

# NAVIGATING 3 KEY PRIORITIES FOR STATE AND LOCAL GOVERNMENT TRANSFORMATION

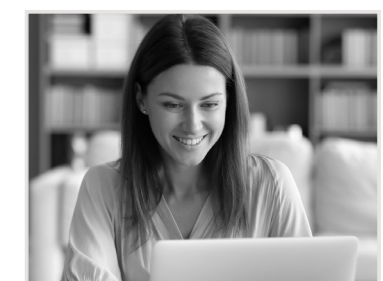
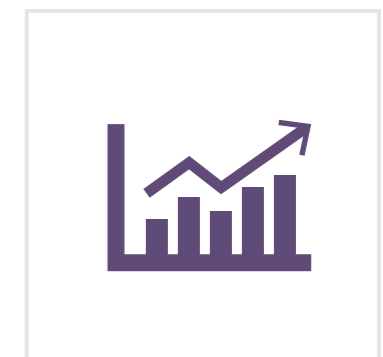
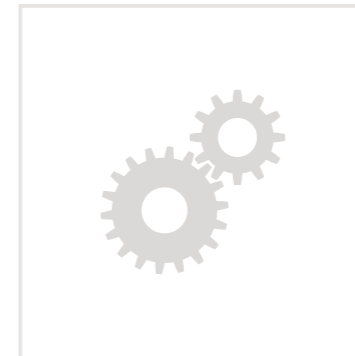
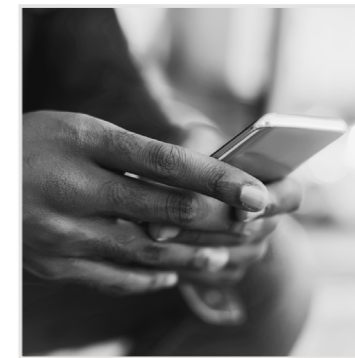
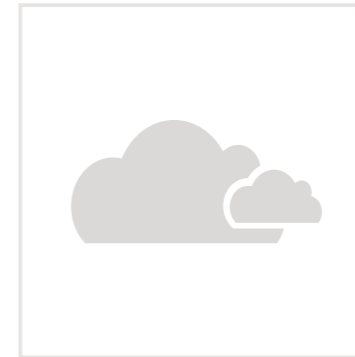
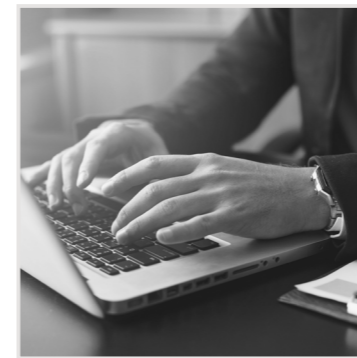
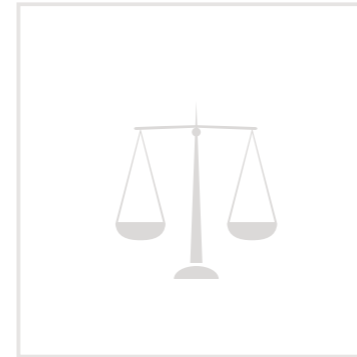


Hyland®

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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 the impact of the recent global crisis on citizens, communities and government workers.

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 the increasing recognition by government leaders that investments in enabling technology pay off to improve transparency, responsiveness and public trust.

According to the 2019 Spending Forecast for the State and Local IT Market by GovTech<sup>1</sup>, IT spend was projected at a total of \$107.6 billion a 4.5 percent increase from 2018.



Ultimately, the ability of government systems and public authorities to adapt will determine their survival.



