



# Diving Into Digital

*Need to propel your citizen services into the digital age, but don't know where to begin? Through its Citizen Connect™ solution, Deloitte offers public sector clients, including higher education institutions, a broad cloud-based solution to streamline and transform citizen engagement by enhancing the user experience and exceeding citizens' expectations.*

## Memo to Government: Make it Digital — Fast

In 2002, Congress enacted the E-Government Act, bringing to life the promise of online interaction between government and its constituents.<sup>1</sup> In 2009, President Barack Obama affirmed his administration's commitment to e-government and public sector innovation with his Open Government Directive, ordering that information be published online to "ensure the public trust and establish a system of transparency, public participation, and collaboration."<sup>2</sup> Those initial steps were taken a relatively short time ago, but they combined to engender a digital tête-à-tête between the government and its people that is becoming the rule of thumb today.

By now, public entities have come to understand their citizens' engagement preferences quite well. Millennials, who make up a large chunk of the U.S. population, fully expect mobile-based, "just for me" digital engagement; yes, even with their government! Whether to complete a transaction, retrieve

## Public Preferences for e-Government

The end user is king: Constituents vastly prefer the quick and easy nature of online communication and transactions with their government. Those responding to a Center for Digital Government survey<sup>3</sup> had this to say about the desirability of e-government:



**70 PERCENT**  
SAY IT SAVES THEM TIME.



**60 PERCENT**  
SAY IT SAVES THEM MONEY.



information, renew a license, sign up for benefits, register a business or access a community, the future of public service is about to experience a monumental digital transformation. Constituents want to access government services from any device while at home, at work, on vacation or on the go — and the closer government can come to offering them one-stop, customized access, the more they will be engaged.

It's a paradigm shift that could have tremendous positive implications for government as well, especially in its ability to deliver services more efficiently and effectively, and the public sector has heard the message loud and clear: Get services online, now, at a responsible cost to the taxpayers — and above all, get it right.

## Bridging the Gap

Whether one works for the government or simply consumes its services, we all have a stake in the public sector working smarter — and increasingly, partnerships between government and private enterprise are making that happen.

Public sector organizations often don't have sufficient personnel or budget to take on huge digitization projects in addition to their existing duties. They also don't have the luxury of using off-the-shelf, plug-and-play products, given agencies' unique structure, business model, and procurement and security requirements. For government, IT customization has always been the order of the day.

Private sector experience and nimbleness can unburden government from jumping through so many hoops to complete big IT projects. With fewer restrictions, corporate vendors can leverage the latest technologies — including cloud-based technologies — that can reduce the cost of digital initiatives and bring them online faster. But tech savvy is only half the story. The flip side for those working with government entities is understanding their unique requirements and protocols. Few private consulting companies can bridge both camps, but at Deloitte, it's a calling card. They leverage leading technology with the broad and deep experience of consultants who comprehend the vagaries and protocols involved when undertaking large-scale public sector digitization.

## Meet Citizen Connect

Deloitte has developed a first-of-its-kind customer management solution — Citizen Connect — that streamlines and customizes government-citizen interactions. This proprietary technology responds to and exceeds customer expectations by allowing agencies to deepen and simplify their service delivery through

# Kennedy Consulting Research and Advisory has named Deloitte a leader in U.S. state and local government consulting based on the breadth and depth of the organization's capabilities.

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mobile, cloud and social-enabled modalities. From an end-user perspective, Citizen Connect appears as a platform, not an application or portal. Among its many benefits are:

- **Easy implementation:** Citizen Connect can be deployed easily and quickly, avoiding the need for lengthy, expensive “rip and replace” type projects.
- **Efficiency:** Duplication is eliminated, which saves time for constituents and cost for government by providing a one-stop shop to all government services.
- **Elegant interface:** Through elegant design, citizens enjoy customized, omni-channel access for an intuitive and seamless user experience.
- **Extensive scalability:** Use as much or as little as you need, when you need it.
- **Effective integration:** By leveraging state-of-the-art, configurable technology, public sector clients can enable a modernized technology platform that integrates with their existing systems and grows with them over time.

Deloitte consultants can advise government clients on the design, architecture and security of their public interface, and walk them through questions of user interface, governance, decision-making and prioritization. In the big picture, they can steer public sector clients into reimagining smarter operational practices and service delivery, applying successful strategies from the commercial marketplace.

## Getting Started: 5 Critical Steps

Is your jurisdiction revving up to transform its traditional service and functionalities? Are you ready for enterprise-wide efficiencies, optimized offerings, reduced costs and improved constituent engagement? Before you give that digitization plan the thumbs up, here are some helpful steps to consider:

1. **Vision:** Establish your organization's digital vision and strategy and articulate where your government entity is headed in the long term.

