ACCELERATING THE PATH TO DIGITAL GOVERNMENT
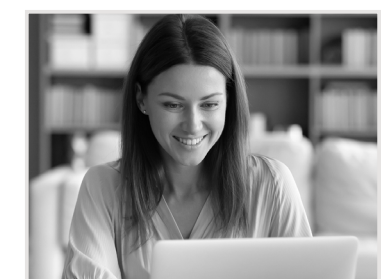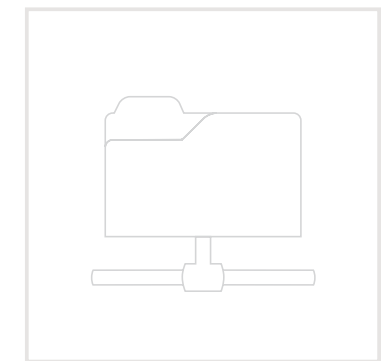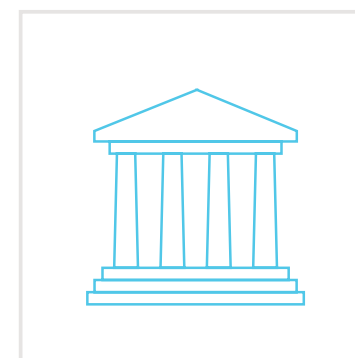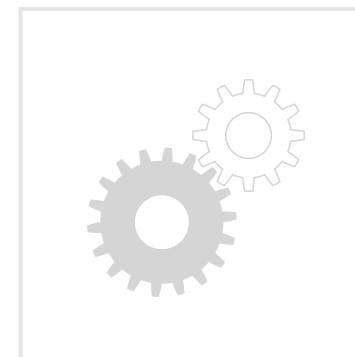
How modern content services help state and local agencies achieve three key priorities

Hyland™

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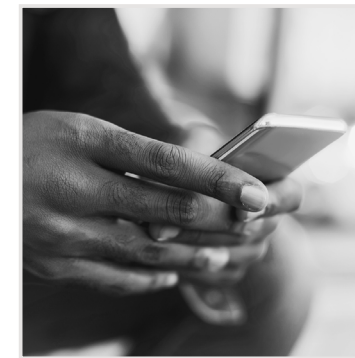
Introduction

In recent years, there's been growing pressure on state and local governments to transform operations and invest in tools that improve efficiencies and service delivery while reducing costs. The imperative for transformation has only been magnified by COVID-19's impact on citizens, communities and government staff. But state and local government agencies have historically faced tough challenges in updating and upgrading their IT systems and infrastructure — including budget constraints, increased workloads and insufficient IT resources.
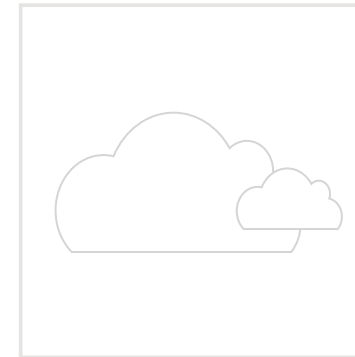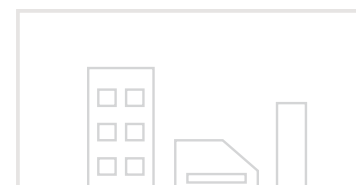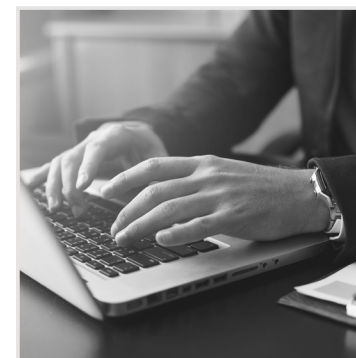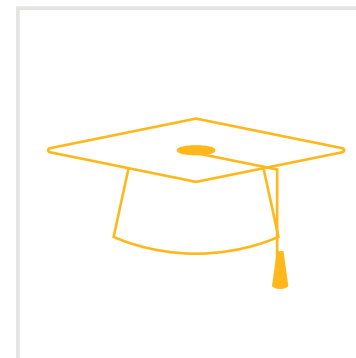
The good news is government leaders are increasingly recognizing that investments in enabling technology pay off to improve transparency, responsiveness and public trust. According to GovTech, IT spend in 2023 was projected to total $134.4 billion, a 3–5% increase from 2022.[i] As a result of the pandemic, many IT projects have been reprioritized over the past two years with a focus on enabling workers to continue essential operations and work remotely.

For 2023, the IT projections for specific segments within the state and local government market were:[i]

$36.8 billion
HEALTH AND HUMAN SERVICES

$36 billion
EDUCATION

$16.1 billion
TRANSPORTATION
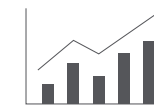
$13.4 billion
FINANCE AND ADMINISTRATION

$11.9 billion
JUSTICE AND PUBLIC SAFETY

$11.2 billion
UTILITIES

$9 billion
ENVIRONMENT AND HOUSING

The future of work is here

In a Center for Digital Government survey of state and local officials, nearly 75% of respondents said they believed a hybrid work model — where employees work from home at least part time — is their agency's long-term model.[ii] Equipping workers with safe, secure digital tools and cloud-based content services helps ensure that employees can deliver citizen services and business continuity no matter where they are working.[iii]

Almost overnight, the global pandemic has permanently shifted the way government functions — and provided an opportunity to adapt and thrive in the digital age. Accelerating digital transformation and legacy modernization is crucial to meeting the ever-increasing demands and expectations of state and local government stakeholders — citizens and employees alike.

