DRIVEN BY EXPERIENCE:
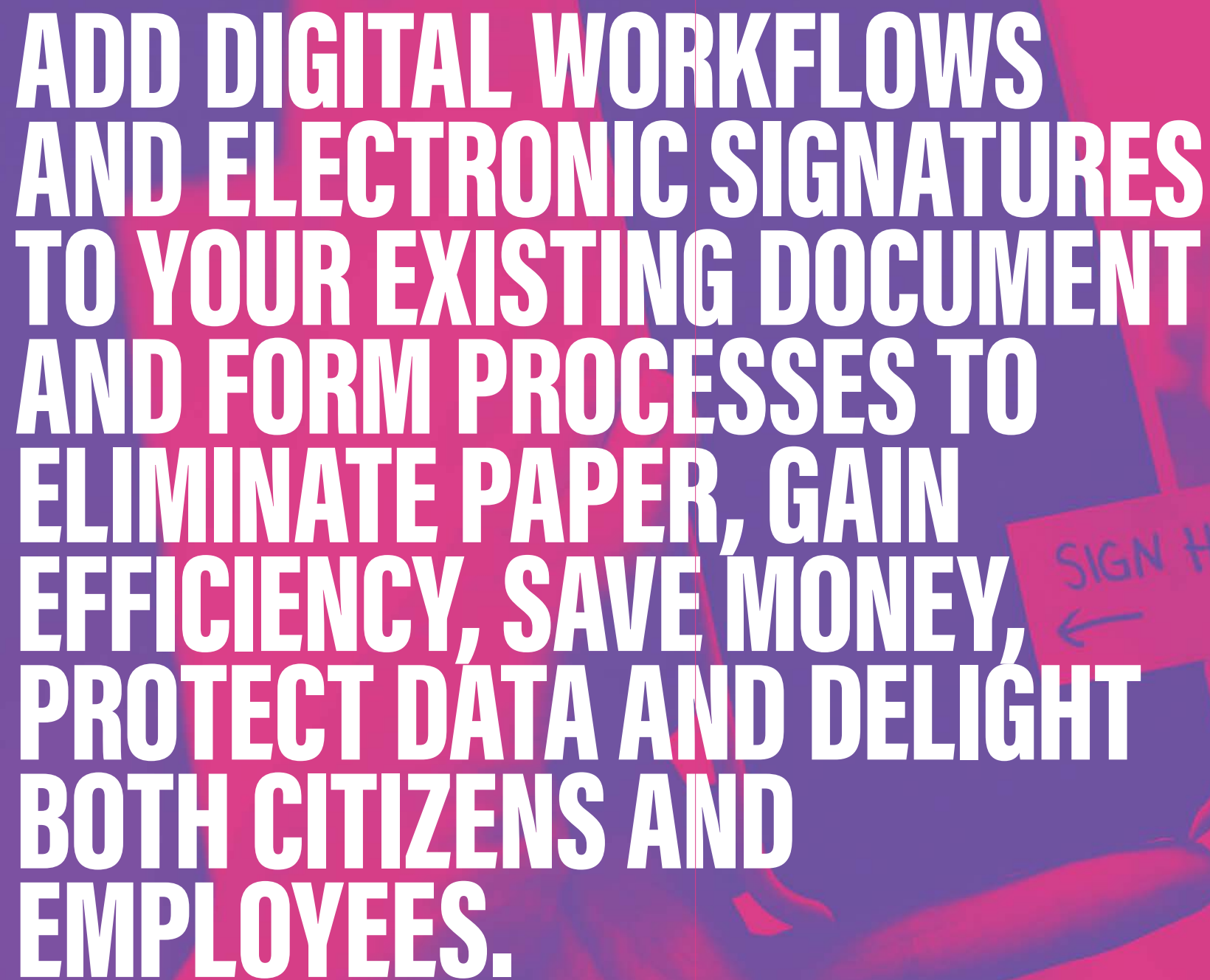
YOUR GUIDE TO REVOLUTIONIZING DOCUMENT AND SIGNATURE PROCESSES

GOVLOOP
POCKET GUIDE
2019

ADD DIGITAL WORKFLOWS AND ELECTRONIC SIGNATURES TO YOUR EXISTING DOCUMENT AND FORM PROCESSES TO ELIMINATE PAPER, GAIN EFFICIENCY, SAVE MONEY, PROTECT DATA AND DELIGHT BOTH CITIZENS AND EMPLOYEES.

