REDEFINING DIGITAL GOVERNMENT EXPERIENCES

A ROADMAP FOR CREATING WINNING CUSTOMER EXPERIENCES
A New Citizen Experience Starts Today  

Why are Agencies Taking Action?  
• Rising Citizen Expectations  
• Policy Changes  
• Security  
• Compliance  

Why Digital Experience Matters to Your Agency  
• The Return on Investment  
• Build Your Brand  

Steps for CX Success  
• Recognize that Design is Power  
• Transform Constituent Service Experiences  
• Become a Mobile Champion  
• Get Efficient  
• Secure the Content  

Managing the Digital Transformation
With the explosion of touch points and ways to communicate, government today is more connected than ever with the public—and the need to deliver quality digital experiences is greater than ever. Government agencies now communicate primarily to users through their websites. However, user satisfaction with federal websites is down across almost every measure. Only 60 percent of users feel that federal websites contain relevant information and even fewer feel they have a professional look and feel, according to Forrester research. ITIF reviewed almost 500 popular federal websites and found that approximately 91 percent failed to perform well on either page-load speed, mobile friendliness, security, or accessibility.

Government decision makers like you are challenged to provide digital and mobile-friendly services that are comparable to the private sector. Preparing your agency to provide this level of digital experience is no small task. In the past, incremental change was the norm. But given the rapid improvements in digital services, where citizens and consumers demand what they want, when it want it, government agencies must listen and act. Now is the time to invest in the people, processes, and technology that will fuel your digital transformation.

When agencies invest in systems and structures that support digital growth, the possibilities are endless. CIOs are expected more than ever to find solutions, yet bureaucratic roadblocks and scarce resources continue to limit IT as well as regulatory advances. The right digital systems can make the difference. Agencies that have pioneered digital transformations are providing new, exciting services to the people, improving user experiences, and saving time and money.

The transformation for your own agency begins right now. We’ve created a roadmap for understanding best practices, and delivering digital services that will delight your users. You’ll learn new strategies to help put your agency on the path to digital transformation, as well as practical tips for getting the job done.
Government agencies are facing new pressures from all directions to adopt solutions that will streamline workflows and save money. From policy mandates to rising citizen expectations, here are a few factors that are making change inevitable.

**RISING CITIZEN EXPECTATIONS**

We live in a digital era in which services—from rides to file storage—are available on demand. In this new paradigm, the citizen is in the driver's seat, deciding what time of day, what channel, and what service they want. Increasingly, people seek to access services online, skipping the office visit or telephone call altogether.

According to new research from Adobe and WPP, citizens expect digital public services to be highly functional, efficient and well-designed. More fundamentally, they want a positive experience with services tailored to their needs, which promotes a closer relationship or dialog.¹

Yet the research suggests governments are not yet meeting citizen expectations in the more advanced and emotive components of experience, like Relationship and Relevance. Government agencies that deliver these components well will likely build the strongest and most meaningful connections with citizens, because they demonstrate that they have considered citizens' needs, preferences and views.

---

U.S. POLICY CHANGES

New rules and mandates are also driving agencies to change. At the federal level, there are new requirements to improve the management and promotion of electronic government services and processes as put into place by the E-Government Act of 2002. Since then, a wave of new information, security and electronic government policy mandates, and recommendations have passed, driving even more digital change over the last few years. This includes the revised Circular A-130, Federal Information Technology Acquisition Reform Act (FITARA), and the recently enacted Modernizing Government Technology Act of 2017 (“MGT”). MGT specifically will make it easier for government agencies to fund new IT projects and help them deliver more secure and less costly digital experiences to citizens.

CIOs at the state and local levels are facing even more demand from the public because of the increasing dependence on the services provided by these agencies. Departments of motor vehicles, welfare offices, and tax collectors interact with the public daily and need to bring their legacy IT systems into the modern era. This combination of citizen expectations and government mandates means agencies must transform or fall behind.