> **"Ultimately, the ability of government systems and public authorities to adapt will determine their survival."**
>
> *Klaus Schwab*
> *Founder and Executive Chairman, World Economic Forum[iv]*

"

Information technology is no longer simply the infrastructure on which state government runs but is an integral and integrated component in how government imagines, plans and delivers services.

"

MARK RAYMOND

NASCIO Past President and Connecticut's CIO[v]

Key priorities for transformation

Despite budget and resource constraints, it is critical for state and local governments to modernize technologies and improve their operations. In navigating the goals for transformation across state and local government levels, the National Association of State Chief Information Officers (NASCIO) released a list of top priorities for state CIOs in 2023.[vi]

Some of these key initiatives that agencies need to stay on top of in the coming year include:

DIGITAL GOVERNMENT/ DIGITAL SERVICES

CLOUD SERVICES

LEGACY MODERNIZATION

WORKFORCE

CONSOLIDATION/ OPTIMIZATION
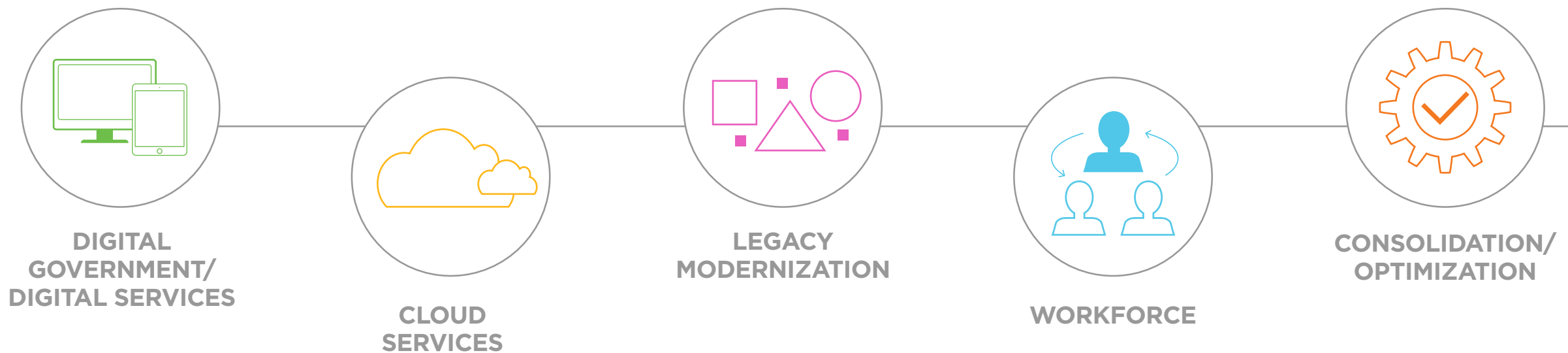
As reported by a Deloitte survey, most government agencies are aware that digital capabilities are essential to delivering outstanding customer service.[ix]

78%

of officials said digital capabilities allow their employees to work better with citizens.

82%

of officials said improving customer experience and increasing transparency are prime objectives of their organizations' digital strategy.

How transformation enhances citizen and employee engagement

Transforming agency operations provides immediate value in enhancing citizen and employee engagement. According to a GovTech report, government is the lowest-ranked industry for customer experience.[vii] Today's digital-driven citizens demand two-way communication, meaningful experiences and 24/7 availability — not frustrating practices like paper forms, long lines and busy signals.

The private sector has made strides in adopting technologies that significantly increase the speed and ease of customer service. In contrast, many government systems are lagging because of their dependence on outdated legacy systems and manual processes. The paper-based methods that government employees often use make it difficult to get their work done efficiently and to serve constituents in a seamless, timely manner.

Disparate legacy systems lead to information silos that further complicate their ability to work efficiently, especially from remote locations. This friction can cause job dissatisfaction and disengagement that leads to subpar performance and service quality. One Retensa survey notes disengagement is most widespread in state government; only 29% of state government employees are fully engaged.[viii]

Many agencies are experiencing a shift in their workforce. High attrition rates and an aging workforce on the brink of retirement have ushered in a need to attract younger employees. Millennials — people born between 1981 and 1996 — will make up 75% of the workforce by 2025.[x] Their core values include equity, transparency, flexibility and purpose — and they're prepared to leave if an employer cannot meet these needs.[xi]

Another challenge is that government departments suffer from a lack of dedicated IT personnel. Across all levels of government, 36,000 cyber jobs are vacant.[xii] This exposes the agency to cybersecurity risk. It also leads to increased workloads for employees who need to fill in the gaps and navigate complex IT systems without expert oversight.

These engagement factors are important to consider. When employees are disengaged, they are less likely to feel a personal commitment to delivering quality service to citizens. Digital solutions can help agencies bridge the talent gap, improve employee engagement, retain high-quality staff and recruit a new generation of the workforce.