FOREWORD FROM ADOBE

Today, many government services still utilize legacy document and form processes that require tedious amounts of paperwork, demand constant attention from government employees and ask too much of citizens as they navigate the forms and services they need. From the citizens' perspective, these processes are glacially slow and keep agencies from delivering on their mission.

Citizens are asking for a better solution — one that's fast, integrated, digital and mobile-friendly. And at Adobe, we agree that now is the time to fix this systemic problem.

While many agencies have made progress toward digital transformation, most workflows still require some type of paper-based or manual work. For example, it's still common practice to post a PDF form online that then requires citizens to not only print and sign it, but scan, mail or wait in line at a government office to resubmit it. Interactions like these leave citizens feeling frustrated and unfulfilled.

To improve the situation, federal and state lawmakers have passed several laws to spur the adoption of digital technologies and processes. The most recent, the 21st Century Integrated Digital Experience Act (IDEA), sets deadlines for enhancing citizen experiences through web modernization, digital forms and services, and the use of e-signatures. Unfortunately, many of these mandates are unfunded, which puts agencies in the difficult position of meeting new compliance requirements within existing budgets.

With Adobe, however, governments don't have to choose between IDEA compliance and their current budgets, timelines or tools. Adobe is the only company that can help agencies leverage and enhance their existing technology investments to immediately address the goals of the IDEA with experience-enhancing solutions like Adobe Document Cloud that make 100% digital processes a reality.

We believe it is our duty to help government agencies exceed citizen expectations — with better, faster and more affordable digital experiences for citizens.

By implementing IDEA-driven processes step by step, Adobe experts help governments improve citizen services in a scalable fashion. We can positively impact experiences right away and incrementally achieve long-term agency goals, all while working within budget and time constraints.

To make your agency's document transformation even easier, we partnered with GovLoop to create this pocket guide. Inside, you'll find real-world examples and best practices to help your agency improve its document form processes.

With Adobe Document Cloud, we are:

- Revolutionizing digital document and form workflows
- Providing a comprehensive solution for replacing paper-driven processes
- Improving paper-based workflows with mobile-friendly forms and legal electronic signatures
- Driving experience innovation with artificial intelligence (AI)
- Reinforcing open standards for digital documents and signatures
- Increasing productivity for internal employees and citizens alike
- Building consistent, repeatable processes that reduce errors and enforce policy
- Prioritizing security, privacy and compliance

Adobe is committed to helping government agencies at all levels develop a comprehensive approach to digital document, form and e-signature workflows. We are eager to join you and your agency on this modernization journey.

Lisa Croft
Group Product Marketing Manager, Adobe

Sign off on a better citizen experience.

The countdown to a fully digital government has already begun.

The 21st Century IDEA prompts government agencies to make services digital and accelerate the use of e-signatures.

Easily enhance your existing document and form processes with Adobe Document Cloud automated workflows and legal e-signatures.

We empower government agencies to eliminate delays, delight citizens, and ensure seamless, secure processes.

▶ There's never been a better a time to turn to Adobe.

Learn more at **adobe.com/government**

To request a demo call **1-800-87-ADOBE**

Adobe Document Cloud

CONTENTS

EXECUTIVE SUMMARY

By prompting federal agencies to digitize citizen services and improve customer experience (CX), the IDEA also hopes to generate momentum for similar outcomes at state and local organizations. One of the most immediate ways to address this initiative is the addition of digital workflows and electronic signatures to existing document and form processes.

Digital workflows and electronic signatures create greater efficiency, but offices at every level are struggling to modernize, and citizen experiences are suffering because of it. Without a blueprint for success, the gap between current government processes and IDEA's vision for tomorrow continues to grow.

Labor-intensive, manual workflows demand more time, energy and physical activity from both parties and decrease satisfaction with every interaction. And yet, the transition to 100% digital document processes looms like a dark cloud over government, despite knowing that this transition would help agencies solve many of these problems.

