



## National Conference on Citizenship 2020 Report



**NCoC**

# THANK YOU FOR VOTING!

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## BALTIMORE VOTES

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## About the National Conference on Citizenship

The National Conference on Citizenship (NCoC) was founded after World War II to foster and maintain the spirit of unity and citizenship Americans felt during the war. Our congressional charter underscores a commitment to the development of a more active, alert, enlightened, conscientious, and progressive citizenry in our country.

NCoC is committed to strengthening democracy by supporting local leaders and nonpartisan projects dedicated to citizen engagement and public service. Our vision is one of full participation in our democracy, and that in doing so our democracy equitably and inclusively reflects the combined voices, dreams, and actions of all who call our country home.

This report highlights our work and impact in four key areas of citizenship and civic engagement:

- Encouraging and supporting full participation by local leaders, communities, and individuals
- Promoting truthful, inclusive, and respectful civic discourse, enshrined in the first amendment
- Improving the responsiveness, effectiveness, and accessibility of government systems and services, to increase public engagement and well-being
- Accelerating the impact of early-stage, civic-minded projects

**NCoC**



National Conference on Citizenship

## DEAR FRIENDS,

By November 2, 2020—the day before Election Day—nearly 98 million people had voted in the United States election. By the time all the absentee, mail, and in-person ballots were counted, more than 160 million citizens—our neighbors, friends, and family—had voted in community centers, schools, town halls, and even around their kitchen tables. With turnout shattering all previous records, this election is an unparalleled case study of citizenship and a testament to the American spirit and resilience in the face of the pandemic’s complexities.

The National Conference on Citizenship’s work has been aimed at increasing Americans’ participation in civic life—locally, in their states, and nationally. We write today to share a report on NCoC, not only to describe our impact, but also to describe the future of our work.

As a nation, we look to the tools of government and to leadership to increase well-being. Those first principles of America’s governance—enshrined in the nation’s founding documents—sprang from a priority to establish a democratic republic that differed from any previous government. The Founders were creatures of their time, but their imagination soared beyond that of any other group of people in the world to that moment. They existed on the far edge of western civilization, an obscure group of non-aristocrats, yet they were able to imagine a government more just, more honorable, more inclusive, and more fair than any that had come before.

The National Conference on Citizenship’s work reflects those ideals in their most active public form: citizenship. NCoC has significantly expanded and now houses a series of highly innovative projects representing research-based, practitioner-focused efforts promoting civic engagement and leadership. Today, NCoC’s 30 staff members work across twelve major projects, whose reach stretches to cities, towns, and villages from Alaska to Florida. People are attracted to NCoC because it is unusually interdisciplinary, offers low barriers to interaction and a highly efficient infrastructure support model, and rapidly translates project-specific learning to colleagues and the community.

These novel projects and affiliated efforts advance the unique mission assigned to us by Congress in our original 1953 charter: “... to indicate the ways and means by which various organizations may contribute to the development of alert, enlightened, conscientious, and progressive citizenry in our country.” We will continue our focus on local leadership; encourage people to be active in public life and to vote; and boost civic engagement by engaging communities and digital spaces with dignity, truth, and purpose.

To fulfill this vision, we must remain attuned to entrepreneurial and digitally forward-looking ideas. We have attracted funding for our launch phase and look forward to committing further with our partners and funders to expand NCoC’s civic platform.

We invite you to join us on this journey of discovery, service, and democracy.



**Garrett Graff**



**Nicco Mele**

## A VISION OF FULL PARTICIPATION

The health of our democracy rests on the participation of citizens in our communities. From the local volunteers who staff our elections to the casting of each ballot, when Americans participate, our country is better. Every day, thousands of local leaders work to make our communities and our country stronger—at schools, workplaces and businesses, neighborhood associations, places of worship and local governments.

The founders of NCoC, including former Presidents Truman and Eisenhower, understood that the day-to-day work of citizenship—essential to the healthy functioning of a democracy—might get lost in the roar of modern life. Our vision at NCoC is for an America where everyone participates in our democracy. At the heart of this vision is the power of local leaders, people who are committed to the health of their neighborhoods. NCoC is focused on serving these local leaders so that their work grows stronger and deeper, leading to a more democratic and inclusive society.

Serving local leaders takes different shapes. The NCoC Full Participation program works to establish programs that connect and support local leadership. Leaders use these programs to access the very best data, technology, tactics, coaching and other resources they need to achieve an engaged citizenry. The NCoC Full Participation Program is committed to building a nationwide network of local leaders that reaches every single precinct and community in America by 2026—the 250th anniversary of our nation.