Survey results from state and local government employees show:

52% are considering voluntarily leaving their jobs[xiii]

33% are thinking of retiring[xiii]

28% are weighing leaving the government sector for the foreseeable future[xiii]

60% have experienced an increased number of people voluntarily leaving their jobs since the start of the pandemic[xiii]

80% of government employees said their workload has increased[xiv]

A solution for all stakeholders

Although many agencies are keenly aware of these issues, finding a viable solution remains elusive because of the scale and complexity of their operations. State and local agencies should consider a flexible content services platform that offers a comprehensive range of digital tools and configurable capabilities that can meet their desired goals today and in the future as their needs evolve or as they look to expand implementation across the enterprise.

DIVE DEEPER INTO HOW STATE AND LOCAL AGENCIES CAN ACCELERATE THREE KEY PRIORITIES FOR DIGITAL GOVERNMENT:

1
DIGITAL TRANSFORMATION AND AUTOMATION

2
IT MODERNIZATION AND CONSOLIDATION

3
CITIZEN AND EMPLOYEE ENGAGEMENT

From its fundamental definition to common pain points and solutions, we'll highlight why each of these priorities is key to meeting your agency's mission. We'll also explore use cases, look at success stories and provide tips on essential tools that you need to get started to achieve digital government.

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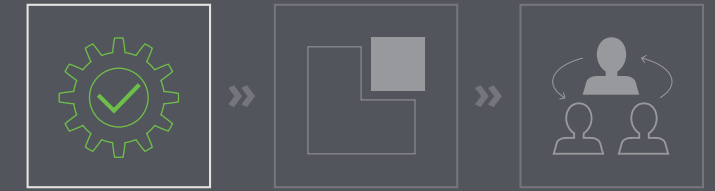
DIGITAL TRANSFORMATION AND AUTOMATION

" New technology infrastructures, technical advancement and digital services are no longer optional. Government must embrace digital transformation or the trust gap with citizens will grow."

GREG GODBOUT
Former CTO and U.S. Digital Services Lead, EPA[xv]
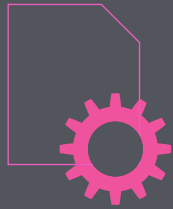
64%

of respondents in a recent survey said they are still using manual processes to gather information to solve problems[xvi]

30%

of states do not have a statewide digital strategy[xvii]
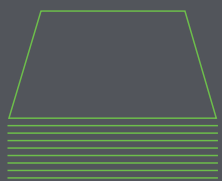
62%

of agency employees find it difficult to search for and access paper documents[xviii]
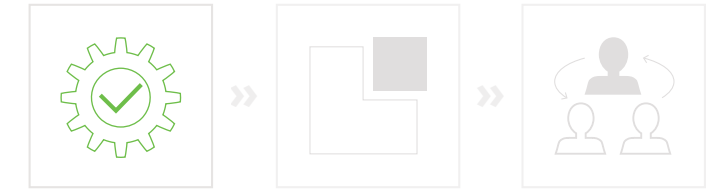
Outdated paper-, email- and spreadsheet-based processes that take up valuable time and resources to manage continue to present challenges for many state and local government agencies. The ramifications of these dated practices affect almost every facet of government efficiency, productivity and security.

The government must reinvent itself to ensure the public sector is fit for the future. Digital transformation is not just about new technologies; it requires an overhaul of organizational structures, governance, work processes, culture and mindset. It means redesigning how public services function. Only then will citizens and employees gain the wider benefits of digital transformation.
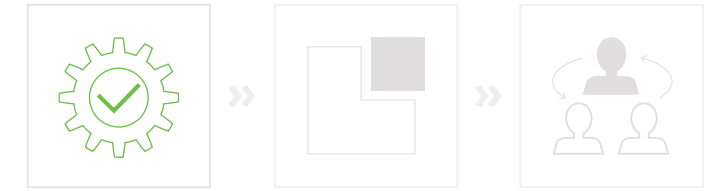
What is digital transformation?

With all the hype about digital transformation, sometimes it is easy to forget what it really means.

Digital transformation is the process of applying new technologies to radically change business processes, culture and citizen engagement to meet changing market demands.

Digital transformation initiatives have become critical for state and local government agencies in meeting the expectations of modern citizens for:
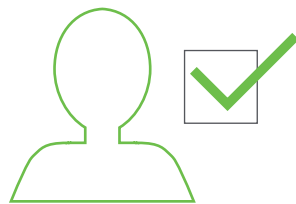
FASTER SOLUTIONS   **BETTER SERVICE**   **HIGHER EFFICIENCY**
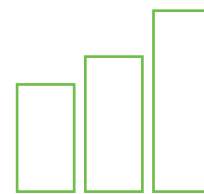
State and local agencies that do not embrace a digital strategy risk falling behind any effort to drive efficiency, save costs and improve constituent engagement. With the right tools, agencies will not only be able to reduce paper, automate manual processes and digitally transform their operations but also create new service models that build citizens' trust and confidence in the government. These benefits can directly improve citizen engagement, as well as job satisfaction for agency employees.