SECURITY

Cyberthreats are rapidly evolving, so your security must keep up. Hardly a week goes by without news of another data breach exposing sensitive information on thousands of people. To better protect themselves from a similar breach, agencies are updating their systems and looking for new strategies to secure their content. Chief Information Officers recognize that traditional network security is not enough to keep their content secure, so they turn to content security to better protect data.
U.S. FEDERAL COMPLIANCE

FedRAMP
The Federal Risk and Authorization Management Program, or FedRAMP, provides a standardized approach for government agencies to acquire cloud solutions from companies like Adobe, to ensure that they are secure. In July 2015, Adobe received FedRAMP authorization for our Cloud Services for Government, including Adobe Experience Manager and Adobe Connect, run by Adobe Managed Services. This ATO can be used across the federal government, decreasing the time and cost for other federal agencies and organizations as they adopt Adobe’s cloud services.

While FedRAMP authorization may not apply to state, local, or foreign governments, it should provide peace of mind to all agencies knowing that Adobe cloud products share a standardized approach to security assessment, authorization, and continuous monitoring.

Accessibility
Section 508 of the U.S. Rehabilitation Act prohibits federal agencies from buying, developing, maintaining, or using electronic and information technology that is inaccessible to people with disabilities. This ensures that government information is available to all Americans regardless of their physical abilities. To help agencies comply with these rules, Adobe provides product accessibility support and reporting on standards compliance, maintains relationships with assistive technology vendors to ensure that Adobe software works well with end-user tools, and provides information and resources for end users with disabilities. We help agencies meet accessibility standards and produce accessible content because we are committed to accessibility and strive to address it in our products and services.
THE RETURN ON INVESTMENT

Government mandates and public expectations are not the only factors driving digital transformation. In the face of mounting pressures, CIOs across the country are also recognizing the benefits of transforming their organizations. The digital transformation dividends are clear. Agencies can significantly decrease costs and overhead spending through a lighter, more streamlined infrastructure that requires less IT involvement, decreases development and support and helps expedite content deployment and agility. A study conducted by Deloitte Access Economics about digitizing transactions in Australia revealed that an average in-person transaction costs the government $16.90, while an average online transaction costs merely $0.40. These cost savings can be translated into new initiatives or improved citizen service.

Since launching our Savings Calculator, numerous public sector agencies have used the tool to discover how much money they could save by going paperless. State and local agencies discovered potential savings of as much as $41.6 million, while federal organizations discovered around $25 million in potential savings.

To see how much Adobe digital services could save your organization, CLICK HERE and check out our new tool to help identify savings opportunities.

BUILD YOUR BRAND

Improving user experiences is the easiest way to improve your brand. People are more likely to engage and recommend digital services if they have had a positive experience. Therefore, it is vital to develop a customer-centric mentality and to think about how, where, and when users will want to engage with your agency. Branding is not just for businesses; it is for the public sector as well. Users will want to engage with your agency.

Although agencies want to adopt the same solutions used in the private sector, government departments tend to be risk averse and face cost constraints different to their private sector counterparts. This results in funding going to legacy system upgrades and repairs rather than new and improved solutions. As a leader of your organization’s IT infrastructure, you need to understand the long-term cost and brand benefits of your digital transformation.
Digital transformation is well within reach — all you need is the proper foundation. With the right tools, you can transform public sector customer experiences by expanding digital capabilities, consolidating redundant services, and reducing costs — to create the next generation of government services. Here are a few strategies and practical tips to get you on your way.

**RECOGNIZE THAT DESIGN IS POWER**
Achieving success requires empowering your employees to think outside the box and creating a work environment that rewards creativity.

**TRANSFORM CONSTITUENT SERVICE EXPERIENCES**
By putting the focus back on the people you serve, your agency will be more keenly aware of their unique needs and more likely to successfully offer services they want.

**BECOME A MOBILE CHAMPION**
As smartphone usage continues to grow, the public sector must respond accordingly with websites and applications that provide effective communications tools for all citizens.

**GET EFFICIENT**
In today’s connected world, agencies can convert archaic processes in the physical world into actionable experiences in the digital world that are more streamlined, engaging and efficient by moving to the cloud, using eSignatures, and digitizing forms and documents.