*Our programs include:*

**Democracy Fellows:** We are piloting a program to place trained Fellows inside city government at the request of elected officials. Each Democracy Fellow works alongside local government officials and community leaders to register, educate and dialogue with residents towards the end-goal of increasing voter participation and civic engagement.

**Baltimore Votes:** The Baltimore Votes Coalition is made up of community-based organizations dedicated to increasing voter participation and civic engagement in order to work toward a future for Baltimore where every person, in every precinct, votes in every election.

**Party At The Mailbox:** Research has shown that celebrating participation—making voting a “joyful act”—increases participation in significant ways. Many of the programs built around celebrating voting involved in-person “parties at the polls”—but the COVID-19 pandemic placed a damper on these programs. In response, NCoC

worked with Nykidra Robinson (President of Black Girls Vote) to build a program to re-create the party experience at home and online with boxes containing posters, local treats, and t-shirts celebrating voting.

An academic team evaluated the effect of the Party at the Mailbox program using a randomized controlled trial, a survey, interviews with voters and local organization partners, and focus groups. They found that the boxes increased voter turnout among low-propensity household members of box requesters by 12.4 percentage-points, and also that the program increased voters’ sense of community and belonging.

Melissa R. Michelson, Dean of Arts and Sciences and Professor of Political Science at Menlo College, led the team analyzing the data from this intervention. “Overall, the data provide strong evidence that Party at the Mailbox is a COVID-safe way to quickly adapt Party at the Polls model and motivate voters to participate in mailed-ballot elections. We are excited by the efficiency of reaching these new voters and the program’s additional long-term potential for generating a culture of participation in target communities.”

**The Baltimore Votes Coalition** is made up of community-based organizations dedicated to increasing voter participation and civic engagement in order to work toward a future for Baltimore where every person, in every precinct, votes in every election.

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**Sam Novey**, Director, Full Participation, leads NCoC’s efforts to cultivate the country’s largest network of local leaders. Sam was Founder and CEO of Mile 22 Associates, a civic incubator that designed and launched national programs to achieve full student participation in elections—including the ALL IN Campus Democracy Challenge and the Students Learn Students Vote Coalition.

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**Nykidra “Nyki” Robinson**, Project Director and President of Black Girls Votes, launched Black Girls Vote on November 30, 2015, the birthday of Shirley Chisholm. Black Girls Vote is a national, nonpartisan, nonprofit organization committed to uplifting the black community through education and inspiring black women to understand the public policy decisions affecting our families and communities.

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FOR MORE INFORMATION PLEASE VISIT:

[NCOG.ORG/NCOG-UNVEILS-NEW-PROGRAMS-AND-SUPPORT-FOR-FULL-PARTICIPATION/](https://NCOG.ORG/NCOG-UNVEILS-NEW-PROGRAMS-AND-SUPPORT-FOR-FULL-PARTICIPATION/)

[DEMOCRACYFELLOWS.ORG/ABOUT-US](https://DEMOCRACYFELLOWS.ORG/ABOUT-US)

[PARTYATTHEMAILBOX.COM/](https://PARTYATTHEMAILBOX.COM/)

## STUDENTS LEARN STUDENTS VOTE COALITION



The Students Learn Students Vote (SLSV) Coalition was founded in 2016 on the premise that every college student should have easy and equal access to voting in every election—but that many did not. As new voters, students often experience ambiguity and uncertainty about the electoral process. Colleges and universities have unique access to young people during some of the most formative years of their lives. The SLSV Coalition centers college campuses as catalysts for educating and growing voters for lifelong engagement.

The SLSV Coalition engages with and provides funding, resources, connections, and strategic direction to campus, nonprofit, community, student, and philanthropic leaders striving to build a more representative and equitable democracy.

The SLSV Coalition now has more than 400 partners including campuses, non-profits, government entities, businesses, and student groups working with almost 2,000 campuses in 50 states. The Coalition is committed to institutionalizing nonpartisan voter engagement by building a trust-based campus culture that encourages and celebrates voting. It does this in several ways:

- Designing and coordinating programs and tools for campuses to apply and scale
- Creating connections through regular meetings, working groups, and convenings that encourage community and collaboration
- Providing strategic direction through planning structures and collaboratively set goals
- Raising and distributing grants to support campus-based efforts

The SLSV Coalition set ambitious, collective goals for the 2020 election including: increasing college student registration by 20 percentage points and voting rates by 12 percentage points

over 2016 levels, and simultaneously decreasing participation gaps between students of color and white students. The SLSV Coalition also launched three major national programs to encourage voting: Ask Every Student; +1 the Polls; and National Voter Education Week, which reached over 15 million potential voters.

