A STRATEGIC
WORKBOOK
for Modern Gov

GRANICUS

INTRODUCTION

Empowering a Modern Digital Government

In the last decade, the digital transformation has brought government organizations closer to citizens than ever. By steadily integrating new tools into everyday interactions – from social media to online transactions – government has reached new levels of engagement.

But while many organizations have opted to provide digital solutions to meet the basic needs of citizens, the vast majority have yet to incorporate strategic approaches in the use of technology in order to spur more open, engaging and innovative public sector environments.

Regardless of what a modern digital government looks like at your agency, the landscape has never been better for adopting digital solutions to accomplish more. The shift toward using technology to shape government priorities, and not simply to support government processes, requires full adoption and lots of planning.

> *"The truth is, digital innovation is no longer a question of whether or if; it's a question of how and where."*
>
> *- Mark Hynes, Granicus CEO*

PRINCIPLES

Granicus created this Strategic Workbook to support your work as you make your way through the transition. The strategies and tactics offered throughout the Strategic Workbook are built on three primary principles.

1. THE DIGITAL TRANSFORMATION IS CITIZEN-LED

The need for adopting updated digital strategies is due in large part to increased citizen expectations. Today's citizens are used to a certain type of experience – whether they are applying for a business license or weighing in on a piece of legislation – and have come to expect a seamless digital journey when interacting with government.

As you identify digital strategies and tactics that will work for your organization, know that having a "citizen-centered" approach to how you create, manage and present your organization's information through websites, mobile applications, digital communications and other tools will help you reach even greater levels of public participation. This engagement will strengthen the relationship between your organization and the people you serve.

2. SHIFT TO DIGITAL INCREASES EFFICIENCY AND REDUCES COSTS

In the past, aligning meaningful technology with citizen engagement expectations meant making giant investments in new technology, new processes and new skills. This level of time and budget investment created a barrier to change and an unwillingness to shift to new methods. But today, citizens expect you to communicate with them where they are, so the change is inevitable. As a result, the public sector is constantly being asked to do more with less, continue the old way of notifying citizens while adopting modern

digital communications. But the reality is its possible to shift from the old ways to the newer ways iteratively, over time. Ultimately, organizations that use digital means for communication find them more cost effective and much more efficient. For example, it's easier to change emails and digital ads than printed billboards. Additionally, because digital engagement is more flexible and faster, it allows you to communicate more frequently with tailored messages to specific audiences without increasing your spend.

 Thankfully, providing a truly modern digital experience is easier and more cost-efficient than ever. Technology platforms have moved to the cloud, infrastructure is shared, data centers are more secure and even government organizations under extreme budget pressure now have access to the same levels of technology support once available to only the largest government budgets. Not only do digital tools bring the promise of enhancing our citizen outcomes, they are reducing costs while ensuring a better citizen experience. .

3. MODERN GOVERNMENT PRACTICES LEAD TO INCREASED TRANSPARENCY

As government becomes infinitely more sophisticated in how it educates, delivers and makes information available to its constituents, the concept of "Digital Self-Service" is more than simply moving traditional content and forms online. The priority is around creating seamless digital experiences across various digital channels that can be self-discovered and consumed in ways that are natural to different audience segments.

For the modern digital government, this means engaging more deeply with audiences, and – at the same time – building a sense of greater government transparency, connectedness, innovation and satisfaction by constituents.

CONTENTS

Granicus created content to help your organization meet citizen expectations, manage the digital lift and increase transparency. The sections include:

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DIGITAL ASSESSMENT
Modern Gov

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Journey Mapping

SECTION 3
EXECUTE STRATEGY
Modern Gov

SECTION 4
### MEASURE SUCCESS
Modern Gov

You will also find additional resources and tools at the end of every section to help further your expertise in delivering on digital. If you would like to complete this strategic workbook with one of our digital engagement experts, please contact us at info@granicus.com and we will schedule a session with you.

SECTION 1

DIGITAL ASSESSMENT

Modern Gov
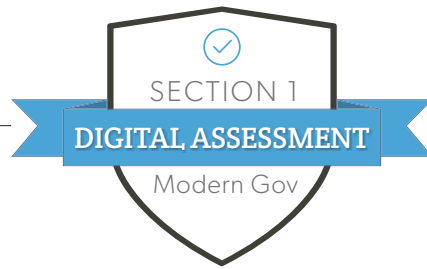
Before your organization can modernize and digitize, it's important to take a moment to survey what your situation is right now. This lets you thoughtfully identify your organizational strengths and weaknesses, and provide a benchmark from which you can measure progress going forward.