**KLAUS SCHWAB**

Founder and Executive Chairman, World Economic Forum

For 2019, the IT projections for specific segments within the state and local government market were:



\$28 billion

HEALTH AND HUMAN SERVICES



\$28 billion

EDUCATION



\$9.7 billion

PUBLIC SAFETY AND JUSTICE



\$9.1 billion

UTILITIES



\$9.5 billion

FINANCE AND ADMINISTRATION



\$8 billion

ENVIRONMENT AND HOUSING



\$13 billion

TRANSPORTATION AND INFRASTRUCTURE



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Enacted on March 27, 2020, the \$2.2 trillion stimulus package titled **Coronavirus Aid Relief and Economic Security Act (CARES Act)** includes the following emergency relief:

- Provides **\$150 billion** to states and localities to respond to the crisis
- Includes an additional **\$340 billion** to supplemental aid of which more than 80 percent or **\$274 billion** goes to states and localities

Given the challenging times and economic uncertainty, industry analysts are seeing that agencies will face stressed budgets in 2020. Many IT projects will likely be re-assessed for prioritization. At the same time, there has never been a greater need for technology to keep government functioning and ensure the delivery of mission-critical services.

According to e.Republic<sup>2</sup>, COVID-19 has had five major impacts on state and local governments:

1. Technology is playing a critical role in the coordination and response of state and local government agencies
2. Citizen expectations for real-time information at all levels of government have greatly increased
3. The rapid shift to digital governance, virtual board meetings and remote decision-making have created immediate policy and cultural challenges for state and local agencies
4. State and local finances have been significantly impacted, but the federal government has a response that will help agencies recover and meet the growing response needs
5. States and localities have taken non-essential services virtual and are trying to keep up with a distributed workforce and services

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Technologies will have to be modernized for better communication, coordination and collaboration between government departments and agencies to respond to the needs of their constituents and community. The ability to deliver digital services is now even more key to handle the ever-increasing volume of applications and speed benefits to citizens.

Funding from the CARES Act that can help support these goals includes<sup>2</sup>:



**\$5 BILLION**

**in Community Development Block Grants (CDBG) to provide states and localities with the resources to serve their constituents**



**\$850 MILLION**

**to states and localities through the Justice Assistance Grant (JAG) for public safety and criminal justice agencies**



**\$500 MILLION**

**for public health data surveillance and infrastructure modernization for state and local public health**

Transforming operations to enable telework and a remote workforce will also be critical — now and potentially into the future as a new way of working — to meet the demands and expectations of all state and local government stakeholders.



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.



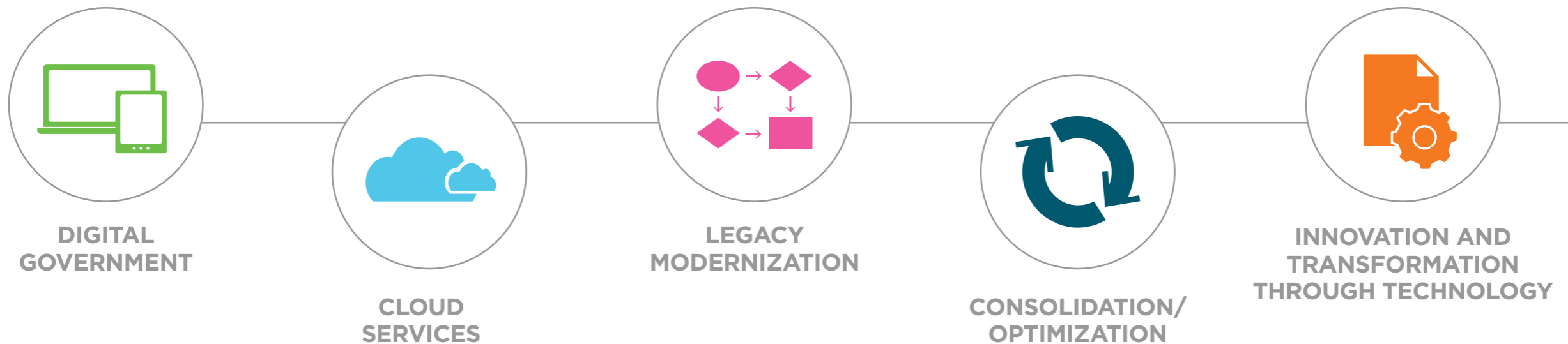
**MARK RAYMOND**

NASCIO President and Connecticut's CIO

# Key priorities for transformation

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 2020. Despite budget and resource constraints, it is critical for state and local governments to modernize technologies and improve their operations.