The 2020 election was the most participated-in election in our country's history. Even amid the challenges of a global pandemic, local leaders creatively adapted their strategies and doubled down on their commitment to ensuring that all eligible voters had access to the voting process. The SLSV Coalition will continue its work to increase college student voter registration and voter turnout in all 50 states. Full participation of every student in every election—local, state, and federal—is the ultimate goal.

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**Clarissa Unger** is the co-founder and Director of the Students Learn Students Vote (SLSV) Coalition, the largest nonpartisan network in the United States dedicated to increasing college student voter participation. Previously, she applied her experience in advocacy, communications, fundraising, and political campaigns to nationally and internationally focused initiatives. Most recently, she was Development Coordinator for the Robert J. Dole Institute of Politics at the University of Kansas, helping promote civic engagement.

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FOR MORE INFORMATION PLEASE VISIT: [SLSVCOALITION.ORG/](https://slsvcoalition.org/)

# PANDEMIC TO PROSPERITY

The *Pandemic to Prosperity* series offers a comprehensive overview of the Covid-related impacts on our lives and livelihoods, governments, civic institutions, and overall well-being. The report is a trusted, relevant, and highly-vetted source of information crucial for steering society toward a fair and complete recovery, to yield a better union than existed before the pandemic. Published on a regular cadence, the reports analyze numerous data categories, adding top-level insights about each indicator’s implications, what each indicator reveals, and how the indicators are interrelated.

An objective, unbiased resource is essential in a world where there is an overwhelming amount of data to process and verified facts are often obscured by disinformation. *Pandemic to Prosperity’s* thoughtfully-curated data and reporting is a source of wide-ranging, impartial information that will be valuable in aligning and evaluating public and private sector efforts toward recovery.

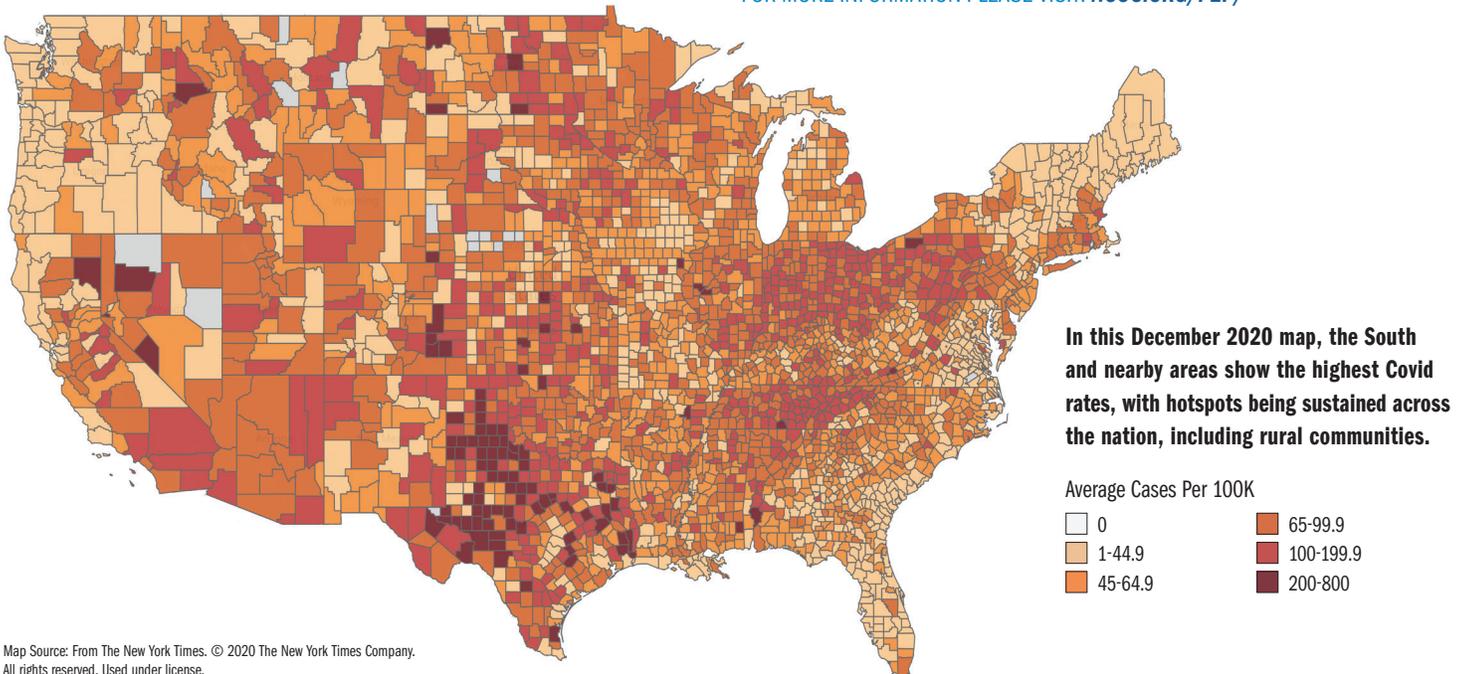
The *Pandemic to Prosperity* series builds on NCoC’s data infrastructure and the advocacy network developed for the Civic Health Index. It leverages the authors’ success with The New Orleans Index—which informed many public and private decisions and actions post-Katrina. It enables a solid understanding of the damage to lives and livelihoods as the pandemic continues to unfold, and also examines aspirational goals around strong and accountable government, functioning institutions from child care to internet access to local news availability, and outcomes for people by race regarding employment, health, housing, and other indicators.

