


Government's Guide to

Digital Service Transformation





The phrase “digital transformation” has gained meaning and impact across all levels of government. In response to a global pandemic, new technologies are redefining typical citizen-government interactions – and include everything from cloud-based communications to digital self-service.

In the past, governments have faced unique challenges when working to adopt new technologies including legacy systems, limited budgets – even legislative mandates. Internally, staff members struggle to manage complex cross-department processes while citizens are affected by long wait times and unclear requirements. Many government leaders believed that shifting their services online would require a full rip and replace of their legacy systems and that innovating to provide better, enhanced services would take years to deliver.

A customer in the southwest region of the US is a prime example of how – even in the face of unique challenges and legacy systems – innovation can happen rapidly. In this guide, we’ll cover three levels of government services that were enhanced (in as little as one day), which led to high-impact results and better customer service.

What is Digital Transformation?

Think of digital transformation as a transition toward improved online experiences for residents and the government staff that support them.

By leveraging cloud-based technologies, governments can target common pain points for staff and end-users more quickly and

easily. It is possible to automate everything from service requests, to status updates, to the internal workflow of approvals and the delivery of critical information to residents. True digital transformation covers all touch points internally and externally with your agency.



Why Should you Digitize Services?

The pandemic has created urgency to modernize digital services, and a unique opportunity for agencies to reimagine how they connect with citizens.

In fact, in a survey of nearly 1,500 government officials, many agreed that meeting demand for assistance and services has been the top challenge throughout the pandemic (28% and 41%, respectively), followed

closely by citizen confusion and frustration (25% and 30%). Overall, government officials reported a seven percent drop in confidence in the strength of their organizations' customer service following COVID-19.

Agencies have reached a point of no return when it comes to digitizing government operations; citizens expect simpler processes, offered online – and fast.

AMID COVID-19, GOVERNMENTS ARE FACING:



Budget Shortfalls.

96% of local leaders expect budgets to fall in 2020.



Risk of Losing Major Sources of Revenue.

7 in 10 government leaders say service fees are surest source of revenue decline, accounting for 23% of revenue.



Amazon-Like Expectations.

Customers expect "Amazon-like" service, 24/7 from any location.

How Do I Start?

Where Do I Begin?

Digital transformation requires the right mindset. The following tips can help set you up for success.

GET EXECUTIVE BUY-IN.

Make sure that all key stakeholders are educated on your digital transformation objectives every step of the way. Stakeholders should be champions for your project and can help educate their departments or the public about upcoming changes. It's also important that those with budget ownership fully understand the project and its business case, given their role in approving funds.

DOCUMENT YOUR NEEDS AND CURRENT PROCESSES.

Which services need to be brought online first? What are your biggest pain points? Which mainframes will require integrations? How are you currently operating? What does the current customer experience look like? What would the ideal customer experience look like?



CREATE A STRATEGY FOR THE USER EXPERIENCE.

Before selecting a solution or starting implementation, you need to define the ideal customer journey. Once the software is in place, it will be time to build another solution: the customer experience. Strategists like [Granicus Experience Group](#) can serve as an extension of your team and offer a fresh perspective. While you're about to learn new software, tech pros can help you think through what a service transaction looks like through the eyes of your client, ultimately driving adoption of the new solution.

Picking the Right Solution



WATCH DEMOS.

What better way to see how a solution will work than by seeing it in action? Make sure to include staff from all levels and ask questions. Is the software purpose-built for government and reflective of how your team works? How quickly can the partner deliver? Will the solution connect to your systems? Is the platform flexible – can you build the services you need in the way that you need them? And most importantly, can your team use this tool, or will you need to call for help every time you need to make a change?



LOOK FOR ROI.

Does the solution you're exploring require a big lift and shift of technologies that require time and management? Or can it layer onto

your existing processes and automate wherever possible to free time and resources? Does the vendor take a portion of your service transactions? Or will the vendor empower your agency to define the most critical services for digitization, whether they generate revenue for your agency or not?



IDENTIFY A PARTNER, NOT JUST A VENDOR.

What is the vendor's track record? Do they offer an iterative implementation approach, which guarantees you'll be happy with the product? Will your vendor require third-party implementation support? Or will they help you every step of the way?

With the right partner and a strong strategy, you can successfully build out impactful services, like the ones below.



Three Levels of Service Transformation Needed in State and Local Governments

The governor in our example recently set a vision to be a “Top 10 State.” To achieve this goal, he placed a large focus on digital transformation and how online services can drive change. Partnering with Granicus, our customer deployed [govService](#), an online citizen self-service and operations automation solution, to rebuild its internal processes and resident-facing experience.

Our client's digital transformation spans multiple agencies and provides 1,000 new or enhanced online services (and counting). In the following sections, we highlight

three different levels of services, from the first service that this state implemented for a very targeted audience up to medium- and large-scale services that had an increasing level of impact on residents throughout the state.

Service Highlight #1: Prescription Pad Service

Service Highlight #2: Driver License Renewal

Service Highlight #3: Pandemic Unemployment Assistance



Service Highlight #1:

Prescription Pad Service

SITUATION

In 2018, 130 Americans died every day as a result of opioid misuse, with 10.3 million misusing opioids across the country, according to the [U.S. Department of Health and Human Services](#).

While increased drug awareness, education, treatment, and support represent critical tools for preventing and rehabilitating addiction, the local Bureau of Narcotics and Dangerous Drugs (BNDD) is working to proactively curtail abuse by limiting how frequently physicians can prescribe these drugs.