**SECURE THE CONTENT**
With so much at stake, it’s critical that agencies keep their digital content secure, and the best way to do this is through layered security.
Our conversations with public sector employees showed that they view creativity and innovation as part of their mandate, but feel restricted by outdated IT policies, lengthy approval processes, and emphasis on efficiency over creativity. Turning these constraints into opportunities is the main challenge for many government creatives. Recent international research conducted by WPP and Adobe found that design was rated as the most likely dimension to positively affect the overall government experience. Yet among the seven countries whose citizens were interviewed, public sector digital design was reported as merely average in six. This research identifies a key opportunity for governments. By focusing on effective design, governments can transform the effectiveness of their public services.

CELEBRATING CREATIVITY AND DESIGN IN THE PUBLIC SECTOR

Every year, Adobe recognizes design-led innovation in the public sector with its Adobe Government Creativity Awards. Recent winners include the Capitol Rotunda App from the U.S. Capitol Visitor Center, which lets visitors explore 360-degree views and panoramic images of the rotunda and learn about the history and different facets of the U.S. Capitol Rotunda in an interactive platform built with Adobe Digital Publishing Solution (now Adobe Experience Manager).

www.adobecreativityawards.com

RECOGNIZE THAT DESIGN IS POWER

The digital transformation process opens the door for new efficiencies and capabilities, but thoughtful design is just as important as modern technology platforms. The combined elements of graphics, visuals and content dramatically impact the way citizens feel about a service.

IMPROVE INTERACTIONS

Not only do people want the flexibility of conducting business on the go, they expect government to deliver consistent and personal cross-channel experiences. Because citizens cannot go to another competitor as they would in the private sector, they expect government to rise to the occasion.

MAKE PERSONALIZATION A TOP PRIORITY

The future of digital transformation is personalization. With all of the digital touchpoints an individual accesses today, there should be no need for them to search for relevant content. That content should find them. Citizens should be able to access websites and be prompted with government services and content that is relevant to their “profile” based on a set of historical attributes and data that the agency has captured.

TRANSFORM CONSTITUENT SERVICE EXPERIENCES

Citizens know exactly what content and channel is best for them at any given moment, and are demanding services through their preferred channel. Adobe can help your agency modernize forms, automate systems, and provide video management to truly revolutionize the way you interact with the public.

CREATING ONE VOICE FOR GOVERNMENT AGENCIES

To keep constituents informed at all times about topics that are consistent and expected, including property taxes, to things that are unplanned, like emergencies or natural disasters, Tarrant County relies on Adobe Experience Manager. The County’s website supports all 84 departments, including Public Health, Jury Services, Elected officials and Courts. More than 80 authors support these departments in relaying timely and relevant information to citizens. As a result, Tarrant County is enhancing service levels to more than 1 million citizens across the county.

USING AUTOMATION TO IMPROVE CITIZEN ENGAGEMENT

Marin County officials chose Adobe to help them create smart, automated forms and a better digital experience for the county’s 260,000 residents. The county made it easier for residents to submit requests and concerns about the cleanliness of local parks. “The volume of reports has increased dramatically because people can easily fill out forms from their mobile,” says Linda Jamieson, Applications Integration Manager of Marin County. “This helps park staff respond to incidents faster and keep our parks in top condition.”
DEVELOP A CUSTOMER-CENTRIC MENTALITY

Today, the public sector has the opportunity to dramatically change the way they deliver services to citizens. The emergence of new tools, technologies, and methods creates an opportunity to provide revolutionary services, but agencies need to think like their customers by adopting a customer-centric approach. To improve how government delivers customer service, it is important to understand what moments matter for customers, their experience with your service, and how experiences are perceived and remembered.

And that starts with building a customer-first culture with people as the primary focus of interactions. Great customer experiences require four key components: compelling content, personalized service, useful services, and customer service that is available at every touch point. With these qualities, your agency can create a real connection with your customers, enable transparency, and build trust.