TOOLS FOR TRANSFORMATION

Automation is a key component of digital transformation. Government agencies that automate their processes can realize significant results, including reduced paper and storage costs, quicker processes and improved communication with constituents because staff have more time for productive tasks. Tools that can accelerate your transformation efforts include:

- **AUTOMATED CAPTURE**
  Eliminate the need for paper and filing cabinets by electronically and automatically capturing information without manual intervention. An automated solution can capture applications and supporting documents — whether they arrive as paper, email attachment or image format — and extract relevant data into a secure, centralized repository. This reduces time-consuming manual data entry, freeing up agency staff to focus on program delivery.

- **CONTENT MANAGEMENT**
  Organize, manage and centralize critical content across your agency, reducing costs associated with misplaced documents while providing users a complete view of the constituent record whenever needed and from any location. Content management tools should have built-in security features like configurable password policies, rights management and security keywords, enabling agencies to control who has access to documents. Plus, with security enhancements like encrypted keywords and digital signatures, you can ensure confidential data is protected directly at the database and prevent unauthorized document modifications.

- **BUSINESS PROCESS AUTOMATION (BPM)**
  Accelerate your processes and reduce backlogs through workflow automation. Replace paper with electronic forms (eforms) and accelerate routing of applications or documents for decision-making and approval with straight-through processing and automated exception processing. With interactive dashboards and automated notifications and alerts, BPM also provides real-time visibility into your processes, enabling improved efficiency and auditability for compliance.

- **ROBOTIC PROCESS AUTOMATION (RPA)**
  Automate routine, repetitive tasks and eliminate time-consuming manual data entry. Deploy bots to reach across core systems in your agency to automatically retrieve the right documentation or input data between systems instead of requiring an employee to log on and off between multiple systems. As a result, your agency benefits from increased accuracy and efficiency and employees are free to perform more value-added, interesting work.

PUTTING THE TOOLS TO USE

A cost-effective platform that leverages automated capabilities and integrates with your existing systems can maximize your return on investment while enhancing efficiency, transparency and collaboration across the government enterprise. Equipping employees with automated tools and online, straight-through processes to carry out their daily tasks can lead to satisfied constituents and staff who want to stay and work in government.

Just a few examples of where agencies and departments can deploy these tools include:

HUMAN RESOURCES

- Eliminate paper forms and automate essential tasks such as policy and procedure signoffs and government employee onboarding and off-boarding
- Speed new personnel recruitment and selection via electronic capturing, storing and routing of applicant files
- Better manage employee files with secure, instant access to critical information
- Electronically store and distribute policies and procedures, ensuring every employee is instantly updated when changes are made

AGENDA MANAGEMENT

- Simplify agenda and minutes packet sharing with legislative members and provide an online option for records request packets for pickup by the requestor
- Transform legislative processes by efficiently managing the critical functions of the administrative office and securing documents within a central repository
- Approve agenda items within Microsoft Outlook or mobile devices, provide paperless packets with Agenda to Go, track votes, create minutes and publish videos

LAW ENFORCEMENT

- Automate processes like records requests, arraignments and warrants while providing constituents with self-service, online access to public records
- Enable police, sheriffs and state troopers to retrieve documents from any location, including mobile devices, which reduces paper and speeds up operations with instant access to information
- Store files in a secure environment and access from a records management system or data system to reduce operating costs while providing a more cost-effective solution for storage

INSPECTIONS

- Reduce reliance on antiquated paper forms and unproductive time government workers spend filling out forms in the field and then entering the same data into a computer when they get back to the office
- Give public safety officers and inspectors access to online data and forms in the field to improve responsiveness, efficiency and service
- Increase the number of site visits, inspections and other tasks that employees can perform in one day because more of their work can be completed in the field
- Reduce paper consumption and storage requirements, which lowers costs and increases environmental benefits

PENNSYLVANIA TREASURY TRANSFORMS PAPER-BASED PROCESSES TO ELECTRONIC WITH CONTENT MANAGEMENT

One of the Treasury's main responsibilities is to make sure eligible citizens get the funds they've been approved to receive. Even in times of high demand, these payments — like unemployment and other supplementary payments — must be processed quickly and efficiently. The Treasury sought a solution that would help it transform its paper-based processes to electronic. After a lengthy request for information process, the Treasury selected Hyland's OnBase enterprise information and content services platform.

- With the help of OnBase, the Treasury has sped up processes across the organization and can respond to constituent needs faster.

- Despite an increase in demand, the Treasury needs little interaction with the process to ensure citizens receive their checks reliably and on time.

- Using OnBase Workflow, 99% of these transactions are completely electronic — beginning with the time a citizen files an application to the time they receive their check.

- The Treasury also enables citizens to have their payments issued via direct deposit or debit — less than 1% of citizens now receive paper checks.

By implementing OnBase and transforming its operations, the Treasury department has avoided hundreds of millions in costs across many processes. It can meet unemployment demands and bring processing in-house to reduce transaction costs. The department has reduced paper-based processes that cost millions, saving $8 million a quarter for a total of approximately $30 million each year.

