

Use Case: Non-Profits and Mission-Oriented Organizations Supporting Essential Workers During COVID-19

Use Case Overview

A network of non-profits that provide vital free or low-cost services to the essential workers in the agricultural industry that provide our nation's food seeks to expand its reach and augment or deliver new services such as distributing personal protective equipment (PPE) or, eventually, vaccines, spurred by the COVID-19 pandemic.

Background

For over 50 years, a network of non-profits has been providing services such as healthcare enrollment, workplace protections, educational and vocational opportunities, immigration services, legal assistance to, and advocated for regulatory change for the farmworker workforce. The workforce consists of skilled farmworkers, manual laborers, specialists, and related supply chain participants in the agricultural and livestock industries. This is a hard-to-reach and underserved community given the rural, seasonal, and migratory nature of the work.

Today, farmworkers are considered essential workers because of the pandemic. However, farmworkers are at greater risk of contracting the COVID-19 virus given that they work in close proximity. Ensuring the continued health of these farmworkers is critical to keeping our food supply and food security stable.

The pandemic has driven more demand for the existing services and for the development of new services (such as distribution of PPE, food, fiscal stimulus, contact tracing, and vaccine deployment) from the non-profits that serve them, all while requiring more remote delivery of these services and contactless engagement.

The non-profits seek to formalize into a network of providers (the Ecosystem) that can leverage technology to deliver existing and new services rapidly and cost-effectively to this demographic. User privacy must be protected so that farmworkers continue to trust the providers and consume the services. The network also seeks to incorporate similar non-profits and mission-oriented organizations outside of its existing footprint and provide a wider array of services nationally to an estimated 6 million farmworkers and their families in the U.S.

Personas

The following subjects are stakeholders to use case:

- *Teresa (Convener)* - Executive Director of 501(3)c non-profit in California focused on elementary and high-school educational programming. Teresa employs approximately 100 people in five locations in three states.
- *Raymond (issuer verifier)* – Program director at a non-profit. Raymond leads the resource distribution efforts at his non-profit, which has served over 10,000 meals up and down the state this year alone.
- *Joanna (issuer verifier)* – Caseworker at a non-profit. Joanna is accredited by US Customs and Immigration Services (USCIS) to prepare certain immigration cases and run background checks. Joanna’s case load varies between 150-250 cases per year.
- *Dan (issuer verifier)* – Dan is a fourth-generation farmer with 80 acres of land in Central California. Dan produces certified organic seasonal fruits and vegetables and supplies major grocery store chains. Dan is also the CEO of a 3-year old consumer-facing subscription produce delivery service.
- *Edgar (user)* – Edgar is a migrant farmworker from Veracruz, Mexico. Edgar has lived in the United States for 15 years and has worked in Texas, Arizona, California, Oregon, Idaho, and Washington. He has a 19-year-old daughter, Adriana, that lives near Bakersfield, CA.
- *Adriana (user)* – Adriana is a freshman at Fresno St. University. She plans on majoring in mathematics.

User Stories

- *Teresa* wants to digitally transform her organization so that she can quickly develop and deliver new *remote* services that reduce the risk of spreading COVID between her staff and constituents. {consider remote leaning as these services require in-person interaction}
- *Raymond* wants to find the most efficient and safe way to distribute resources (food, PPE, etc.) so that he can reach more people in need. {consider pre-registration, curbside pickup, inventory, site logistics}
- *Joanna* wants to transact remotely and securely with her case candidates as she handles highly sensitive PII and documents so that she can remain in compliance and protect the candidate’s data. {consider two-way encrypted data share from candidate to/from caseworker}
- *Dan* wants to provide informative resources to his farmworker staff and create a certified essential worker letter so that his team members can travel to/from work while the state is under lockdown. {consider digital credential from employer that indicates worker status}

- *Edgar* wants to enroll in health care insurance program. {consider verified credentials and medical records}
- *Adriana* wants to renew her DACA (Deferred Action for Childhood Arrival) status. {consider verified credentials and legal documentations}

Ecosystem Project Decision Flow

Discover

Teresa and the executive staffs of similar-minded organizations (including those of Joanna's and Raymond's non-profits) form a task force to:

- 1) Understand the customer (end user) journey
- 2) Determine the goals and needs of each of the participating organizations
- 3) Learn about the benefits and costs of digital trust ecosystems

Considerations are vast and include addressing the compliance, legal, and risk implications of:

- End user privacy, safety, trust, and ethical behavior
- End user acquisition and retention strategies
- Organizational structure, protocols, and processes
- Financial/capital structure and economic models (revenue, cost structure, fundraising)
- Engineering and product development
- Partnerships (technology, marketing, channel, and otherwise)
- Communications and public relations
- Advocacy and regulatory environment
- Existing or Competitive Alternatives
- Many more

Define

The key definitions to be delivered at this stage are:

- 1) To clearly identify and define stakeholders: end user of the services; service provider staff (direct/indirect interactors, administrative, and executive staff); third party independent contractors (technology and otherwise); supply chain and other procurement vendors; financial sponsors (foundations, individual donors); community at large (volunteers);
- 2) To clearly define what customer success is: measurement and KPIs
- 3) To clearly define what organizational success is: measurement and KPIs

The organization should begin to arrive at some guidelines for the items discussed in the discovery section above.

Create

The Ecosystem has determined that it will be a separate self-governed non-profit entity comprised of founding participants.

The network's objective is to leverage the TOIP architecture to increase the reach and scope of services provided to this community. Key goals at this stage include:

- Rapidly develop digital services (new or existing)
- Shared costs to reduce individual burden
- Simple transactions with end users of varying level of digital literacy
- National reach

The Ecosystem has determined that a housed technology partner will lead the development and management of the technical functions of the Ecosystem. In conjunction with the participating parties, the technology partner will formalize decision processes, policies for utilities, tools and schemas using TOIP governance framework templates, among others.

Implement

The Ecosystem has determined that the core technical components of the Ecosystem are comprised of the following:

- An infrastructure layer consisting of a shared back-end stack with a front-end development environment that will allow organizations to rapidly deploy mobile applications into an applications marketplace.
- End users will access these trusted apps through their free digital profile, the Wallet, and keep full control over their data.
- Applications, primarily mobile, developed and branded by the participating organizations.

In the Ecosystem, participating organizations are credential issuers and verifiers.

Operate

The Ecosystem sets governance rules and processes for its existing and future participants, including topics such as:

- Onboarding processes for participating organizations
- Onboarding processes for end users
- Financial sustainability (how to fund, how costs are shared, business practices of individual applications)
- Quality control
- Compliance
- Customer service
- Many more

The Ecosystem sets ongoing operational goals, metrics, KPIs and reporting requirements.

The Ecosystem sets operational and procedural rules and guidelines for the issuance and verification of credentials.

Maximize Value

The Ecosystem sets new initiatives for existing and new participating organizations and end user value.

The Ecosystem continuously develops and implements best practices.