According to NASCIO<sup>3</sup>, some of the key initiatives that agencies need to stay on top of in the coming year include:



Transforming agency operations also provides immediate value in enhancing the constituent experience. According to a GovTech report<sup>4</sup>, government is the lowest-ranked industry for customer experience. When it comes to technology, many government systems lag far behind those in the private sector — which has seen businesses across all industries leverage emerging technology to significantly increase the speed and ease of customer service — due to their dependence on outdated legacy systems and manual processes.

Although many agencies are keenly aware of this, finding a viable solution remains elusive because of the scale and complexity of their operations. State and local government agencies should look for a scalable, flexible digital platform that offers a comprehensive range of 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 NAVIGATE THREE KEY PRIORITIES FOR A SUCCESSFUL TRANSFORMATION INTO A MODERN GOVERNMENT:**

**1**  
**DIGITAL TRANSFORMATION AND AUTOMATION** >> 

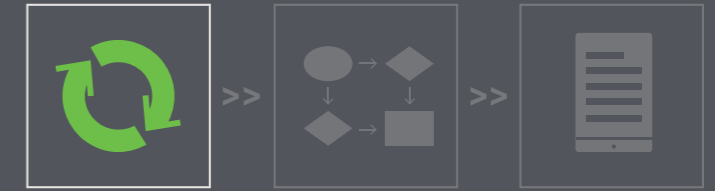
**2**  
**IT MODERNIZATION AND CONSOLIDATION** >> 

**3**  
**CITIZEN ENGAGEMENT** >> 

From its fundamental definition to common pain points and solutions, we'll highlight why each of these priorities are key. We'll also explore use cases, look at success stories, and provide tips on essential tools that you need to get started on your transformation journey.



1



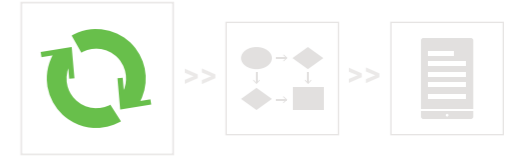
# DIGITAL TRANSFORMATION AND AUTOMATION

“

Digital transformation will dramatically reconfigure IT spending in government. 54 percent of respondents believe that this will make it more strategic — driving positive citizen experiences and improved perceptions of the use of taxpayer-funded resources.

”

451RESEARCH.COM<sup>5</sup>



**64%**

of respondents in a recent survey said they are still using manual processes to gather information to solve problems<sup>6</sup>



**30%**

of states do not have a statewide digital strategy<sup>7</sup>

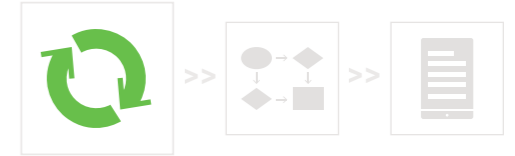


**46%**

of government respondents stated they use paper for internal or back-office processes<sup>8</sup>

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 negative 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 governments and people gain the wider benefits that digital transformation brings.



# What is digital transformation?

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

**Digital transformation (DX) is the process of applying new technologies to radically change business processes, culture and the citizen experience to meet changing market demands.**

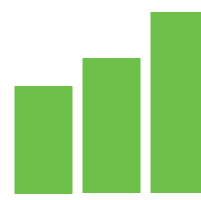
Digital transformation initiatives have become critical for state and local government agencies in meeting the expectations of modern citizens for:



**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, cost savings and improving the constituent experience. 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.

## 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 as staff have more time for value-added 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 accessible 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)**

Speed up 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.

- **ENTERPRISE FILE SYNC AND SHARE (EFSS)**

Government work and processes often involve collaboration with external agencies and organizations. Without a secure EFSS system, email is used to share documents, reports and other content that may contain sensitive information. An EFSS tool provides an integrated, fast and secure way to share and review content across agencies while providing an audit trail of all activities. Documents are encrypted while at-rest and in-transit, informed by best practices of document and data encryption to reduce risk and ensure compliance.

## 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.

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, government employee on-boarding 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 pick-up 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, reducing paper and speeding up operations with instant access to information
- Store files in a secure environment and access from a records management system (RMS) 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 a single day as more of their work can be completed in the field
- Reduce paper consumption and storage requirements, meaning lower costs and increased environmental benefits

SEE IT IN ACTION: A SUCCESS STORY

# PENNSYLVANIA TREASURY DEPARTMENT

With the right solution, moving from paper-based processes to electronic can yield significant time and cost savings.