DOWNLOAD FULL CASE STUDY

CUSTOMER
- Pennsylvania Treasury Department

LOCATION
- Harrisburg, Pennsylvania

SIZE
- >12 million constituents

PRODUCT
- OnBase

2
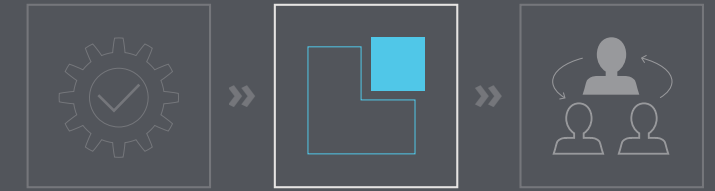
IT MODERNIZATION AND CONSOLIDATION

"

70%–80% of public-sector core-system modernizations either fail outright or are disappointments: They have budget overruns, missed deadlines or fail to deliver expected functionality.

BOSTON CONSULTING GROUP[xix]

"

IN A POLL OF GOVERNMENT AGENCIES:[xx]

!

57%

say their systems are becoming legacy in five years

42%

spend more than 1/4 of their IT budgets maintaining legacy systems

$

60%

spend less than 1/4 of their budgets on modernization
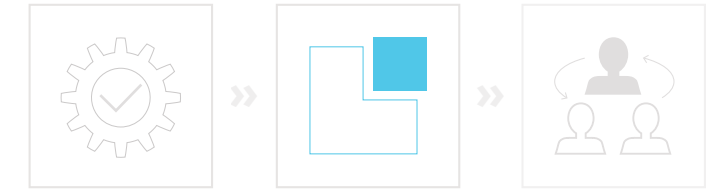
State and local government agencies rely on core IT systems to accurately and securely process large amounts of critical data, like citizen records. But many legacy systems can no longer support government demands, leaving critical data inaccessible and scattered across siloed systems. Some of the biggest challenges with legacy systems are that they're inflexible, incompatible with emerging technologies, decentralized, less secure and more costly to maintain.

These pain points make it crucial for state and local governments to modernize their technology systems and decaying infrastructure so agencies can more effectively deliver on their mission — or risk continuing to hamper operations and frustrate citizens and employees.
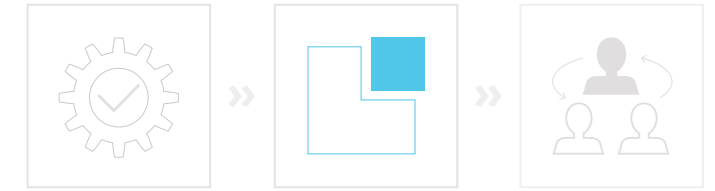
What is IT modernization?

The terms IT modernization and digital transformation are often used interchangeably but have different definitions.

IT modernization is the continuous development of IT software applications in alignment with the ever-shifting business environment and organizational goals.

The goals behind IT modernization may vary from agency to agency, but these efforts are typically undertaken to substantially change the way agencies deliver services. Objectives that are motivating agencies to pursue IT modernization strategies include future-proofing operations, reducing demands on internal IT staff and increasing security. This can include software upgrades, integration of new solutions or replacement of legacy systems.

According to McKinsey, IT modernization can have significant positive effects:[xxi]

20%–30%
increased productivity

30%–40%
higher employee motivation

60%
fewer operating defects

40%–60%
reduced time to market

IT modernization is essential for agencies looking to improve operational efficiency, reduce overall technology costs and boost security. It also creates value in terms of improved effectiveness of departments, as well as fast and convenient services for citizens.

TOOLS FOR MODERNIZATION

When successfully implemented, IT modernization can provide the engine to optimize processes, facilitate the adoption of emerging technologies and practices, improve citizen engagement and reduce maintenance costs. Achieving these benefits ultimately depends on state leaders' decisions on what to upgrade, integrate or replace, as well as a keen eye on choosing the right, flexible tools.

There are several tools that can help state and local government agencies modernize their IT systems and accelerate transformation efforts, including:

- **CLOUD AND SHARED SERVICES**
  Migrate to the cloud with a shared services model to centralize siloed IT solutions on a single platform and support the potential for prolonged work from home. A modern cloud-based platform provides secure content storage and collaboration while ensuring ownership and control. Plus, being hosted in the cloud means it is accessible from anywhere with real-time data, improving efficiency and transparency. It can also lower operational and infrastructure costs over time, which makes agencies more agile.

- **FEDERATION SERVICES**
  Gain a single view of information across content silos with federated search, manage-in-place functionality and intelligent content migration. Federation services allow you to access, control and govern content residing in more than 60 different business and content repository types. This grants users a single view of information across different content systems while driving enterprise-wide compliance, no matter the scale of operations.

- **LOW-CODE DEVELOPMENT AND CASE MANAGEMENT**
  Empower your agency to quickly develop solutions for your specific use cases or as the need arises. A rapid application platform using low-code development and case management tools delivers faster solutions without the hassle of custom codes.

  Built on a centralized content services platform, the tool notifies caseworkers as new documents are received and enables them to efficiently view and update case files and data from a single point. Because the systems are connected to a central repository, users don't have to switch between separate systems for each department, saving time and improving accuracy.

- **INTEGRATION HUB**
  Integrate tools with your existing systems without requiring a total overhaul, and eliminate disruptions caused by IT sprawl and disconnected applications. With an integration hub, all data is automatically synced without the need for manual intervention.