**Denice Ross**, Senior Fellow at NCoC, also serves as a Fellow at Georgetown’s Beeck Center for Social Impact and Innovation. She brings her expertise to data quality issues related to the 2020 Census and government transparency to build trust, engage citizens, and move the needle on high-stakes challenges. Denice was previously at New America and co-founded the White House Police Data Initiative to increase transparency and accountability. She established New Orleans’ open data initiative, now recognized as one of the most successful in the country.

**Allison Plyer** is the Chief Demographer for The Data Center of Southeast Louisiana and is recognized as an international expert in post-Katrina demographics and disaster trends. Dr. Plyer is co-author of The New Orleans Prosperity Index, which examines economic outcomes for black New Orleanians since the end of the Civil Rights era. She also authored The New Orleans Index series, which was developed in collaboration with The Brookings Institution to analyze the state of the recovery post-Katrina and later to track the region’s progress toward prosperity.

**Jeff Coates**, Director of Research and Evaluation, leads NCoC’s Civic Health Index, and is active in leading the *Pandemic to Prosperity* project with Denice Ross and Allison Plyer. Jeff’s deep experience in evaluation and his knowledge of civic health nationwide is extending the report’s interconnectedness and impact throughout the NCoC network.

FOR MORE INFORMATION PLEASE VISIT: [NCOC.ORG/P2P/](https://NCOC.ORG/P2P/)



Map Source: From The New York Times. © 2020 The New York Times Company. All rights reserved. Used under license.

“These recommendations identify areas that Indiana can improve in, innovate in and restructure within the field of civic education. I look forward to assisting policymakers and community stakeholders in implementing these recommendations over the coming years... to improve civic education opportunities for all Hoosiers in their communities and schools.”

—INDIANA LT. GOV. SUZANNE CROUCH

## CIVIC HEALTH INDEX

A community’s civic health can be measured through a wide range of engagement indicators—ranging from social interactions among friends and family to the ways people participate in group activities. Communities with strong civic health indicators have higher employment rates, stronger schools, better physical health, and more responsive governments.

The Civic Health Index (CHI) helps policymakers, advocates, academic researchers, and public health officers identify promising civic health improvements—and it motivates discussion about interventions that will enhance the civic ecosystem.

Beyond social interactions, civic health also reflects how people express themselves politically, and may be assessed using traditional measures like voter registration and turnout, as well as measures such as discussing politics and sharing information. With this knowledge, communities can evaluate performance between themselves or among subgroups of their populations. Communities can then see which areas of civic health need the most attention, and conversely where they are performing well.

CHI reports highlight topics such as community and economic development, youth development, workforce development, education, public safety, public health, mental health, substance abuse, and other civic concerns. The report is, by design, collaborative, engaging nonprofit, state, and community stakeholders; and equity, diversity, and inclusion are pillars of this work. By building on relationships, data, and moving indicators to generate impact, CHI supports engaged, resilient communities.

During the past year, the CHI program has published reports on Wisconsin, Indiana, Georgia, and Hawaii. Work is underway on reports for New Hampshire, Kansas, Nebraska, and Arizona.