Luckily, new strategies are surfacing that make digital transformation more accessible to government agencies. By enhancing existing digital processes that use PDFs and online forms, governments can immediately address their digitalization goals by leveraging their existing software investments.

At the same time, it's more essential than ever for governments to prioritize security. With modern safeguards like data encryption, advanced security controls and reinforced user authentication, digitized documents and forms increase safety and transparency. By converting to digital workflows, sensitive information is less likely to end up in the wrong hands, while those same documents become easier to track for the relevant people within your organization.
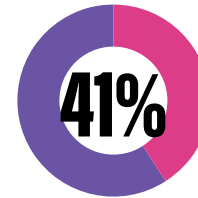
Ultimately, document digitization is a driver for government progress. By removing manual work from everyday review and approval processes, tasks that once took days can be completed in hours. With increased collaboration between workforces and faster service delivery on the line, now is the time for agencies to recognize digital document transformation as the key to delighted citizens and positive experiences for all.

Modernization isn't easy. But that doesn't mean implementing these new technologies is out of reach. In this guide, you will find best practices, case studies and steps for integrating end-to-end digital document solutions into your organization. By giving agencies the tools they need to complete IDEA's mission, governments will be able to think beyond just going paperless, and put the citizen experience front and center.
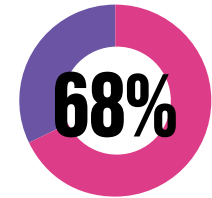
FROM PAPER TO DIGITAL WORKFLOWS

THEN AND NOW

As the public sector aims to keep up with changes in the private sector, CX, cloud, digitalization and electronic signatures are becoming significant factors in modernization efforts. Recent legislation and statistics show what impact these tools are already having on government agencies.

BY THE NUMBERS

41%

Forty-one percent of state CIOs said in 2018 that their organizations have a strategy in place for migrating their legacy applications to cloud.
Source: **NASCIO**

68%

The federal government ranked lowest in CX in 2018 with 68% rating it favorably, trailing banking (82%), utility providers (76%) and retail (74.7%).
Source: **ForeSee**

$5M

The state of Hawaii saved $5 million in 2.5 years on paper, printing and labor costs after adopting e-signatures and digital workflows.
Source: **Adobe**

$40

The federal government spends an average of $120 on creating tax-filing paperwork versus the $80 industry spends on average, a difference of $40.
Source: **The White House**

1 MINUTE

The Tulare County, California Sheriff's Office became capable of turning around a form in one minute after adopting cloud and electronic signatures.
Source: **Adobe**

16.5M

The Social Security Administration (SSA) offers an example of how much paper agencies sometimes use annually. SSA issued 16.5 million new and replacement Social Security cards in FY 2018.
Source: **SSA**

$6.5B

Federal cloud services contract obligations were on track to reach $6.5 billion in FY 2018.
Source: **Bloomberg Government**

LEGISLATION LANDMARKS

2000

ESIGN Act of 2000

The ESIGN Act grants electronic signatures and records equal status to their paper equivalents and makes them subject to the same means of legal authentication. To comply with ESIGN, it's necessary to authenticate each signer's identity, confirm that they intended to sign and show which document was signed.
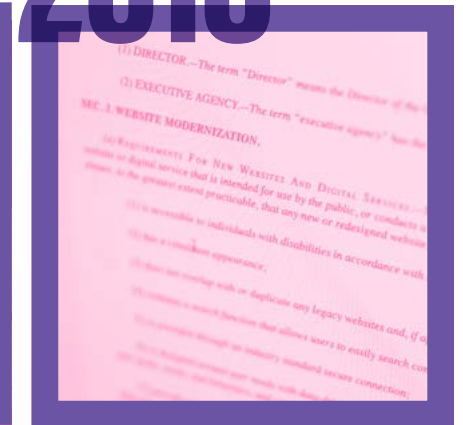
1980

Paperwork Reduction Act of 1980

The law was designed to reduce the total amount of paperwork the federal government imposes on private businesses and citizens. This act levies procedural requirements on agencies that wish to collect information from the public.