## SUCCESS STORY: 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 went in search of a solution that would help them transform their paper-based processes to electronic. After a lengthy request for information (RFI) 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 percent 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 one percent of citizens now receive paper checks.

By implementing OnBase and transforming their operations, the Treasury department has avoided hundreds of millions in costs across many processes. They are able to meet skyrocketing unemployment demands and bring processing in-house to reduce transaction costs. Bottom line — they have reduced paper-based processes that cost millions, saving \$8 million a quarter for a total of approximately \$30 million each year.



### CUSTOMER

- Pennsylvania Treasury Department

### LOCATION

- Harrisburg, Pennsylvania

### CONSTITUENTS

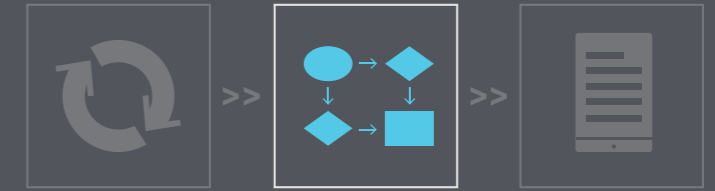
- +12 million

### PRODUCTS

- OnBase



# 2



# IT MODERNIZATION AND CONSOLIDATION



**70 to 80 percent** 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<sup>9</sup>**



**1/3**

of state IT systems are old and broken<sup>10</sup>



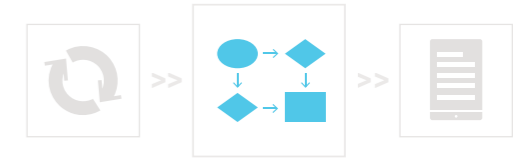
**48%**

of state and local government leaders are looking to the cloud to reduce costs<sup>6</sup>



**Nearly 80%**

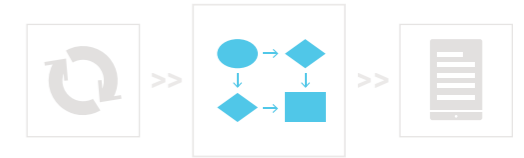
of public sector IT budgets are tied to simply maintaining the systems already in place<sup>11</sup>



State and local government agencies rely on core IT systems to process large amounts of critical data, like citizen records, accurately and securely. But, many of the 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 harder and more costly to maintain.

These pain points make it critical for state and local governments to modernize their technology systems and decaying infrastructures so they can more effectively deliver on their missions or risk continuing to hamper operations and frustrate constituents.





# 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 futureproofing, reducing demands on internal IT staff and increasing security. This can include software upgrades, integration or replacement of legacy systems.

According to McKinsey<sup>12</sup>, IT modernization can have significant positive effects:

- **Increase productivity** by 20-30 percent
- **Increase employee motivation** by 30-40 percent
- **Reduce operating defects** by up to 60 percent
- **Reduce time to market** by 40-60 percent

IT modernization is essential for agencies looking to improve operational efficiency, reduce overall technology costs and boost security. IT modernization creates value in terms of improved efficiency and effectiveness of the 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 the citizen experience and reduce maintenance costs. To achieve these benefits, it 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**

Migrating to the cloud with a shared services model can help state and local agencies centralize their 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.

- **CASE MANAGEMENT**

Empower your agency to quickly develop solutions as the need arises with a rapid application platform using case management tools. Deliver faster solutions without the hassle of custom codes using an easily configurable point-and-click tool. Built on a centralized content services platform, caseworkers are notified as new documents are received and can efficiently view and update case files and data from a single point. This eliminates the need to switch between separate systems for each department as the systems are connected to the central repository.

- **INTEGRATION HUB**

Integrate tools with your existing systems without requiring a total overhaul and eliminate disruptions caused by IT sprawl and disconnected applications. This means 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 as 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.