**Jeff Coates**, Director of Research and Evaluation, leads the Civic Health Index, drawing on his extensive social science research expertise and on-the-ground program evaluation experience. He was previously at the Knight Foundation as part of its National and Strategic Initiatives team, and at the Greater New Orleans Disaster Recovery Partnership. Jeff also co-founded the Recovery Action Learning Laboratory (RALLY) Foundation, a New Orleans-based nonprofit focused on post-disaster programs.

FOR MORE INFORMATION PLEASE VISIT: [NCOC.ORG/CHI/](https://ncoc.org/chi/)

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### REPORTS PRODUCED

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13 NATIONAL REPORTS

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55 STATE REPORTS

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9 CITY REPORTS

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## ANNUAL CONFERENCE ON CITIZENSHIP

Each year, the National Conference on Citizenship convenes civic leaders to exchange ideas and discuss progress on a shared mission to encourage Americans to become fully involved citizens. Conference attendees meet colleagues from organizations nationwide to review strategies to build local leadership across the United States—and, in the process, become part of NCoC’s growing network of local leaders.

NCoC’s 75th annual conference in 2020 was themed “Be Prepared.” The programming reflected the pulse of civic life, and participants explored ways to support civic participation, voting, and accurate information in the midst of the pandemic. Expanding the program’s impact after the Conference, NCoC offered scenario planning exercises to a series of national and local organizations, including the League of Women Voters.

NCoC extends special thanks to the sponsors whose support ensures this unique festival of ideas and democratic practice continues annually—and to the 2020 Conference leadership and planning team.



Images of participants in past, pre-pandemic conferences—including, at lower right, the 2019 Citizen of the Year award presentation by Cornell Brooks (left) to Desmond Meade.

## CITIZENSHIP IN ACTION



From top image to bottom: Ken Harbaugh, 2020 HOOAH Winner, Poll workers in New York City, a Learn, Ask, Share Circles Zoom meeting, and an Election Trust Project 2020 Poster.

### HOOAH AWARD

On Veteran's Day 2020, Ken Harbaugh received the HOOAH Award. Ken is a former US Navy Pilot, Congressional candidate, past president of Team Rubicon Global, and co-founder of Mission Continues. He is also the host of the popular podcast, Burn the Boats, where he engages politicians, academics, and leaders about current events and difficult decisions. Ken is renowned for his service and leadership in the veteran community and his work championing service and citizen engagement to address pressing civic challenges.

The Major George A. Smith Memorial Fund established the HOOAH Award in 2009 to recognize a veteran who defines citizenship through service to our country, in uniform and beyond. George A. Smith served his country for over 20 years as a career military officer, including service in the 82nd Airborne and as commander of the Ranger's Alpha Company. After military service, Smith continued to serve through disaster response work with FEMA and leadership roles in the European Congress of American Parents, Teachers, and Students.

### JOSEPH H. KANTER CITIZEN OF THE YEAR AWARD

First Time Poll Workers, as a group, received the Joseph H. Kanter Citizen of the Year award. Poll workers are essential to voting, but the pandemic created the prospect of a critical and sudden shortage of poll workers throughout the nation. Hundreds of thousands of young and first-time poll workers stepped up to ensure the health of their communities and of our democracy, including more than 700,000 individuals who signed up through Power the Polls.

The Citizen of the Year Award honoring the late Joseph H. Kanter, NCoC's long-time Chairman, recognizes extraordinary contributions of a private citizen in furthering the cause of civic engagement and democratic practice.

### LEARN, ASK, SHARE CIRCLES

The Learn, Ask, Share Circles (LASC) are building nationwide networks of local leaders working towards full participation. This innovative, digitally based network convenes participants from around the country with facilitated conversations emerging from network members' interests. Every session includes an interactive presentation with Q&A. Discussions have focused on topics including: Voting by Mail; Combating COVID-19 Misinformation; Data for Good: Understanding Your Community's Civic Health; and Pandemic to Prosperity.

Over 450 leaders from more than 30 states joined LASC in just its first eight weeks. The network has become a major catalyst in deepening partnerships across civic engagement organizations, and expanding on NCoC's diverse strands of work and connections.

### ELECTION TRUST PROJECT

NCoC's Election Trust Project was designed to deepen trust in the 2020 election. The Project's major partners included Facebook, Smithsonian Museum of American History, National League of Cities, Made by Us, Vote Early Day 2020, National Institute for Civic Discourse, and Students Learn Students Vote. The program sought to inspire voters' confidence in the election process, with project partners carrying messages about the integrity of the election process and the importance of trusting the system.