1995

Paperwork Reduction Act of 1995

The Paperwork Reduction Act of 1995 extended the original legislation's analysis of paperwork requirements so that they applied to "individuals, small businesses, educational and nonprofit institutions, Federal contractors, State, local and tribal governments, and other persons resulting from the collection of information by or for the Federal Government."

2017

2017 Modernizing Government Technology (MGT) Act

The 2017 MGT Act authorized funding for federal agencies that are modernizing their IT via cloud adoption, digitizing documents and other necessary tools for becoming paperless.

2018

2018 President's Management Agenda

The 2018 President's Management Agenda pledges "a historic commitment to moving toward a paperless Federal Government."

2018 21st Century IDEA

President Trump signed the IDEA into law in December. The legislation mandates that all federal agencies submit a plan to accelerate the use of electronic signatures. The bill also requires that all public-facing, paper-based forms or in-person services become available digitally within two years.

TODAY'S DIGITAL DOCUMENT LANDSCAPE

This section explores the challenges that digital documents and forms overcome, the key areas of focus for driving digital upgrades and how to start the transformation.

Governments everywhere are facing new challenges. They need to keep up with citizen demands and maintain compliance with federal mandates while ensuring strict privacy and security standards.

Document digitization plays a crucial role in overcoming these challenges, but many governments are making less progress than they would like.

It's time for governments to take meaningful steps toward their IDEA goals, and as always, get the best return on their software investments. Agencies can immediately improve citizen experiences by further enhancing the Adobe solutions most of them already use.

Delivering Value: Balancing Citizen Experience and Agency Expectations

Digital document workflows provide the maximum value to both citizens and employees because:

1. Citizens can enjoy experiences that mirror the user-friendly processes of the private sector.

2. Citizens and employees alike can interact and complete documents, forms and signature requests anywhere, on any device.

3. Agencies can decrease turnaround times, making employees more productive and reducing frustrating, long wait times.

4. Forms can be personalized and processed with fewer mistakes, which allows governments to avoid delays and deliver services to citizens faster than ever.

5. Agencies can ensure best practices and compliance automatically, delivering consistent interactions for all citizens.

6. Governments can reduce their environmental impact while slashing operating costs of printing and storing paper.

7. Citizens with disabilities can easily engage with digital documents and forms without needing additional assistance.

8. Agencies can use a data-driven approach to tracking and optimizing the speed and effectiveness of form and signature processes.

9. Governments can better protect confidential and private information, keeping citizens' data safe and compliant with modern security standards.

Achieving a 100% Digital Process:
Four Critical Focus Areas

1. QUICKLY IMPROVING YOUR FORMS EXPERIENCE

Processing paper forms is a time-consuming process for citizens and government employees alike. Today, most forms must be printed out, filled in, retyped and then manually moved between workers, their managers and the citizens they serve. It's a slow, frustrating process for everyone involved.

Citizens are looking for the modern conveniences found in the private sector — like the ability to fill, sign and submit a form from their mobile device. To deliver on these expectations, paper and static PDF forms must be replaced with intelligent digital equivalents.

Advanced forms technology empowers agencies to go far beyond previous levels of efficiency. With assistance from Adobe AI technology like Adobe Sensei, agencies can add digital fields to existing forms quickly and easily. With just a few optimizations, you can also add rules to reduce data entry errors, and even pre-fill data fields automatically so less typing is required.

By avoiding the costlier, slower and less transparent practices of paper-based offices, agencies can reward employees with more satisfying work and citizens with mobile-friendly experiences and faster turnaround times.

2. MAKING E-SIGNATURES MORE EFFICIENT

Electronic signatures remove one of the most significant barriers to creating great citizen experiences: the printer. E-signatures eliminate the hassle of printing, signing and scanning, as well as the delays involved with tracking documents and forms manually. Citizens can sign quickly using their preferred device and anticipate faster turnaround times, enhancing their overall experience.

For agencies, automated signature workflows streamline processing. Employees can kick off and track new requests while working in their existing tools such as Adobe Acrobat, Microsoft Office 365 and SharePoint. Both employee and citizen signatures can be included in a document or form so that all steps can be completed in one continuous process. Additionally, process controls ensure that the right person signs in the right place – and in the right order – every time.