To help you with this process, we've provided the assessment below. It focuses on three areas: people, process and technology. It's important that each area is stable – like a stool, if one leg is wobbly, the whole thing can come tumbling down. People are the fundamental core of any organization – without them, the work simply can't get done. Process ensures that the work being done by people is thoughtful and effective. And technology is what takes the process and puts it into action: delivering services and engaging citizens.

We recommend that several people in your organization take the assessment to find out how perceptions vary. It's OK if there's disagreement about which areas of your strategy are strong versus weak – this section is meant to provoke conversation!

ASSESSMENT

Mission Statement: Fill in your one- or two-sentence declaration that communicates your organization's unique value to citizens.

Goals: List your team's primary goals for the year as they relate to your mission.

Goal 1

Goal 2

Goal 3

ASSESSMENT NEED 1: THE RIGHT PEOPLE

What is your team structure?

Do you have the expertise you need to achieve your goals?

Yes   No

If not, what expertise do you need?

ASSESSMENT NEED 2: MODERN PROCESSES

If your team oversees services, are they delivered on digital platforms?

Yes   No

If so, which services are delivered online?

Are there still some delivered via more traditional methods?

Yes   No

If so, which services are delivered traditionally?

What is your existing strategy for engaging citizens?

Have you ever completed a citizen journey-mapping exercise?

Yes   No

Rank (1-7) the most commonly used tool citizens use to connect with you:

Telephone (direct dial or call center)

Email

Text message

Website

Social media

Video (either livestream or online)

Dedicated public input platform

Do you regularly monitor and update your strategy based on what's working?

Yes   No

If so, what do you measure?

What internal team members are involved in monitoring and updating your strategy?

What strategies have worked well for engaging citizens?

What are your biggest technical challenges?

ASSESSMENT NEED 3: DIGITAL TECHNOLOGY

What are your top 3 most commonly used tools?

Are you measuring data of the top three most commonly used tools that citizens use to connect with you?

Yes   No

If so, what are your monthly averages?

Do you have a self-service option for information or services provided by your organization?

Yes   No

To accomplish your organization's goals, do you need paper copies of important documents?

Yes, we require paper copies

Yes, we allow paper copies as an option (but also offer online)

No, all of our services are offered digitally

What are your key performance indicators (KPIs)?

On an annual basis, how does your organization measure against your KPIs?

We never accomplish them

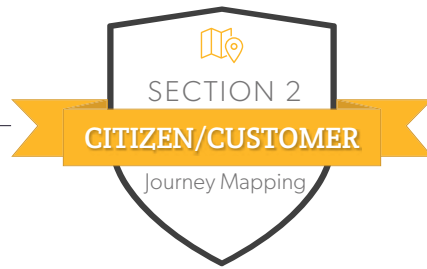We sometimes accomplish them

We always meet or exceed our KPIs

NOTES

A reminder: If you would like to complete this strategic workbook with one of our digital engagement experts, please contact us at *info@granicus.com* and we will schedule a session with you.

SECTION 2

CITIZEN/CUSTOMER

Journey Mapping

A modern digital government is one that provides consistent, transparent and secure experiences for citizens. While many organizations have taken great steps toward a citizen-centric approach to delivering their programs and services, mapping out the citizen journey can be an enlightening experience for any organization – no matter the size or scope. And it's easier than you think!

The Importance of Citizen/Customer Journey Mapping

Building a citizen journey map helps tell the full story of the citizen experience and answers important questions about the citizen's motivations and needs. Ultimately, the goal of citizen journey mapping is to connect government to its customers in a deeper way. Identifying where your audience interacts with your organization will help you identify more opportunities to enhance the experience – increasing loyalty and satisfaction.

This practice is often used in the private sector, and has been a powerful tool to give customers a more personalized and user-friendly experience in their stores, on their website and across digital platforms. The following is an example of the citizen journey practice applied to the public sector.

JOURNEY MAP EXAMPLE

Building a citizen journey map helps tell the full story of the citizen experience and answers important questions about the citizen's motivations and needs.