  When data is added or updated on one system, it is simultaneously updated in the others. Users can easily navigate the content repository because it connects them to where they need to go and provides the answers they seek with a few simple clicks. With improved visibility and access to real-time data, users are empowered to make faster, better-informed decisions.

PUTTING THE TOOLS TO USE

An agile platform can meet the needs of government departments today and provide the ability to scale and adapt well into the future. Look for a low-code solution that integrates seamlessly with your existing systems so you can leverage investments and avoid the need for expensive custom programming. The platform functions as the central information hub that connects and optimizes systems to deliver a higher standard of service while meeting budget requirements and moving forward with the latest technology tools.

A few examples of where agencies and departments can deploy these tools include:

GRANTS MANAGEMENT

- Replace paper-based grants with electronic documents and drive efficiency through automation of key tasks
- Provide complete visibility into receiving, awarding and managing grants and ensure compliance
- Eliminate time-consuming filing, printing and copy tasks with secure, online storage and document routing
- Support records management requirements with audit trails while increasing accountability
- Integrate project files with existing systems to eliminate duplicate data entry; work seamlessly between screens to speed award decisions

CONTRACT MANAGEMENT

- Equip your organization with total control over the contract management life cycle across agencies and departments
- Work more efficiently from request to approval and from expiration to renewal with case management tools
- Provide a single, central location to store, track and collaborate on all documents and tasks in the contract life cycle
- Scale to support a variety of contract types — including vendor contracts, employment agreements and NDAs

FACILITIES AND ASSET MANAGEMENT

- Transform work requests with workflow automation and easily dispatch service requests, track their progress and report on all activities
- Integrate content management capabilities with geographic information system (GIS) and asset management solutions to connect data and documents and enhance management of facility operations, maintenance and repairs
- Maintain assets and complete reviews with all needed information stored in a central document repository

PLAN REVIEW

- Automate the entire permitting and planning process for community development and infrastructure projects with low-code tools that integrate with existing systems like Cityworks and Esri
- Maintain assets and complete reviews with all the content you need stored in an online repository
- Speed projects from submission to final approval and enable paperless management of plan sets, drawings, markups, site photos and as-builts

INVESTIGATIONS

- Accelerate investigations and improve collaboration with case management tools that provide a repository for all information and ease of access
- Extract, audit and analyze data from disparate sources to quickly recognize connections and patterns
- Initiate new investigations from various sources, including detection systems, internal audit, employees and clients
- Systematically prioritize, assign and route cases to the appropriate people based on workflow rules
- Identify relevant evidence and noncompliance with requirements

HORRY COUNTY MAPS ITS INNOVATIVE SOLUTIONS WITH CONTENT SERVICES

Horry County, South Carolina, was looking to maximize its technology investments and ensure it capitalized on the value of its existing Esri GIS by making all documents and information associated with a location accessible from within the system. That was when it turned to Hyland's enterprise content services platform, OnBase.

- Hyland's platform created a single, central location to store the county's documents and data and automatically categorizes them for simplified retrieval.

- Because the platform integrates directly with Esri's GIS mapping software, field staff and first responders have instant access to all information related to specific locations directly from the Esri map.

- Hyland's content services solution also enabled Horry County to create electronic forms that can be filled out online or via tablet and then immediately enter an automated workflow. This makes submissions easier and faster to complete.

Horry County reaped additional value from its existing GIS system, as well as the operational advantages and efficiency that OnBase provided. OnBase enabled Horry County to refine its solutions and connect enterprise applications, creating a platform for continued growth and innovation.

DOWNLOAD FULL CASE STUDY

CUSTOMER
- Horry County Government

LOCATION
- Horry County, South Carolina

SIZE
- >300,000 constituents

ONBASE INTEGRATION
- Esri GIS

"By allowing us to connect our disparate systems, OnBase helps us to become a more connected county."

TIM OLIVER
CIO, HORRY COUNTY IT/GIS

3
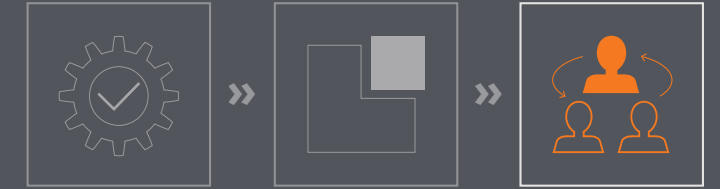
CITIZEN AND EMPLOYEE ENGAGEMENT

"

Public sector workers have always been driven by purpose. They're proud of their work serving citizens and communities. It's fulfilling and meaningful. But that's far from the whole story. The majority feel they have more to give.

"

RYAN OAKES
Senior Managing Director, Global Public Service, Accenture[xxii]
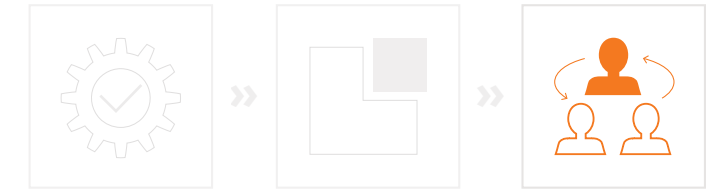
6.2 out of 10

satisfaction rating for state governments — the lowest of any industry[xvi]

73%

of state and local government officials believe their organizations are behind the private sector in terms of offering digital services[ix]

64%

of citizens would like to be able to conduct more digital government transactions[ix]

85%

of citizens expect the same or higher quality from government digital services as from commercial organizations[xxiii]

While agencies across all levels of government share many of the same challenges, state and local government employees are closer to their constituents and often hear more directly and regularly from them on the need for change. Citizens today are demanding smoother interactions, shorter wait times for services and better-informed responses from government.