To reap the greatest benefits from e-signatures, governments need to understand the identity verification approaches that will ensure compliance with the ESIGN Act of 2000. While most federal employees are already equipped to sign documents digitally with their PIV or CAC cards, agencies can choose from a variety of methods to authenticate citizen identities, ranging from simple passwords to driver's license or passport image validation.

3. IMPROVING INTERNAL PROCESSING TIME

Long turnaround times harm citizens and government workers alike, which is why eliminating delays is an essential objective for government agencies. By removing the manual aspects that slow down review and approval procedures, governments can process documents and forms in hours instead of days.

Digital workflows, when correctly implemented, allow tasks to flow with the speed and efficiency of a chain reaction. By digitizing, government employees gain the ability to prepare the right document or form for the task quickly, request action from others, and track progress automatically. They can set reminders, enforce deadlines and get notifications when activities are completed. Even the final steps can be completed automatically, making it easy to deliver, archive and generate audit trails as proof of compliance.

With the addition of automation, documents move through the pipeline without employee oversight, allowing for a higher number of citizens to be served in less time — the ultimate win-win for IDEA-focused agencies.

4. CONSISTENCY, SECURITY AND COMPLIANCE

Data protection, reliable resources and accessible digital documents make life simpler and safer for all citizens, including people with disabilities. By targeting these aspects of document digitization with a standardized form and workflow library, agencies can deliver a consistent experience for every citizen while reducing security risks and fraudulent activity.

Fully digital workflows allow agencies to consistently execute to policy, reduce errors and protect privacy, so that information never ends up in the wrong hands.

Consistency, security and compliance are individual pillars of a unified goal. FedRAMP-certified products like Adobe Document Cloud ensure governments attain higher levels of performance across all three. Adobe also provides industry-leading capabilities that drive accessibility, like compliance with Section 508. Section 508 is an amendment to the United States Workforce Rehabilitation Act of 1973. The law mandates that all electronic and IT tools the federal government procures, maintains, develops and uses must be accessible to people with disabilities.

INDUSTRY SPOTLIGHT

SHRED THE PAPER: HOW CLOUD SOLUTIONS HELP GOVERNMENTS GO DIGITAL

An interview with Lisa Croft, Group Product Marketing Manager, Adobe

The transition from paper to digital marks the line between past and present operations at your agency. Before, government operations and workflows relied on legacy IT, paperwork and manual processes. The modern era features cloud, digitized forms and automation.

The digitization process, however, concerns more than merely going paperless. Many agencies are reluctant to embrace cloud because of misperceptions about the technology's impact on their security and the services they deliver to citizens. The right cloud complies with security standards and keeps personally identifiable information (PII) safe from end to end.

To reap these benefits and create such workflows, your agency must embrace automation and independence from manually intensive workflows. Digital documents and electronic signatures decrease time-consuming human error in day-to-day operations and make delivering public services to citizens cheaper and easier. End-to-end digital workflows also modernize your organization's interactions with citizens, providing them with better experiences as they engage with their government.

GovLoop spoke with Lisa Croft, a Group Product Marketing Manager at Adobe, about how cloud transforms your workflows into these digital, paperless processes.

"Every agency is trying to find out how they can do things better without disrupting their operations," Croft said. "It's important for them to realize that it's not easy and that it's different for every organization."

Cloud is a recurring topic in discussions about government IT modernization. Governments across the spectrum, however, aren't maximizing its many benefits to transform their workflows. Cloud reduces your organization's reliance on paper by enabling self-serve formats for forms, e-signatures that can be signed from anywhere at any time, and built-in document security protocols. By automating many of the processes that make up the document lifecycle, you and your co-workers will also save time, energy and money.

"Cloud's the biggest factor in this," Croft said. "It's secure and accessible anywhere, anytime and on any device."

Along with accessibility, agency security protocols need to evolve due to the massive amounts of citizen data they handle. Agencies must rely on cloud partners that treat their sensitive information carefully.