BNDD built a digital service that tracks physicians' requests and related orders of prescription drug pads limiting unauthorized access to opioid drugs. To obtain prescription pads, DEA-approved physicians simply visit the online portal, provide their details, and wait for their pads to arrive. Everything on the backend is automated with the govService solution confirming locations and tracking pad counts.



KEY STAKEHOLDERS NEEDED

- » Bureau of Narcotics and Dangerous Drugs (BNDD)
- » Office of Management & Enterprise Services
- » Granicus Implementation Team



TIME/INVESTMENT

The initial build took two days.



IMPACT

22,000 physicians

22,000 state-wide physicians now have access to the online digital service to order prescription drug pads that will limit orders to DEA-approved amounts and locations. In the 8 months after launch, the agency processed 1,223 orders.

9th in the Country

Since implementing this service, this state ranked ninth in the country for the lowest opioid-related drug deaths with a rate of 5.53 opioid-related deaths per 100,000 per month. The national average is 14.1 deaths per 100,000.

9 Services in 30 Days

Following the success of the prescription pad service, BNDD partnered with Granicus again to build a physician registration portal, which includes nine services. This portal serves as the entry point for any professional that handles narcotics of any kind in the state. BNDD and Granicus completed the portal in just 30 days.

Service Highlight #2:

Driver License Renewal

SITUATION

As government agencies shut their office doors in response to the coronavirus pandemic, our customer's local Department of Public Safety launched an online service for residents to renew or replace their Class-D driver's licenses and identification cards. Residents don't have to expose themselves by leaving the house, and staff remain at a lower risk as well.

When an eligible resident needs to renew or replace their Class D license or identification card, they simply create a govService account and log in, fill out the related form, and submit their request. Users pay online by credit card or mail a check, and the DPS then sends the new driver's license or identification card by mail. The transaction is contactless.

"This latest digital service is an additional step we can take during this unprecedented time to help prevent the spread of COVID-19 and give our customers the option to complete transactions from the comfort of their home," —DPS Commissioner.



KEY STAKEHOLDERS NEEDED

- » Department of Public Safety (DPS)
- » Office of Management & Enterprise Services
- » Granicus Implementation Team



TIME/INVESTMENT

The initial build only took 24 hours.



IMPACT

1,200 Applications

Less than a week after going live, DPS processed over 1,200 applications.

60,000/Month

Staff estimate 60,000 transactions a month that previously occurred in person can now occur online.

Critical Services

Shortly after this service went live, DPS added an online reinstatement option as well as a CDL renewal option for truck drivers to keep critical delivery services open.

Service Highlight #3:

Pandemic Unemployment Assistance

SITUATION

With unemployment expected to jump from 3% to 14% in the wake of the COVID-19 pandemic, staff at our customer's Employment Security Commission (ESC) knew their system's decades-old programming would not be able to handle the influx of traditional unemployment applications or adapt to the new legislation for Pandemic Unemployment Assistance (PUA) applications from residents.

The ESC built an online PUA preapplication for residents. The preapplication process helped staff mitigate a surge in applications and streamline the internal process once the funding was made available, so residents could access relief sooner. The new service enabled residents seeking PUA relief to reserve their place in line digitally.



KEY STAKEHOLDERS NEEDED

- » Employment Security Commission (ESC)
- » Office of Management & Enterprise Services
- » Granicus Implementation Team



TIME/INVESTMENT

The initial build only took 24 hours.



IMPACT

<4 days

Within 4 days of launching the digital service, ESC has received 7,973 completed pre-applications. Our client was one of the first states with a system in place to handle PUA applications.

All Online

In the weeks that followed the PUA application service, Granicus and MES built a govService platform for all other aspects of ESC's online unemployment filing system.

463,00 Claims

The new system has processed 463,000 regular unemployment insurance claims, and an average of 100,000 unique users are filing for a form of unemployment assistance every week.

Make an Impact

Very few agencies were prepared for the online shift that COVID-19 accelerated. Our customer was fortunate: They had already begun their digital transformation. We can draw a few lessons from their experience:

1

GROW AS YOU GO.

While it is important to have a vision of your completed goal, it can be overwhelming. Instead, start small and build up to your goal by focusing on one piece at a time. This is a great example of how starting with a single service — prescription pads — can help a government begin a transformation that will take place over time. Starting small allows you to build confidence, learn as you go, and create momentum.

2

CHOOSE A FLEXIBLE PLATFORM PARTNER.

This customer had dozens of choices of vendors that would help them digitize a prescription pad. Many of them would have done a great job with that singular use case. But they realized that prescription pads were just the start of their journey. They'd benefit from a solution that could be applied to any service they wanted to bring online, including driver's licenses, unemployment, and more.

3

FOCUS ON AGILITY.

One of the key aspects to our customer's success in dealing with the pandemic was that it had adopted an agile platform. Using govService, they were able to launch, test, and iterate on any number of services. This was critical during an unpredictable pandemic, but it's also critical during normal business operations when regulations change, business practices improve, and other crises loom. The ability to learn and adapt is critical.

Granicus is Here to Help

Granicus [govService](#) can help you revolutionize digital services like driver's license renewal and unemployment insurance. [See it Live>>](#)



ABOUT GRANICUS

Granicus is a leading provider of citizen-engagement technologies and services for the public sector, bringing governments closer to the people they serve with a civic-engagement platform. Granicus works with more than 4,500 government organizations and connects more than 250 million people in the largest citizen subscriber network of its kind.