- **ENTERPRISE SEARCH**

Overcome your agency's most complex, time-consuming search challenges with an advanced search tool that can quickly pinpoint the exact information you need across content repositories, systems or databases. Analyze and extract insights by connecting different pieces of information, places, people and things to find the answers you need. Enterprise search tools give you fast access to precise information from any location, reducing wasted time searching while ensuring compliance and security.

## 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 prior 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 your budget requirements and still moving forward with the latest technology tools.

Just 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 lifecycle 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 lifecycle
- 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 GIS/asset management solutions to connect data and documents, enhancing 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 or Esri
- Maintain assets and complete reviews with all of 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 recognize connections and patterns quickly
- Initiate new investigations from various sources, including detection systems, internal audit, employees, or even clients
- Systematically prioritize, assign and route cases to the appropriate people based on workflow rules
- Identify relevant evidence and non-compliance with requirements

SEE IT IN ACTION: A SUCCESS STORY

# HORRY COUNTY GOVERNMENT



Digital technology has the power to transform the way government agencies operate and deliver citizen services. It is driven by modern IT systems that make transformation and innovation possible and support the ability to deliver real-time information, customization of services and organizational agility.

## SUCCESS STORY: HORRY COUNTY MAPS ITS INNOVATIVE SOLUTIONS WITH CONTENT SERVICES

Horry County was looking to maximize its technology investments and ensure they capitalized on the value of their 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 information platform.

- Hyland's platform created a single, central location to store the county's documents and data and automatically categorizes them for simplified retrieval.
- As the platform integrates directly with the Esri GIS solution, 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 iPad and then immediately enter an automated workflow. This makes submissions easier and faster to complete.

Horry County reaped additional value from their 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.

### CUSTOMER

- Horry County Government

### LOCATION

- Horry County, South Carolina

### SIZE

- 300,000+

### ONBASE INTEGRATION

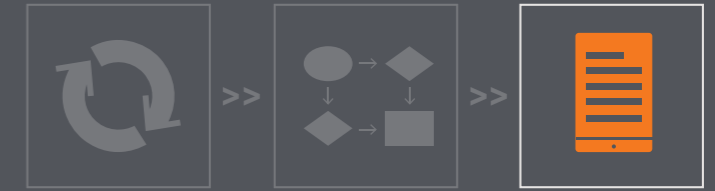
- Esri GIS

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

**TIM OLIVER**  
CIO/GIO at Horry County



# 3



# CITIZEN ENGAGEMENT



With around 40 percent of citizens remaining unsatisfied with digital government and clear evidence that digital services are generally well-received when implemented, the public sector must continue expanding the scope and increasing the quality of its digital capabilities.



**PETER HUTCHINSON,**

Strategy Lead for State and Local Government Consulting, Accenture<sup>13</sup>

STATE GOVERNMENTS RECEIVED  
THE LOWEST SATISFACTION  
RATING OF ANY INDUSTRY:  
**6.2 OUT OF 10<sup>6</sup>**

**73%**

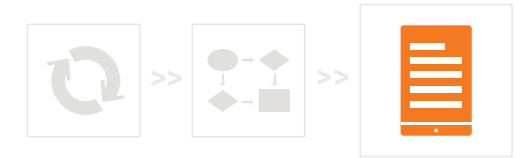
of state and local government officials  
believe their organizations are behind  
the private sector in terms of offering  
digital services<sup>14</sup>

**64%**

of citizens would like to be able to conduct  
more digital government transactions<sup>14</sup>

**85%**

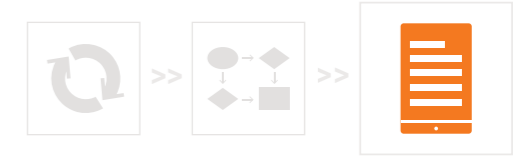
of citizens expect the same or higher  
quality from government digital services  
as from commercial organizations<sup>15</sup>



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 waiting times for services and more informed responses from government.

Accessibility, transparency, security and speed — these are the key expectations of citizens 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 or 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, 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 and cultivate deeper engagement as well as foster trust in government services.