On top of fortified software architectures, Adobe adds data encryption, security controls and user authentication. These features ensure your agency's data is safe from both external and internal cyber threats. Adobe also gives agencies complete control over what information is stored in the cloud, and for how long.

"Your data only has to live in the cloud when you choose to have it live there," Croft said. "Or the information on your documents only has to live in the cloud until they've been signed."

Cloud-powered security controls additionally mean that agencies are more closely engaged with cybersecurity. Gradually, the cyber hygiene of their workflows also improves.

Cybersecurity, however, isn't the only benefit that comes with digital documentation. Digital documents and electronic signatures also boost government transparency.

"When you create electronic processes, you see exactly what's happening with them," Croft said. "You can grab that information, share it with others and talk about how the process is working."

These traits are especially important during a time when more government workers are using mobile devices. The ability to directly and securely access workflows from any location keeps organizational missions moving forward, no

matter where employees happen to be. And the ability to sign documents and forms electronically removes a critical bottleneck that has been holding governments back for too long.
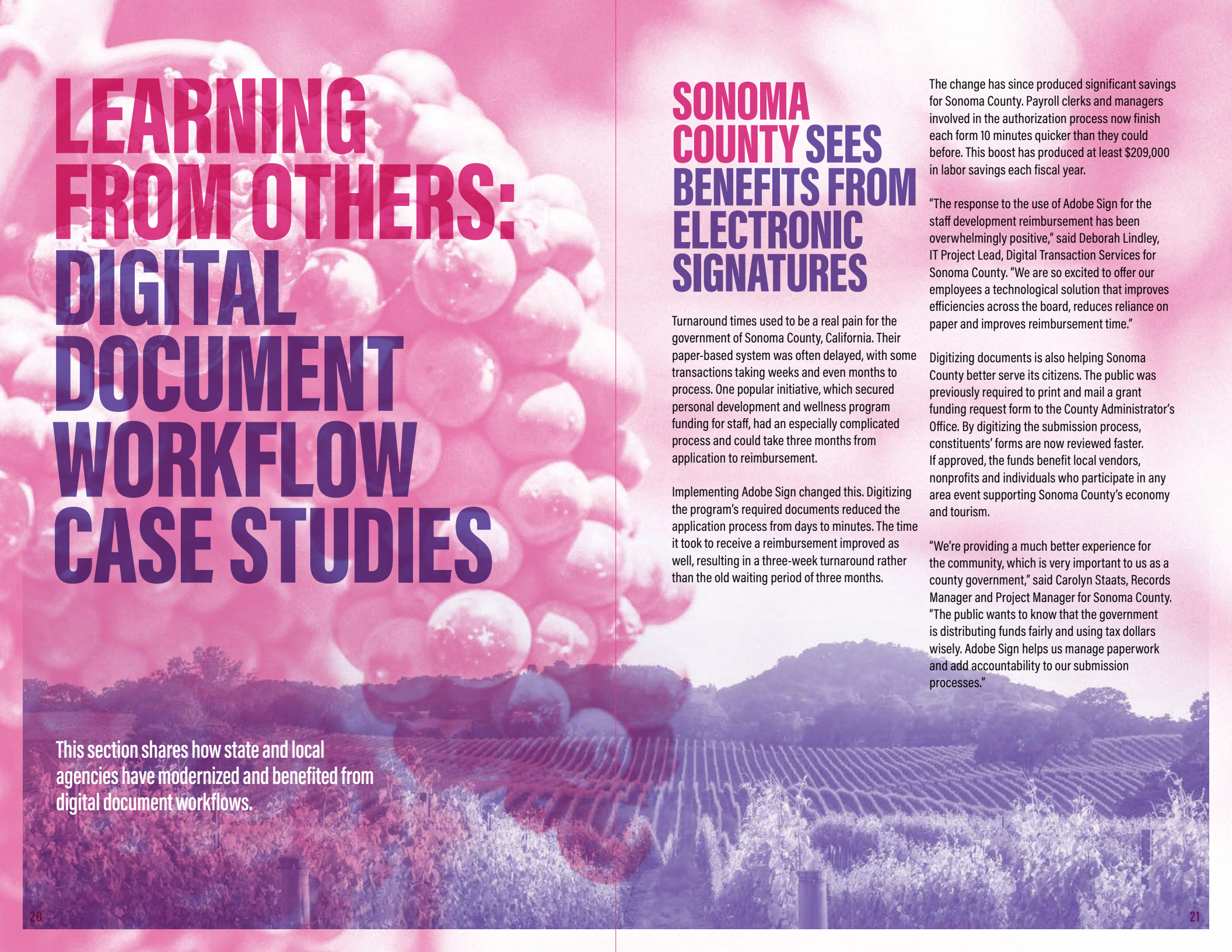
"At day's end it's about getting the document signed when you need it signed as quickly as possible," Croft said. "It needs to be device-friendly and available on any device. You don't have to stop the process to get the signature."