# Civic Signals



## CIVIC SIGNALS

Around the world, the social fabric that binds together healthy communities and societies is tearing. As a universal connective media, platforms ought to be part of the solution to this problem. Instead, the design of social platforms is deepening social divides, fanning the flames of hate, and displacing community.

We believe that building flourishing public spaces in digital life—spaces where everyone is welcome, where people are able to make meaning collaboratively and connect across difference, and ultimately spaces that facilitate building a stronger society—is a critical task for the 21st century.

*How do we intend to get to more vital and flourishing digital public spaces?*

- Employ storytelling and media to help inspire builders inside and outside existing platforms to take on this challenge.
- Use research to strengthen the conversation inside existing platforms about what vital public space looks like, and to develop metrics that create pressure on them to do better.
- Build a community to support and inspire future digital public space innovators and entrepreneurs.

Civic Signals is responding with the power of narrative, information, and community.

### STORYTELLING AND MEDIA

**New\_Public** is an online magazine and community space dedicated to strengthening the conversation around digital public space and to building a community of thinkers, builders, and entrepreneurs driving our mission forward.

### RESEARCH

**The Signals:** our flagship research project identifying and building agreement around what public-friendly digital space looks like, and how it could be measured. We've developed The Signals framework and have launched a follow-up survey to collect longitudinal data measuring how attitudes and preferences have shifted during the pandemic.

**Terra Incognita:** a rapid response ethnographic research project prompted by the pandemic's real-life social experiment—the move of most of public space and public life into the digital realm.

**Library Sprint:** using design sprints, we are exploring how to help libraries—critical hubs for social infrastructure—develop interventions to facilitate building stronger social ties in digital settings.

### COMMUNITY

**New\_Public Virtual Festival:** We hosted a virtual festival in January to promote the launch of New\_Public, its community, and our research.

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**Eli Pariser**, Co-Director, is an author, activist, and entrepreneur focused on how to make technology and media serve democracy. He helped lead MoveOn.org, co-founded Avaaz.org (now the world's largest citizen's organization), wrote the 2011 bestseller *The Filter Bubble*, and co-founded Upworthy.

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**Talia Stroud**, Co-Director, is the founding and current director of the Center for Media Engagement and a professor at the University of Texas at Austin. Her research on the media's role in a democracy, including her book *Niche News*, has received numerous prestigious awards from major communication and political science academic organizations.

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FOR MORE INFORMATION PLEASE VISIT: [NCOC.ORG/CIVIC-SIGNALS/](https://ncoc.org/civic-signals/)



## ALGORITHMIC TRANSPARENCY INSTITUTE —ONLINE CIVIC LISTENING



Media has the power to shape public opinion, and in doing so, shape democracy. But the contours of media have changed dramatically over the last two decades. Today, opaque algorithms created by tech platforms underpin virtually every media experience we have. These algorithms use vast troves of our personal data to determine what viewers see, who they interact with, and what content is shared. These algorithms influence what our local leaders can and cannot do. Indeed, they shape what it means to be a citizen.

NCoC has piloted a platform for civic listening—infrastructure to support a broad effort to understand digital civic discourse. Through our Algorithmic Transparency Institute, we hope to better understand the impact of the digital media landscape on civic health, local leaders, and public discourse. Our tools are already widely used by over 100 nonprofits, newsrooms, and research institutions to better understand the public digital sphere.

Three programs are underway to achieve these goals: Junkipedia, which tracks and identifies problematic social media content to improve the quality of civic discourse; a browser extension to increase transparency about public targeting through political messaging; and work by Ethnic Media Fellows who assess and highlight problematic content surrounding the 2020 Census, the pandemic, and the 2020 US Election.

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**Cameron Hickey** is the ATI's Project Director. Previously, Hickey led the Shorenstein Center's Information Disorder Lab at the Harvard Kennedy School; has covered science and technology for the PBS NewsHour and NOVA; and won a News and Documentary Emmy Award and Newhouse Mirror Award. His work has also appeared on Bill Moyers, American Experience, WNET, and in *The New York Times*.

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FOR MORE INFORMATION PLEASE VISIT: [ATI.IO/](https://ATI.IO/)

## CENSUS PORTFOLIO



**The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct.**

ARTICLE 1, SECTION 2 OF THE UNITED STATES CONSTITUTION, 1787

The 2020 Census, the first digital U.S. census, faced unusual complexity and daunting challenges for the decennial census. Those challenges included the pandemic; adoption of new technologies without time to test them; distrust in government; and, the potential of significant IT failures or cyber-security interference. Reaching over 328 million people under these conditions posed the potential of a failed census—which could undermine the legitimacy of the decennial census as a reliable and unbiased source of U.S. population statistics vital for congressional apportionment, redistricting, and the distribution of federal funds.

