

Issue Brief

Enterprise Content Management for Transforming Government

Achieving Service Delivery Improvements at Lower Cost, Time and Risk

What is Enterprise Content Management?

If one had to choose the single most powerful word in state and local government today, it would be *data*. There is not one operation an agency can undergo or decision a leader can make without it. But what was once a collection problem of “Where do we get it?” has now evolved into the conundrum of “How do we find it — and quickly?”

Massive amounts of information are available to assist in doing the public’s business, but often it sits in siloed systems, or worse, in a box on a shelf. How do we cost effectively handle enormous amounts of data? How do we organize that data and put it together in a way that is readily useable?

Enterprise content management — collecting, storing, sharing and retrieving information electronically — is a pragmatic solution in helping government leaders lower the cost of government service delivery and reduce risk while improving service delivery. Read on to learn how the Commonwealth of Massachusetts and the county of San Diego are using it.

Why is it important?

As revenues fall, the demand for public services continues to increase. Government leaders must solve more problems — with greater complexity — than ever before, but with less money.

National polls reflect these concerns. The National Association of State Chief Information Officer’s (NASCIO) annual Top 10 list of priorities of state CIOs cited budget control as top of mind for leaders as state and local governments grapple with crippling budget deficits in the wake of the recession. Not surprisingly, number two on the list is the consolidation of services, operations, resources, infrastructure and data centers, and number three is shared services.

Budget control is one impetus for consolidation and the sharing of services; effective content management is the first step in reaching these two goals.

Why now?

The financial crisis changed government in more ways than causing it to tighten its purse strings. If data is one of the most powerful words in state and local government, transparency and accountability are surely two of the hottest — instigated by a BlackBerry-toting president armed with the Open Government Directive aimed at changing the relationship between government and its citizens. The proliferation of Apps contests suggests that surfacing

and mashing up public data has captured the public’s imagination. It has also ratcheted expectations about the universe of available data and how it is used.

Efficient management of digital content provides information to citizens who are hungry for results in real time. It also lays the groundwork for increased citizen involvement and self-service — and the potential of additional cost savings down the road.

About the benefits

Content management reduces spending and lowers risks while improving citizen services — all the criteria of a solution to help government weather the economic storm and emerge with a better foundation for a prosperous future. Enterprise Content Management provides the following benefits:

- Reduces the need for high-priced warehouses stuffed with hard-to-locate boxes that are susceptible to theft or threats from Mother Nature.
- Eliminates the time-intensive search for physical records and mitigates the risk of non-compliance when responding to open records requests. The original local government data contest, Apps for America in Washington, D.C., reduces FOIA requests by 30 percent and, by extension, the overhead cost of compliance.
- Provides a foundation to promote information sharing and collaboration among government departments and programs, resulting in simplified and streamlined case management. Citizen-to-government interactions become less time consuming, increasing the effective delivery of services.
- Reaches well beyond Web content management, a category that dominated during the initial transition to e-government. The Web plays an important role in an enterprise strategy and deployment but also includes the full range of digital content used in support of service delivery, policy decisions and public disclosure.
- Recognizes that data users come in all shapes and sizes and is platform and device agnostic — using terminals, desktop PCs, laptops, tablets, slates, smart phones and an ever expanding range of end user devices.
- Makes and keeps data available and intact throughout its lifecycle — from collection and aggregation through production use, then during a quiet period in archives, and again upon request when the

value of full and fast retrieval is tested amid a regime of stiff penalties for failure to disclose.

- Enables transparency and accountability by allowing people to manage processes, use dashboards and communicate results.

Who's doing it?

Massachusetts Department of Health and Human Services

- The Massachusetts Department of Health and Human Services comprises 16 agencies and is working to digitize documents to reduce paper and increase workflow processes by implementing a document management system. Mark Legere, senior project manager for the state's Chief Technology Office, says the idea was to create a system that can scale up multiple agencies and even multiple departments within agencies, with the sharing of documents as the ultimate goal.
- Over 1.7 million individuals receive Medicaid benefits in Massachusetts, generating an enormous amount of paper. The state leases a 14,000 square foot warehouse to store the critical documents that prove eligibility for the program. By scanning and digitizing documents, the department is now able to clear 5,000 square feet of space — more than one-third of the warehouse — and renegotiate its lease. The paper is off the floor and in a secure location, easily located and accessed by those who need it.
- Two other agencies within the Department of Health and Human Services — the Department of Public Health and the welfare program — are also digitizing documents. The Department of Public Health is scanning birth certificates to make them easily accessible for future use and the welfare program is accelerating the workflow processes in each of its offices around the state. The state's central repository now contains over 12 million documents.
- In time, the documents scanned into a centralized system will be shared between and among those agencies that are granted access. For example, many of the documents needed to verify Medicaid eligibility are the same documents an individual needs to enter the welfare program. Sharing documents allows for a more efficient and less time-consuming process for departments and a better experience for a customer who doesn't have to provide the same information to multiple agencies.

County of San Diego

- The county of San Diego, with its 50 departments and 18,000 employees, requires a robust enterprise content management system to effectively manage records and provide services to its citizens more efficiently. Rich Grudman, ECM program manager in San Diego, says the county continues to look at practical and cost-effective ways to improve services to constituents — with the least amount of risk and added benefits like increasing accountability — when there is less money than ever before. For them,

content management fits this bill.

- Grudman says records management — more than anything else — is about reducing risk. Before the county implemented its content management program, it had few record retention schedules. The county could not be sure departments were in compliance with retention laws — a huge legal risk. Now the county has a clear picture: Grudman says he can see how many records exist, when those records are due to be destroyed, and if they haven't been destroyed, he can see why.
- One area in which the county plans to utilize workflow is in the electronic approvals of documents, which is currently a struggle due to separate agency locations often far apart from each other. With its new workflow application, the county will be able to obtain electronic approvals and a document coordinator can determine to whom the paperwork gets sent and in what order.
- In the future, Grudman says the county will implement federated search and federated records management, which can dramatically increase the ease of finding data and potentially largely reduce the amount of duplicate documents.

Where can I find out more?

“Roadmap to Effective eGovernment”

www.govtech.com/egov

“Intelligent Capture for Government Agencies”

<http://www.emc.com/intelligent-capture-for-government>

“15 Minute Guide to Case Management”

<http://www.emc.com/15minguidecm>

Case Studies

Oklahoma Department of Human Services

<http://www.emc.com/ok-human-services>

Redcar Cleveland Borough Council Video

<http://uk.emc.com/redcar-council>

Attorney General's Office

<http://www.emc.com/attorney-generals-office>

County of San Diego

<http://www.emc.com/county-sandiego>

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