Tools like Adobe Acrobat help agencies digitize their documents and make them more shareable enterprise-wide. Adobe Sign, meanwhile, allows government employees to act on such materials quicker and easier. Working in conjunction with cloud services like Adobe Document Cloud, these solutions upgrade your workforce for the future.

Together, these technologies erase paper from your agency's workflows by enabling cloud, digital document and forms, and electronic signatures.

"Adobe can help meet people wherever they're working," Croft said. "We've taken a lot of the functionality that was on your desktop and made it available as cloud applications. You can then just offer them electronically to people anywhere they are."

This evolution from paper to electronic is a gamechanger for governments looking to modernize, ensuring the delivery of exceptional experiences, efficient services and cost reduction for years to come.

> *"When you create electronic processes, you see exactly what's happening with them. You can grab that information, share it with others and talk about how the process is working."*
>
> *—Lisa Croft, Adobe*

LEARNING FROM OTHERS: DIGITAL DOCUMENT WORKFLOW CASE STUDIES

This section shares how state and local agencies have modernized and benefited from digital document workflows.

SONOMA COUNTY SEES BENEFITS FROM ELECTRONIC SIGNATURES

Turnaround times used to be a real pain for the government of Sonoma County, California. Their paper-based system was often delayed, with some transactions taking weeks and even months to process. One popular initiative, which secured personal development and wellness program funding for staff, had an especially complicated process and could take three months from application to reimbursement.

Implementing Adobe Sign changed this. Digitizing the program's required documents reduced the application process from days to minutes. The time it took to receive a reimbursement improved as well, resulting in a three-week turnaround rather than the old waiting period of three months.

The change has since produced significant savings for Sonoma County. Payroll clerks and managers involved in the authorization process now finish each form 10 minutes quicker than they could before. This boost has produced at least $209,000 in labor savings each fiscal year.

"The response to the use of Adobe Sign for the staff development reimbursement has been overwhelmingly positive," said Deborah Lindley, IT Project Lead, Digital Transaction Services for Sonoma County. "We are so excited to offer our employees a technological solution that improves efficiencies across the board, reduces reliance on paper and improves reimbursement time."

Digitizing documents is also helping Sonoma County better serve its citizens. The public was previously required to print and mail a grant funding request form to the County Administrator's Office. By digitizing the submission process, constituents' forms are now reviewed faster. If approved, the funds benefit local vendors, nonprofits and individuals who participate in any area event supporting Sonoma County's economy and tourism.

"We're providing a much better experience for the community, which is very important to us as a county government," said Carolyn Staats, Records Manager and Project Manager for Sonoma County. "The public wants to know that the government is distributing funds fairly and using tax dollars wisely. Adobe Sign helps us manage paperwork and add accountability to our submission processes."

HAWAII REAPS THE REWARDS FROM ITS ESIGN SERVICE

Hawaii is composed entirely of islands, a fact that uniquely complicates its government's manual, paper-based processes. With agencies sometimes on separate land masses, paper isn't always the most practical medium for state workflows.

Fortunately, Adobe Document Cloud solutions don't require the transportation or physical demands that a paper-based system does. Introduced in 2015, Hawaii's eSign Service has transformed the state government into a quicker, more efficient enterprise.

