MetroStar
Board Member



Sarah Ruggless
Flexion
Board Member



Marc Jones
CivicActions
Secretary



Tyra Blew
Coforma
Treasurer



Digital Services
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