OBJECTIVES *(The 4 Primary Phases of the Citizen Journey)*	Attract	Interact	Engage	Convert
	Trigger a need	*Understand the need*	*Provide Options*	*Encourage Action*
NEEDS *(What are the citizens needs in each phase?)*	• I need to apply for a service • I have a problem • I need information your organization has • I need to renew a service	• I've found the organization • I don't know the important details • I have a lot of questions • I want to see if there's an online option	• I will call the front desk • I will start on your website • I will search for self-service options • I will search Google	• I've connected with someone • I have sent in my question • I've answered my questions • I've submitted my request
FEELINGS *(How do they feel in each phase?)*	Anxious Distracted Stressed Too busy	Curious Defensive Guarded Frustrated	Interested Calm Excited Lost	Resolved Satisfied Applied Online Confused
BARRIERS *(What are their primary barriers?)*	• I didn't know I needed to renew • The timing wasn't ideal	• I don't know where to start • I'm frustrated this wasn't clear	• I had to search around too much • They weren't any self-service options	• I couldn't find information on the website • This wasn't convenient

THE RIGHT TEAM

A team that interacts with citizens on a day-to-day basis are the ones that will be most useful in identifying their needs. Does your agency have a self-service desk where citizens can come in ask questions or apply for permits? How about customer service reps who guide people through policies and processes? Or even a humble secretary (who often knows all facets of the office)? These are the people to look to first. Ask them about the questions they're receiving, the departments to which they refer people and where pain points often arise.

Identify the team members you need for the exercise below:

Team Member 1

Team Member 2

Team Member 3

Team Member 4

TURN TO DATA

Having the right team can point you in the right direction, but their input is based in anecdotes and colored by their own experiences. So it's important to verify strengths and weaknesses using data – after all, data doesn't lie. Any assessment of strategy that doesn't use data is merely guesswork. So what should you be measuring? Here's a few data sets to think about:

WEBSITE ANALYTICS

Your website is the digital front door to modern government – it's often the first interaction citizens have with your agency, whether they're looking for more information, trying to pay a bill or sign up for a service. Using a tool like Google Analytics, the most popular (and free!) analytics tool, you can see the pages your citizens are navigating to, where they're getting stuck and how often they simply give up and move on. It's also important to know the search keywords that are driving people to your page, referrals (where your customers are coming from), bounce rates (when citizens arrive on your site and immediately leave), etc.

Fill in your website analytics here:

Average monthly website sessions/ unique visitors per capita

Pages per session

Average session duration

Average monthly bounce rate

Primary traffic source (organic, referral, etc)

Percentage of visitors coming from a mobile device

Top 5 most-visited web pages:

1.

2.

3.

4.

5.

SOCIAL MENTIONS

Social tools are a powerful way to directly connect with citizens quickly and efficiently. You might already be using Facebook, Twitter and LinkedIn, but are you measuring their impact? A quick way to identify citizen sentiment through these tools is to check on your mentions – are they positive, negative or neutral? If you want a deeper dive, each platform offers its own set of analytics tools to find out which posts are getting the most engagement. There are a number of tools available that can compile this information, like *Hootsuite* or *Brand 24*, but you can also track this information manually in a spreadsheet.

Don't forget to go back to Google Analytics to check just how big of an impact social has on driving people back to your website!

List Social Mentions in the Past 10 Days:

Mention 1	Positive	Neutral	Negative

Mention 2	Positive	Neutral	Negative

Mention 3	Positive	Neutral	Negative

FOCUS GROUPS AND SURVEYS

While this falls somewhere between anecdote and actual data, a well-conducted focus group or survey can provide powerful insights about the gaps in your assumptions. Talking to actual people can help make your strategy richer.

When is the last time you conducted a survey?

If so, what were the core findings?

Have you ever conducted a focus group?

Yes   No

If so, what were a few anecdotes you remember?

STEP INTO THE CITIZEN'S SHOES

This is also anecdotal, though it's important to think through. Public sector workers are people just like the citizens they serve, so they should try to act like them! Go to the website and tinker around – do you get lost, or does something look off? Do tweets or Facebook posts seem informative enough? Thinking like this can put you one step closer to improving engagement and service to your customers.

Another approach is to sit next to a constituent doing something for the first time and observe their approach to finding the information they need. Shadow a citizen throughout the entire process of connecting with your organization and follow up with questions like: Was it easy? Were instructions clear? Did you get what you needed? Did you have to abandon the digital option and jump to in-person interactions, and if so why?

As a citizen, where would you look for your organization's information first? List your primary steps here:

Step 1:

Step 2:

Step 3:

Step 4:

Step 5:

PERSONAS

As insights from your data become more clear, you'll begin to notice common themes in your citizen journey mapping exercise and can start to build "personas." For instance, one journey map could articulate a business owner applying for a business license. The map should lay out the typical, digital journey from start to finish. Perhaps it starts by Googling for business licenses in your given jurisdiction, looking through results, finding your site and navigating from here.