CASE STUDY

REIMAGINING A NIGHT AT THE OPERA

The Sydney Opera House became the first performing arts center in the world to implement cloud solutions to better serve its attendees. After adopting a suite of Adobe solutions, the iconic opera house saved about 1,000 hours of work per year on email campaigns—and the venue is enjoying its the highest email open rate ever. In addition, with electronic ticket delivery, the opera house reduced printing costs and wait times for an estimated 50,000 customers. There has also been a 150 percent increase in online donations which can be used to fund the Opera House’s various philanthropic initiatives.

CASE STUDY

IMPROVING THE TRAVEL EXPERIENCE

Los Angeles World Airports, the oversight and operations department for Los Angeles airports, used Adobe Experience Manager Forms to provide real-time updates to managers on airport assets. Thanks to Adobe Experience Manager, terminal managers can now conduct daily field inspections with an iPad and update the status of 1,900 assets—everything from a dirty bathroom to an inoperable escalator to the status of an area under construction.
BECOME A MOBILE CHAMPION

Mobile-friendly technology lets your agency reach its full potential.

A 2018 Pew Research Center study found that 77% of U.S. adults own a smartphone, and 17% of Americans ages 18-29 rely on a smartphone for accessing government services and information online — either because they lack broadband at home or have few options for online access other than their cell phone. If smartphones are the main Internet access point for nearly one in five Americans, mobile needs to be the cornerstone of your transformation.

Mobile solutions also benefit your employees. Government workers are running around just as much as anyone else in the digital age. Ninety-five percent of them agree mobile is transforming the face of creativity and design. Using mobile allows employees to collaborate, create content anywhere, and capture inspiration in the exact moment it happens. On-the-go creativity is a way to inspire employees, who sometimes find themselves in an environment that can stifle the creative process.

Unfortunately, most public sector organizations are not keeping up. Out of the top 20 government domains in 2015, according to analytics.gov, only eight had mobile-friendly websites. But, these issues can be fixed, as many Adobe customers — both in the public and private sector — have used Adobe Experience Manager to quickly and easily maintain public facing websites and applications tailored to the needs of citizens. Adobe has government customers at the federal, state, and local levels implementing Adobe Experience Manager across their systems, and providing seamless mobile experiences for citizens.

---

CASE STUDY

BRINGING LOCAL GOVERNMENT CLOSER TO CITIZENS

The San Diego County website—a collective of 50 departmental sites with varying requirements, content, and missions—was not living up to its full potential. County officials wanted to make their site easier to navigate and more mobile-friendly, so they turned to Adobe. With Adobe Experience Manager, San Diego County, the fifth largest in the U.S., could provide a more seamless and compelling digital experience, all while driving greater cost efficiency.

---

4 http://www.pewinternet.org/fact-sheet/mobile/
5 http://www.slideshare.net/adobe/bridging-the-creativity-gap-60130481
GET EFFICIENT

The purpose of a digital transformation is to move your citizen outreach from the physical world to the digital world. Next-generation tools create personal and rich content and then deliver it across any channel. Your goal is to revolutionize the whole user experience by making transactions more engaging and efficient.

With the rapid shift from in-person transactions to digital interactions comes a mountain of data and seemingly unlimited opportunities to improve the customer experience. Keeping up with user expectations in this multi-channel world requires an investment in the right resources. Here are key ways you can embrace the shift to digital and reduce wait times for citizens:

MOVE TO THE CLOUD

Cloud-based solutions enable you to streamline processes and stay connected with real-time tracking and interaction. In addition, cloud services allow for continuous innovation, ensuring that your agency stays at the cutting edge while minimizing costs and reducing the burden on IT staff. At both the federal and state level, policymakers are increasingly turning to cloud solutions and expecting CIOs to have the answers for their questions.

INCREASE EFFICIENCIES WITH ESIGNATURES

With eSignatures, yet another use for mobile devices, agencies of all types and sizes can cut out the cost and hassle of manual and paper-based tasks, speeding up every transaction while gaining more control over the entire process. Solutions like Adobe PostScript, Adobe PDF and Adobe Sign have become essential tools across industries for document exchange, document security, and digital and electronic signatures.