NCoC's portfolio of census-related projects aims to help ensure that the census is conducted in a fair and transparent manner, serving the interests of all Americans. Toward that goal, these initiatives pursue two overarching strategies to help address the multifaceted media and technical dynamics at work in completing an accurate and widely accepted count.

First, we have undertaken media and distributed communications campaigns designed to reach people across the country. The campaigns' four-part objective is to: mitigate the risk of 24 million residents going uncounted; build capacity for rapid response to disinformation, using subject matter and Census experts and other trusted voices; help ensure that information resources reach state and local census Complete Count Committees and other critical stakeholders; and expand awareness of the importance of participation in the census and of the value of government data.

Second, we have helped create and implement contingency plans through a Census Quality Reinforcement Task Force (CQR)—which comprises NCoC, the Brennan Center for Justice, Georgetown University Center on Poverty & Inequality, The Leadership Conference, National Association of Latino Elected and Appointed Officials, Asian Americans Advancing Justice, and Data & Society. CQR also receives data science support from Civis Analytics, and engages larger working groups to address specific issues.

CQR's focus includes monitoring for asymmetry of census operations across states; inadequate follow up on non-responses, which could result in incomplete counts; and post-Enumeration Survey shortfalls, which would impair assessments of count quality and differential undercount.

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**Kyla Fullenwider**, Senior Fellow, leads NCoC's census portfolio focusing on what local governments, journalists, leading digital platforms, and the public can do to prepare and participate in this crucial function of our democracy. She is also a faculty member at the Georgetown University School of Foreign Service, and a Fellow in the Digital Services Collaborative at the Beeck Center for Social Impact and Innovation. Her career has included service as resident Entrepreneurship Fellow at the Shorenstein Center on Media, Politics, and Public Policy at the Harvard Kennedy School; the U.S. Census Bureau's first Chief Innovation Officer; and a White House Presidential Innovation Fellow.

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**Denice Ross**, Senior Fellow, also serves as a Fellow at Georgetown's Beeck Center for Social Impact and Innovation. Her experience includes co-founding the White House Police Data Initiative, one of the earliest and most tangible responses to the Task Force on 21st Century Policing in 2014; launching the City of New Orleans' open data initiative, now one of the best in the nation; and collaborating with The Brookings Institution to produce the New Orleans Index, the go-to resource for tracking an equitable recovery from Hurricane Katrina.

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## PROJECT REDESIGN

The US government is an unparalleled scaling vector for social change and the delivery of essential goods and services. Families, adults, young people, and seniors across the country rely on the government to ensure physical safety and human rights, provide assistance to those in need, guarantee a well-functioning economy, and supply essential public goods.

Meeting these expectations poses challenges. The US government hasn't fully modernized to embrace 21st century skills, tools, or methods. America's tech talent hasn't been trained to operate effectively in government contexts to help tackle complex social problems. And, most importantly, people and communities are not regularly put at the center of public policy design, delivery, or accountability.

Project Redesign addresses these challenges by putting humans at the center of public policy. We use cross-functional teams to find and implement solutions bridging the gap between tech and government.

**How:** Design services and policies in a more people-centered, collaborative, data-driven and iterative way using modern tools and practices for better outcomes.

**Who:** Put real people at the center of the services and bring together a team that co-designs from the start to produce improved results and increase trust in the system.

**When:** Do the upfront work to design policies with human needs and implementation realities as first principles to save billions of dollars and potentially thousands of lives.

*Three public policy projects have been completed in the last year.*

### 1. Pandemic unemployment and the social safety net

This qualitative research project between Project Redesign and New America shares the story of Americans' experiences accessing government benefits. Insights informed draft legislation for the COVID-19 recovery.

### 2. Rebuilding the refugee resettlement infrastructure

As a joint initiative of Project Redesign and the Penn Biden Center for Diplomacy and Global Engagement, this effort developed a roadmap to rebuild the nation's Refugee Admissions Program, ensuring system-wide improvements to strengthen U.S. humanitarian diplomacy.

### 3. Public Interest Technology Executive Education Program

Working with the Aspen Tech Policy Hub and the Tech Talent Project, Project Redesign jointly created the Tech Executive Leadership Initiative (TELI)—a unique opportunity for private sector technologists to get world-class preparation for public service and tackle the biggest technology-related policy challenges.