Adobe solutions offer more than the ability to sign forms online. They eliminate delays from printing, scanning and manually signing documents and lets citizens and employees sign from anywhere using any device. And because it's made by Adobe, it seamlessly integrates with the software state governments already use.

"eSign is just one of the tools this administration is using to meet our goals of transforming from a paper-based system to one that is leading the nation in electronic signature capability," Hawaii Gov. David Ige said in 2016. "We are reducing the amount of paper used and saving valuable time that can be better used working on issues facing the state."

Hawaii's Office of Enterprise Technology Services (ETS) has since deployed eSign to agencies statewide with the goal of boosting efficiency. As of December 2018, it's a booming success.

So far, Hawaii's government has conducted 578,534 electronic transactions since the program's launch, with an average of 14,463 transactions processed per month. The median time for completing a transaction, meanwhile, is 259.4 minutes – under five hours – a process that previously took several days.

Hawaii's agencies are now using Adobe Document Cloud solutions for everything from employee onboarding to signing common documents. It's a program that's available anytime, anywhere from all mobile devices, which boosts collaboration and transparency across Hawaii.

Fiscal benefits aside, the eSign Service enabled Hawaii to hit several environmental goals as well. As of June 2018, eSign has reduced natural resource use in Hawaii by 141,692 gallons of water, 11,915 pounds of waste and 46,190 pounds of wood. These savings are helping preserve Hawaii's natural beauty for the state's citizens and visitors.

"Using Adobe Sign as part of our state's eSign Services program, we eliminate much of the time previously spent preparing and routing documents," former Hawaii CIO Todd Nacapuy said. "State personnel can sign with just a few clicks, so we can focus on state business and roll out new services better."

In the end, Adobe Sign and other Adobe Document Cloud solutions enable governments like the state of Hawaii to provide better services to their citizens. By building a relationship of trust between citizens and the agencies that govern them, Adobe helps fast-track the future of digital communications throughout cities, counties, states and the nation.

eSign has reduced natural resource use in Hawaii by:

141,692 *gallons of water*

11,915 *pounds of waste*

46,190 *pounds of wood*

WORKSHEET: THINGS TO CONSIDER IN YOUR TRANSITION

This section provides quick tips for adding workflow automation and e-signatures to your existing document and form processes.

Key questions to ask within your agency:

1. What are the most frequent complaints that citizens have about my agency's operations?

2. What role does paperwork play in citizen interactions with my organization?

3. Which form processes would benefit the most by going 100% digital?

4. What are your highest-priority use cases that require e-signatures to go digital?

5. Which review and approval processes could benefit the most by eliminating manual processing steps?

6. Which applications do employees rely on most to drive today's processes?

7. What concerns do citizens have about how my agency handles their data?

8. What changes would reduce my organization's wasted paper?

Checklist: The Capabilities Your Agency Gains With Digital Workflows & Forms

- [ ] Access to documents across mobile devices regardless of location or time
- [ ] Better visibility into workflows and their stakeholders
- [ ] Tighter security controls for digital documents
- [ ] The ability to collaborate electronically with all your organization's departments, the public and outside entities like agencies and vendors
- [ ] A more environmentally friendly office

FOR MORE INFORMATION

This video explains how digitizing documents saved Hawaii's government $5 million in printing and labor costs.

This clip details how electronic signatures improved the experience of filling out a travel approval form for Hawaii's government employees.

This footage discusses how Adobe Sign's Government ID Authentication helps protect cybersecurity.

THANKS TO ADOBE FOR THEIR SUPPORT IN PRODUCING THIS PUBLIC-SECTOR RESOURCE.

About Adobe

Adobe enables next-generation enterprise digital government services with trusted, proven, and integrated enterprise solutions that help drive agency efficiency, deliver remarkable experiences, and protect mission-critical data. Learn more: **adobe.com/industries/government.html**

About GovLoop

GovLoop's mission is to inspire public sector professionals by serving as the knowledge network for government. GovLoop connects more than 300,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to the public sector.

For more information about this report, please reach out to **info@govloop.com**

*Out with the old
and in with the
new: An end-to-end
digital document
workflow will help
you modernize
your interactions
and improve
employee and citizen
experiences.*

govloop