CASE STUDY

REDUCING PAPERWORK AND IMPROVING WORKFLOWS

While breathtaking, Hawaii’s landscape can prove problematic for the state government to reach all of its citizens living across seven islands. Fortunately, Governor David Ige found a solution to break through the natural barriers with Adobe Sign. With Adobe Sign, state employees have signed more than 60,000 documents electronically, and as many as 25,000 government employees are expected to regularly use it.
At Adobe, we recognize the importance of modernizing the way we collect and share information. From filing taxes, to paying parking tickets, and renewing driver’s licenses, forms are an integral part of the public sector’s interactions with citizens. Government organizations can now modernize this key touch-point with citizens by improving the online tools people use every day. The recent Adobe Digital Government Survey indicated that 62 percent of citizens would feel more positively toward government if online tools were improved.

**CASE STUDY**

**AUTOMATING FORMS SO TAXES ARE PAID ON TIME**

Approximately one million people live and work in the city and county of San Francisco. For property owners, paying property taxes was a particularly complicated task, resulting in unintentional missed payments—and a lengthy waiver process. With Adobe Experience Manager Forms, the San Francisco City and County Tax Office has nearly halved the time needed to create and send property tax bills while eliminating errors through automation. And by clarifying payments, taxpayers are filing fewer waivers and delivering more payments on time.
SECURE THE CONTENT

For government, content security is not an option. Protecting your network is not enough to protect your information. Adobe is experienced in protecting sensitive content across devices for private sector clients and that experience has enabled us to offer government solutions with security at the core.

LAYERED SECURITY

Banks build layers of security to protect assets and provide peace of mind to clients. Securing personal information in the digital age requires a similar multilayered approach. No matter where information is located — on the network or a personal computer — multiple layers of security must be in place to keep threats at bay. And effective cybersecurity systems merge three dimensions of content security:

1. CONTENT MANAGEMENT

At the highest level, government agencies need a comprehensive content management solution, including strong authentication and authorization so administrators can manage users and access. For example, whenever a new document is created, the author identifies the sensitivity level of the content and applies the appropriate access controls or rights management, minimizing insider threats. Problems can become crises when all documents are designated sensitive and everyone has access. Effective content management solutions help administrators build in safeguards and determine what information really is sensitive.

2. DIGITAL RIGHTS MANAGEMENT

Once a document is shared, it becomes vulnerable. This is where the second layer comes into play. Digital rights management provides control features that restrict access and usage of content. Information sharing is required today, but the potential for insiders to misuse or accidentally access or leak information exists every time someone disseminates content. A level of security is needed to protect the content no matter where it is located. Digital rights management encryption can provide persistent protection, monitor for access, and automatically track information as it is shared outside of the organization.

3. CONTINUOUS MONITORING

The third dimension of content security is continuous monitoring. Organizations should be watching for unusual activity. If an employee normally prints five documents per day and suddenly prints 500, system managers should be alerted to that anomaly. Similarly, if an employee downloads 100 documents without opening them, that action should be a red flag that somebody is trying to take a lot of information someplace it shouldn’t go. Advanced analytics today can help administrators pinpoint such suspicious activity.
Whether your agency provides services to the public, offers employee training and communications, or relays vital public information, Adobe can help you build your digital foundation with an easy-to-use, unified platform. It gives government agencies best-of-breed capabilities such as AI and machine learning powered by Adobe Sensei, content authoring and delivery, personalization, and analytics to reinvent the government experience.

Built on a scalable, cloud-based infrastructure supported by expert dedicated resources, Adobe provides solutions to help you meet increasing citizen expectations, and achieve greater efficiencies.

Breakthrough content. Powerful data. An integrated delivery platform. These technologies are not nice to haves—they are necessary for a winning digital experience.

Learn more about Adobe digital government solutions by clicking here.
ADDITIONAL RESOURCES

@ Digital Content Security: Breaking Down What You Need to Know [GovLoop]

@ Customer Centric Digital Transformation Guide [GovLoop]

@ Adobe Public Sector Blog