Project Redesign's ideal impact is to deliver better government services at scale. By including the public in the design of public policy and seeding culture change in government service delivery, we will be on a path to re-establish trust in government and achieve improved, large-scale service delivery.

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**Dana Chisnell**, Senior Fellow, is a pioneer and thought leader in civic design. In 2019, Dana was named one of the world's most influential people in digital government by *Apolitical*. She originated the *Field Guides To Ensuring Voter Intent* and teaches at the Harvard Kennedy School of Government. She was in the founding cohort at the United States Digital Service in the White House.

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**Ginny Hunt**, Senior Fellow, has served as Vice President, Justice & Opportunity of the Chan Zuckerberg Initiative and was a Founding Director of the White House U.S. Digital Service.

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**Eric Hysen**, Senior Fellow, served as the Director at the Chan Zuckerberg Initiative, helping build the Justice & Opportunity Initiative. Previously, he created the Department of Homeland Security Digital Service and helped found the U.S. Digital Service.

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FOR MORE INFORMATION PLEASE VISIT:

Pandemic Unemployment

[WWW.NCOC.ORG/WP-CONTENT/UPLOADS/2020/08/PROJECT-REDESIGN-PANDEMIC-UNEMPLOYMENT-EXECUTIVE-SUMMARY-08AUG20.PDF](http://WWW.NCOC.ORG/WP-CONTENT/UPLOADS/2020/08/PROJECT-REDESIGN-PANDEMIC-UNEMPLOYMENT-EXECUTIVE-SUMMARY-08AUG20.PDF)

Refugee Resettlement

[NCOC.ORG/NEW-RELEASE-A-ROADMAP-TO-REBUILDING-THE-U-S-REFUGEE-ADMISSIONS-PROGRAM/](http://NCOC.ORG/NEW-RELEASE-A-ROADMAP-TO-REBUILDING-THE-U-S-REFUGEE-ADMISSIONS-PROGRAM/)

TELI

[WWW.ASPENTECHPOLICYHUB.ORG/TELI/](http://WWW.ASPENTECHPOLICYHUB.ORG/TELI/)



“We ask you to join with us in working to put into effect our basic ideals of tolerance, friendship, and equality...These are the ideals to which this Nation of immigrants dedicated itself 165 years ago when our Constitution was signed. These are the ideals which we are still striving—imperfectly at times, but with increasing success—to carry out in this wonderful country of ours.”

— **HARRY S. TRUMAN**, ADDRESS BEFORE THE NATIONAL CONFERENCE ON CITIZENSHIP, SEPTEMBER 17, 1952

# THANK YOU

The National Conference on Citizenship thanks the donors, volunteers, local leaders, and community who are committed to the work of deeper civic engagement and broader public participation in our nation. We extend our gratitude to the funders and donors who have generously supported our projects and programs.

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AS OF SEPTEMBER 2020

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Public Law 257 - 83d Congress

Chapter 427 - 1st Session

S. 677

AN ACT

To incorporate the National Conference on Citizenship, and for other purposes.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,* That the following persons: Robert N. Anderson, Arlington, Virginia; Emma Mae Brotze, Marshall, Texas; Leo M. Cadison, Asheville, North Carolina; Thomas F. Clear, Stamford, Connecticut; Earle T. Hawkins, Towson, Maryland; Carl B. Hyatt, Rockville, Maryland; Richard B. Kennan, Chevy Chase, Maryland; and Justin Miller, Pacific Palisades, California, are created a body corporate by the name of the National Conference on Citizenship (hereinafter referred to as the "corporation") and by such name shall be known and have perpetual succession and the powers and limitations contained in this Act.

COMPLETION OF ORGANIZATION

Sec. 2. The persons named in the first section of this Act are authorized to complete the organization of the corporation by the selection of officers and employees, the adoption of regulations and bylaws and the doing of such other acts as may be necessary for such purpose.

OBJECTS AND PURPOSES OF CORPORATION

Sec. 3. The objects and purposes of the corporation shall be—

(1) to hold annually a national conference on citizenship on or about "Citizenship Day", September 17;

(2) to assist in the development of more dynamic procedures for making citizenship more effective, including the promotion and encouragement of local, State, and regional citizenship conferences; and

(3) to indicate the ways and means by which various organizations may contribute concretely to the development of a more active, alert, enlightened, conscientious, and progressive citizenry in our country.



**NATIONAL CONFERENCE ON CITIZENSHIP**  
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