What will make citizens engage more with government agencies? According to an Accenture Citizen Survey<sup>16</sup>, citizens want:



75%  
GREATER SECURITY  
AND RELIABILITY



67%  
EASIER  
INTERACTION



51%  
SINGLE PORTAL FOR  
MULTIPLE SERVICES



54%  
PERSONALIZED  
INFORMATION

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**The bottom line: Greater access to government services online increases satisfaction level, which in turn boosts higher rates of citizen engagement**

## TOOLS FOR ENGAGEMENT

Similar to customer expectations of the private sector, citizen expectations have moved past the transactional experience towards 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 explore solutions that enable them to meet constituent needs while empowering staff to do more with less.

### ▪ MOBILE ACCESS

Constituents have come to expect the convenience of completing requests or applications on their mobile devices. Replace paper forms with electronic forms, automate processes to keep tasks moving and provide on-the-go access to information. Mobile access to eforms and all of 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.

*“Nearly two-thirds of Americans are now smartphone owners, and for many, these devices are a key entry point to the online world.”*

[PEWRESEARCH.ORG](https://www.pewresearch.org)<sup>17</sup>

### ▪ WEB PORTALS

Implement electronic forms, workflows and self-service tools to offer citizens a quick, easy and user-centric experience. Enable constituents to easily submit applications and get status updates online without the hassle of manually filling out and mailing paper documentation or needing to visit the agency in person. Automation and access to real-time data enhance process transparency and expedites decisions and approvals to increase constituent satisfaction with government services. Enable your staff to access, view and download the documents they need when they need them with just a web browser.

### ▪ CUSTOMER COMMUNICATION MANAGEMENT (CCM)

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 can tailor communications and automate the creation and output of documents. You have full control over your customer communications — from input to distribution and archival. CCM tools not only reduce the time and effort to create personalized content on demand, but also support high-volume composition processes.



## 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. Leveraging a digital platform with a wide range of capabilities, including automated capture of paper documents, online access, self-service portals and mobile apps, allows citizens to engage with their state or local government via their preferred channels.

Just 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 re-certify 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)

- Speed processing by capturing all types of documents at the point of service — including title and driver license applications, conviction information and accident reports
- 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 just 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

SEE IT IN ACTION: A SUCCESS STORY

# STATE OF MONTANA'S DEPARTMENT OF LABOR AND INDUSTRY

In today's customer-centric environment, it is critical to embrace powerful technology tools for better citizen experience. According to a Deloitte survey<sup>14</sup>, most government agencies are aware that digital capabilities are essential to delivering outstanding customer service.

- **78 percent** of officials said digital capabilities allow their employees to work better with citizens
- **82 percent** of officials said improving customer experience and increasing transparency are prime objectives of their organizations' digital strategy

## SUCCESS STORY: TRANSFORMING CONSTITUENT ENGAGEMENT AND COMMUNICATIONS IN THE STATE OF MONTANA

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 flagship customer communications management (CCM) product.

Content Composer delivered significant results, including:

- Simplified the creation of unemployment insurance notices and provided consistency and control to the document creation process
- Processes 2,000-3,000 notices in a matter of minutes versus previously taking hours to perform every night
- Delivered 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 their communication problems, but also implementing a scalable solution that delivers personalized communication to their constituents.



### CUSTOMER

- State of Montana's Department of Labor and Industry

### INDUSTRY

- State Government

### SIZE

- +One million constituents

### HYLAND PRODUCTS

- Content Composer
- Perceptive Content



# Conclusion

## THE WAY FORWARD FOR STATE AND LOCAL GOVERNMENT

Technology is dynamic as it is disruptive by nature — because it is constantly changing, with innovations continuously emerging. As such, state and local government agencies should look to approach transformation, process improvement and automation as an ongoing journey. Complete transformation does not have to happen immediately. And it does not have to be an overwhelming project that you do 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, process automation and case management to secure storage in a central content repository. **Powering digital services on a single, connected and scalable platform checks all the boxes for agencies** to be truly transformational by enabling informed decision-making, quality interactions with constituents and personalized service.

By empowering state and local government to work more efficiently, collaboratively and strategically across agencies and departments, an enterprise information and content services platform can put your organization on the right path to successfully navigate the key priorities for transformation.

**Learn more at [Hyland.com/StateGovernment](https://www.hyland.com/StateGovernment)**



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