Or think of someone trying to sign up for health insurance through a state exchange. If they're running into issues while they're already on the site, they might try to find a help button or page, check the best method for them and try to start an online chat with a customer service rep. Who are these personas who experience a digital journey with your organization?

Persona 1

Persona 2

Persona 3

PRESENT FINDINGS

Present these personas, maps and other findings to leadership to gain support in your efforts to enhance the citizen experience. This ensures you can get leadership backing and the right cross-department collaboration in your work.

Summary of findings

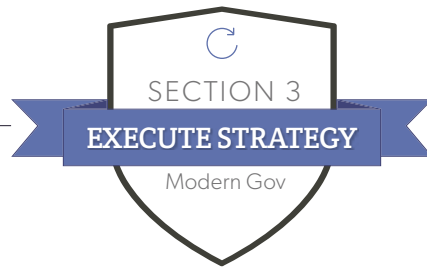*Summary of persona development*

Persona 1

Persona 2

Persona 3

Opportunities for improvement

SECTION 3

EXECUTE STRATEGY

Modern Gov

Once you've presented your findings and have the go-ahead from leadership, it's time to take what you know, flesh out your strategy and put it into action. But where do you start? With the same three areas we asked about in the assessment: people, process and technology.

Expand Your Team's Expertise

Do you have the right people by your side to do the work? If it's not possible to add additional team members, consider adding an extension of your team to get your organization where it needs to go. Granicus is fluent in digital strategy – in fact, that's exactly what our Digital Engagement Services (DES) team is for. This team of communication experts, content strategists, digital designers and business intelligence analysts will guide your agency through its transition to a modern, digital one. They do this by helping you craft new strategies, build campaigns to grow your audience or improve the results of current initiatives.

Update Your Process to Be Citizen-Centered

Once your team is in place, it's time to shake up what you're doing. Based on what you learned during journey mapping, what internal processes need to be changed to deliver the best results to the people you serve? Perhaps it's time to expand the number of services that people can do online without coming into your office. Or perhaps it's focusing on something that's already working in your organization and doubling down on that strategy to make a greater impact. Putting the citizen at the center of everything your agency does shines a spotlight on what needs to change internally.

Use The Tools That Make the Greatest Impact

A digital government requires modern technology to power the level of service that citizens expect today. Your agency has been working to update its processes – now it's time to put those into practice with the right tools. Where does this start?

CONTINUOUSLY IMPROVE YOUR WEBSITE

Modernize your website, leveraging data as your guide. Identify top tasks citizens are searching for and make it easier for them to find and complete those tasks. If mobile usage is increasing, further optimize the top mobile pages to meet the needs of those users. A flexible Content Management System (CMS) solution can help. Looking to benchmark your analytics against industry standards?

Get our guide to Google Analytics Benchmarks >

COMMUNICATE REGULARLY

You've already identified the channels that citizens are using – or want to use – to stay in touch with your agency. Social media posts are a low-effort way to kick this off. One of the most important channels is email – everyone has an email address, and it's a great way to get need-to-know information into the hands of citizens right away. GovDelivery Communications Cloud makes email and other messaging simple with an easy-to-use editor, top-notch security and – because it's used exclusively by government organizations – messages won't end up in the spam folder. More than 160 million citizens trust Communications Cloud to keep them up to date. Not Sure What a Strong Email Looks Like?

Download This Infographic >

BECOME AN EXPERT

Once you have a handle on updating your website and communicating regularly, you can move to more advanced ways to engage your audience. Using Granicus' flexible CMS, called Vision, you can transform your website into a digital one-stop shop, leverage our service finder to make it easy for citizens to find top tasks and complete those tasks online through paperless forms. And instead of sending all of your messages to your entire audience, you can start A/B testing and segmenting in Communications Cloud to find the messaging that works and target those messages more effectively.