Accessibility, transparency, security and speed — these are the citizen expectations that challenge agencies to adopt new technologies to transform and modernize their operations and processes. In a world where anything can be delivered to their doorstep with a few taps on their phone, citizens increasingly want and expect outstanding digital services from their government.

The gap in digital services provided by agencies versus the private sector — for example, when compared to the standards of service set by online retailers like Amazon and eBay — only adds to the growing pressure. The call is clear for state and local governments to deliver faster and better services while improving efficiencies through IT.
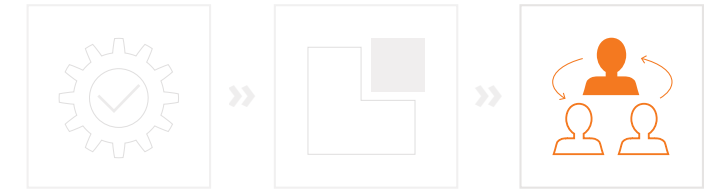
What is citizen engagement?

For state and local governments, enhancing citizen engagement is about meeting their expectations by creating experiences that deliver on their needs and that are on par with the fast-paced digital world in the private sector.

A key aspect of citizen engagement is to enable interactions between government agencies and citizens using their preferred digital channels — from mobile devices to 24/7 access to customer call centers — to provide quick, efficient and consistent services. The less time citizens spend searching for information, filling out paper-based forms or waiting on decisions, the better the experience.

With state and local governments seeking to go digital and innovate to better serve their citizens, agencies must leverage the right tools to meet evolving expectations. This will empower agencies to meet the digital demands of citizens, cultivate deeper engagement and foster trust in government services.

What will make citizens engage more with government agencies? According to an Accenture Citizen Survey:[xxiv]

75%
WANT GREATER SECURITY AND RELIABILITY

67%
WANT EASIER INTERACTION

55%
WANT 24/7/365 SERVICES THROUGH AI

51%
WANT A SINGLE PORTAL FOR MULTIPLE SERVICES

The bottom line: Greater access to government services online increases satisfaction, which in turn boosts citizen engagement.

What is employee engagement?

Employee engagement is the level of dedication and enthusiasm an employee demonstrates toward the organization and its goals. Working to ensure positive employee engagement is important to attracting and retaining employees who feel satisfied with their role and are fully equipped for success before, during and after their tenure with your agency.[xxv]

Digital tools and online systems can help employees work faster and more efficiently. With more time to focus on productive, value-added activities, employees exhibit increased satisfaction, more engagement and better service delivery. However, many government agencies are still burdened by paper-intensive practices.

81%
of employees generate physical paper or receive paper mail every day that needs processing[xxvi]

50%
of employees have dedicated space in their office buildings for storing large quantities of paper[xxvi]

31%
of employees use external offsite storage and vendors to store documents[xxvi]

Outdated approaches — including manual processes, paper-based forms and file storage cabinets — that require 9-to-5 office presence for all workers are not just suboptimal and inefficient. They're also not viable to equip evolving ways of working, such as a hybrid or remote workforce. Considering that 38% of government employees have accelerated their retirement date over the past year and 52% say a greater wave of retirements will come in the next few years, agencies should prepare for a "silver tsunami" of baby-boomer retirements by implementing a digital, online work environment that attracts the younger generation.[xiii]

Leveraging digital content services provides employees with centralized, electronic access to the documents they need, when they need it — whether working in the office, in the field or remotely. It can also have a profound positive effect on employees' ability to perform their job, as well as their level of satisfaction and engagement with your agency and its mission.

TOOLS FOR ENGAGEMENT

Citizen and employee expectations have moved past merely transactional experiences toward more personalized engagement. Today, citizens expect agencies to anticipate their needs and provide real-time solutions using digital tools. State and local government agencies should equip their employees with solutions that empower them to do more with less while continuing to meet constituent needs.

▪ **MOBILE ACCESS**
Give constituents the convenience of completing requests or applications on their mobile devices. Replacing paper forms with electronic forms enables agencies to automate processes to keep tasks moving and provide on-the-go access to information. Mobile access to eforms and all the information stored in a content services platform also means field staff don't need to make return trips to the office if they forget a file or need to drop one off. The result: Faster services and the ability to provide more responsive engagement from any location.

▪ **WEB/CONTENT PORTALS**
Implement electronic forms, workflows and self-service tools to offer citizens a quick, easy and user-centric experience. Integrated web and content portals enable constituents to easily submit applications and get status updates online without the hassle of manually filling out and mailing paper documentation or visiting the agency in person. Automation and access to real-time data enhance process transparency and expedite decisions and approvals, leading to increased constituent satisfaction with government services. Your staff can access, view and download the documents they need when they need them with just a web browser.