2. **Design:** Put design at the forefront of your project, working from the outside in versus the inside out. Considering the perspective of your end users will help you provide them with a deep, simplified experience and improved engagement.
3. **Governance:** Consider how decisions will be made across disparate agencies or departments and how your IT investments and digital engagement will converge.
4. **Evolutionary execution:** Select a partner with demonstrated experience that can manage and deliver these kinds of undertakings. There are those who are proficient in technology, but not government/public policy; others have subject matter expertise in the business, but can't leverage leading technologies. Deloitte brings experience from across its entire firm and understands how to avoid cost and schedule overruns.
5. **Measure, report and celebrate progress:** It's important to tally quantitative indicators and cost avoidance, but remember to track qualitative progress, too. When changes such as improved customer service affect people's lives, it's key to evaluate and recognize that positive impact.

### Spotlight on Colorado

Colorado was the first state to adopt Deloitte's cloud-based online platform to help better meet the self-service needs of its citizens, using the first generation implementation of what has been developed into the Citizen Connect solution. This citizen-facing solution, PEAK (Program Eligibility Application Kit), provides constituents with a self-service delivery model for eligibility services throughout the state. PEAK currently allows constituents to apply for five different benefits and screen for seven benefits. The platform consists of several distinct features:

- **Eligibility Pre-Screening** that determines potential program eligibility of constituents
- **Online Dynamic Application** that collects applicant data from constituents and passes the data directly to the eligibility system for processing
- **Account Dashboard** that enables clients to view the current status of their enrollment, real-time benefit information and electronic correspondences
- **Online Change Reporting** that allows clients to report changes to their existing benefits
- **Online Document Upload** that enables a client to upload verification documents versus mailing them in or dropping them off
- **Online Chat** that allows a constituent to chat with call center agents regarding program questions
- **Reports** to display monthly and cumulative statistics
- **Mobile Capabilities** that allow constituents to receive text alerts and access the information they need from anywhere, anytime, using any device

# 5 Critical Steps for Digitizing Citizen Services

1 Establish your organization's digital vision and strategy for the near and long term.

2 Put design at the forefront of your project, starting with the end-user experience.

3 Establish governance to regulate how decisions will be made across disparate agencies and departments.

4 Select a partner with demonstrated experience that can manage and deliver these kinds of undertakings.

5 Measure, report and celebrate the positive impact of your digital transformation.

Through real-time eligibility (RTE) determination, the platform returns medical program enrollment results electronically to clients within seconds of submitting their application. Prior to this capability, constituents could wait up to 45 days to receive a determination and the associated eligibility correspondence in the mail. PEAK has drastically improved user experience as well as county worker backlogs. According to Colorado Health Care Policy & Financing (HCPF), PEAK's RTE functionality has allowed Colorado to process twice as many applications and effectively address Medicaid expansion without an increase in staff. Real-time, instantaneous access to expanded programs has allowed 180,000 Coloradans to gain medical care that was previously unavailable to them.

### Meet in the Middle: Problem Solved

To meet the expectations that digitally literate constituents and businesses have of their government, solutions must continually be found to expand and expedite service offerings. The private sector should continue to step up with innovative tools that government can easily launch and deploy as operational platforms. The public sector should break deadlock on its legacy system problem by reaching out to those who can help them solve it more easily, quickly and affordably than they can by themselves.

For agencies faced with big decisions around digitizing their public offerings, Deloitte's broad experience joined with Citizen Connect can deepen constituent autonomy and engagement, vastly improve service delivery, and utilize IT investment and taxpayer dollars — all things that underlie the mission of every public sector technology initiative.

## e-Government: Good for Constituents, Great for Government

- It is projected that digitizing and changing government service delivery could save \$1 trillion annually, worldwide.<sup>4</sup>
- A 2013 report found that, of satisfied citizens using government websites, 90 percent are more likely to use the website as a primary resource for interacting with the agency and 67 percent are more likely to trust the agency.<sup>5</sup>



For more information on how Deloitte Digital can help your government agency improve citizen engagement, visit [www.deloittedigital.com](http://www.deloittedigital.com) or email Kristin Russell at [dd-info@deloitte.com](mailto:dd-info@deloitte.com).

### Endnotes

1. <https://it.ojp.gov/default.aspx?area=privacy&page=1287>
2. [www.uclalawreview.org/?p=3663](http://www.uclalawreview.org/?p=3663)
3. [www.govtech.com/applications/Rethinking-and-Redefining-eGovernment-Infographic-.html](http://www.govtech.com/applications/Rethinking-and-Redefining-eGovernment-Infographic-.html)
4. [www.mckinsey.com/insights/business\\_technology/public\\_sector\\_digitization\\_the\\_trillion\\_dollar\\_challenge](http://www.mckinsey.com/insights/business_technology/public_sector_digitization_the_trillion_dollar_challenge)
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