Beginner to Expert: The A/B Quick Start Guide >

EMBRACE A PLATFORM

You can likely execute your new strategy with a hodgepodge of tools, but why do that when you can use a platform that integrates together seamlessly? Granicus solutions are built to complement each other and work in harmony. Vision's CMS allows you to build a beautiful, easy-to-navigate website. GovDelivery Communications Cloud lets you communicate efficiently with constituents and can be linked directly into your website for overlays, sign ups, etc. And our suite of Meeting and Agenda tools work alongside those as well, making it easy for constituents to engage in their community's legislative process. With Granicus at your side, you get cutting-edge tools that deliver a modern, digital experience that citizens expect.
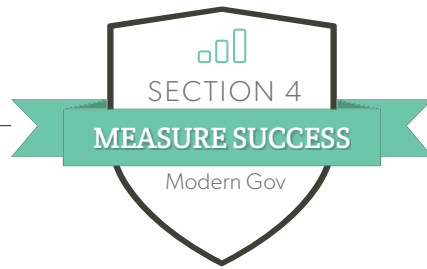
Learn More About the Full Granicus Platform Here >

SECTION 4

MEASURE SUCCESS

Modern Gov

The assessment is complete. The strategy is being executed. The results are pouring in as citizens take action (increased participation at public meetings, open enrollment, etc.). Now, it's time to find out what metrics can help measure your success in addition to outcome metrics. It's important to remember that measurement is an ongoing process and should constantly be revisited. It's okay if a strategy isn't working - that's valuable information. The key is to adjust as needed. So how is success measured?

COMMUNICATIONS

You should be monitoring your click, open and engagement rates when you send emails, which can be done directly in GovDelivery Communications Cloud. Your new strategy will hopefully have improved each of these. But how do you know if those numbers stack up well? Here it's important to have benchmarks to compare them to. If you want more information on this, check out our *Benchmark Report* (released every June).

CITIZEN SATISFACTION

This work is done primarily through anecdotes, surveys and focus groups. For instance, the *City of Hurst, Texas*, conducted a survey and found that its website overhaul with Vision received high marks with citizens.

Metrics are a critical component of a modern, digital government, because they allow you to demonstrate the value you provide to citizens and are a way to keep important programs alive or persuade a legislator that your agency needs more funding.

PROCESS IMPROVEMENT TO REDUCE COSTS

The measurements here depend largely on what processes needed to be changed in the first place. A few examples:

The Center for Disease Control & Prevention (CDC)

REACH PEOPLE ON THE GO
The CDC was inundated with calls during the 2016 public health crisis around the Zika outbreak. In order to proactively inform and educate travelers about prevention and care relating to Zika, the CDC put themselves in travelers' shoes during a citizen journey mapping exercise. They quickly found that travelers were on-the-go, and needed information on their phones while traveling. As a result, they set up an interactive text campaign to connect with 22,000 citizens.

The City of San Jose

REDUCE PAPERWORK AND SAVE TIME
Until recently, the *City of San Jose* relied on a spreadsheet and paper system to maintain its citizen boards. By switching to Granicus' Boards and Commissions solution, they were able to drive up the number people applying for spots while reducing paperwork down to a single shelf in a filing cabinet.

Pinellas County, Florida

CUT APPROVAL TIME
Pinellas County was swimming in paperwork to keep its board meetings running. A single agenda item could take months to get approved, require several reams of paper and extra hours of staff time. It modernized by switching to Granicus' Meeting and Agenda suite, which cut agenda item approval turnaround to just a few weeks, completely eliminated paper and turned long paper processes into digital ones accomplished in a few clicks.

Michigan Department of Health and Human Services (MDHHS)

USE A MODERN APPROACH TO REDUCE COST
The MDHHS uses the Communications Cloud and support from the Digital Engagement Services team to increase access to information about becoming a foster parent and engagement with parents who are interested in offering foster care. They shifted away from traditional promotional methods like billboards to promote its program and instead used a three-phase email and interactive text campaign strategy that was able to reach more people (and reduce the cost of outreach methods). By increasing their subscriber base by over 20,000 people and reaching subscribers through multiple digital channels, MDHHS was able to increase interest in becoming foster parents and had 90 informational calls with potential foster parents.

ABOUT GRANICUS

Granicus provides technology and services that empowers government organizations to create seamless digital experiences for the people they serve. By offering the industry's leading cloud-based solutions for communications, content management, meeting and agenda management, and digital services to over 4,000 public sector organizations, Granicus helps turn government missions into quantifiable realities. Granicus products connect more than 160 million people, creating a powerful network to enhance citizen engagement. By optimizing decision-making processes, Granicus strives to help government see better outcomes and a greater impact for the citizens they serve. For more information, visit *granicus.com*.

Would you like to complete this strategic workbook with an expert in building a modern digital government?

Contact us at info@granicus.com to schedule.

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