▪ **CUSTOMER COMMUNICATION MANAGEMENT (CCM)**
Tailor communications and automate the creation and output of documents. Every interaction is a chance to improve citizen engagement, and those interactions can take place across various communication channels from mobile apps to social media to the web. With a CCM tool, agencies have full control over their constituent communications — from input to distribution and archival. These tools reduce the time and effort of creating personalized content on demand and support high-volume composition processes.

To maximize return on investment for enhancing citizen and employee engagement, agencies should embrace next-generation digital strategies and capabilities that include mobile access, robotic process automation, low-code application development, integrated constituent portals and automated customer communication management, as well as deployment models via the cloud and shared services.

85% of Americans own a smartphone, demonstrating an increasing connection to the world of digital information while "on the go."

PEW RESEARCH CENTER[XXVII]

PUTTING THE TOOLS TO USE

Emerging technologies and tools offer new ways to strengthen the citizen-to-state relationship and enable closer and more responsive interactions. A digital platform with a wide range of capabilities allows citizens to engage with their state or local government via their preferred channels — and employees to make the most productive use of their time.

A few examples of where agencies and departments can deploy these tools include:

PUBLIC ASSISTANCE

- Establish a secure, central repository for the sensitive and confidential information that drives programs
- Ensure staff can easily retrieve all supporting documentation and reduce endless searches for lost documents
- Move applicants quickly through the review and recertification process with automated workflow and constituent correspondence
- Identify incomplete application packets and expedite the process for those needing verification with faster routing to workers for review
- Improve service, boost productivity and support compliance with award requirements

AFFORDABLE HOUSING

- Efficiently manage tenants and properties and recertify their eligibility; support homebuyers and handle subsidized properties
- Securely store all required documentation, enforce records retention and automate compliance tasks to ensure tenants, property subsidies and customers meet requirements
- Store information — including applications and certifications — in a single document repository, helping specialists manage increasing workloads while facilitating compliance

DEPARTMENT OF MOTOR VEHICLES (DMV)

- Expedite processing by capturing all types of documents — including title and driver license applications, conviction information and accident reports — at the point of service
- Automatically link documents to the appropriate citizen record in your existing licensing and registration system
- Manage digital documents within your DMV software applications and enable employees to easily access relevant documents from their workstations with a single click
- Provide staff with a complete view of an individual's record to improve productivity and ability to handle multiple issues in one visit

PUBLIC RECORDS

- Simplify and automate public records request submissions and fulfillment starting with the option to submit requests online
- Route all requests — whether submitted via the web or by other methods — with workflow automation for review, assignment and completion
- Speed fulfillment and save valuable staff time as documents are compiled and filed into a centralized online portal
- Provide convenient constituent access while meeting legal obligations

TRANSFORMING CITIZEN ENGAGEMENT AND COMMUNICATIONS IN MONTANA

Montana Department of LABOR & INDUSTRY

Montana's Department of Labor and Industry had a critical communications problem. It relied on an outdated mail system, and key processes like delivering unemployment insurance were cumbersome and inefficient. There was a constant risk of the system failing completely at any time. That's when the department adopted Content Composer, Hyland's CCM product.

Content Composer delivered significant results, including:

- Simplifying the creation of unemployment insurance notices and providing consistency and control to the document creation process

- Processing 2,000 to 3,000 notices in a matter of minutes; the previous methodology took hours to process every night

- Delivering additional efficiency gains via seamless integration with a content services platform; the department can consistently name documents in both their systems, facilitating automated indexing of documents and speeding up processes

The Montana Department of Labor and Industry succeeded in not only resolving its communication problems but also implementing a scalable solution that delivers personalized communication to its constituents.

DOWNLOAD FULL CASE STUDY

CUSTOMER
- State of Montana's Department of Labor and Industry

INDUSTRY
- State government

SIZE
- >1 million constituents

HYLAND PRODUCTS
- Content Composer
- Perceptive Content

Conclusion

THE WAY FORWARD FOR DIGITAL GOVERNMENT

Technology is dynamic and disruptive by nature because it is constantly changing as innovations continuously emerge. As such, state and local government agencies should look to approach automation, modernization and transformation as an ongoing journey. Complete transformation does not have to happen immediately, nor does it have to be an overwhelming project undertaken all at once. It can be implemented at a measured pace that meets your budget and resource constraints.

Consider starting with automating one process and gradually expanding across other processes and departments. Make sure your agency is equipped to function online, and look for tools that allow you to quickly spin up applications to support new programs and services, as well as the tracking and reporting that will be required.

State and local government can benefit from a solution that offers a comprehensive range of extensible content services capabilities on a single platform — from automated capture, robotic process automation and low-code development to secure content storage in a central repository hosted in the cloud. Powering digital services on a single, connected and scalable platform checks all the boxes for agencies to be truly transformational. Employees can work faster and more efficiently, no matter where they are located, and constituents achieve personalized service and quality interactions with your agency — leading to increased satisfaction and engagement for all stakeholders.

By empowering state and local government to work more efficiently, collaboratively and strategically across agencies and departments, a modern enterprise content services platform can help your organization accelerate the path forward to a digital-first government.

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