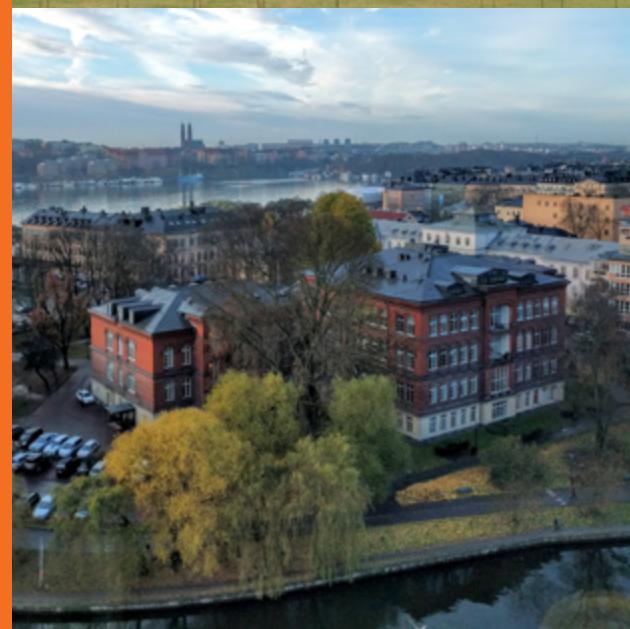


Governments Building For Change

Achievements and Best Practices



Build
for
Change®

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Executive Foreword

Build for the future



Government organizations across the globe are grappling with years of reduced budgets and a backlog of modernization needs. Within these organizations, business and IT leaders alike are trying to figure out where to start and which investments to prioritize for both quick wins and long-term successes.

In today's fast-paced environment, modernization means more than simply business process automation; governments need to be predictive, intuitive, and customer-centric. After years of just managing program data, government organizations can now harness that data's highest potential: improving outcomes for the people they serve.

While every agency and program is unique, what remains the same is the need to future-proof our technology – to build not for the next year, but for the next generation. More and more, customers will expect natural interactions with technology, as well as seamless delivery anytime, on any channel. This may seem like something to address in the next round of funding requests, but it's critical that governments start their modernization journeys now.

Pega is proud to support governments across the globe as they achieve complex missions in a changing world. Read on to learn how some government agencies are using Pega today, and if you have any questions, please don't hesitate to contact me at douglas.averill@pega.com.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Averill".

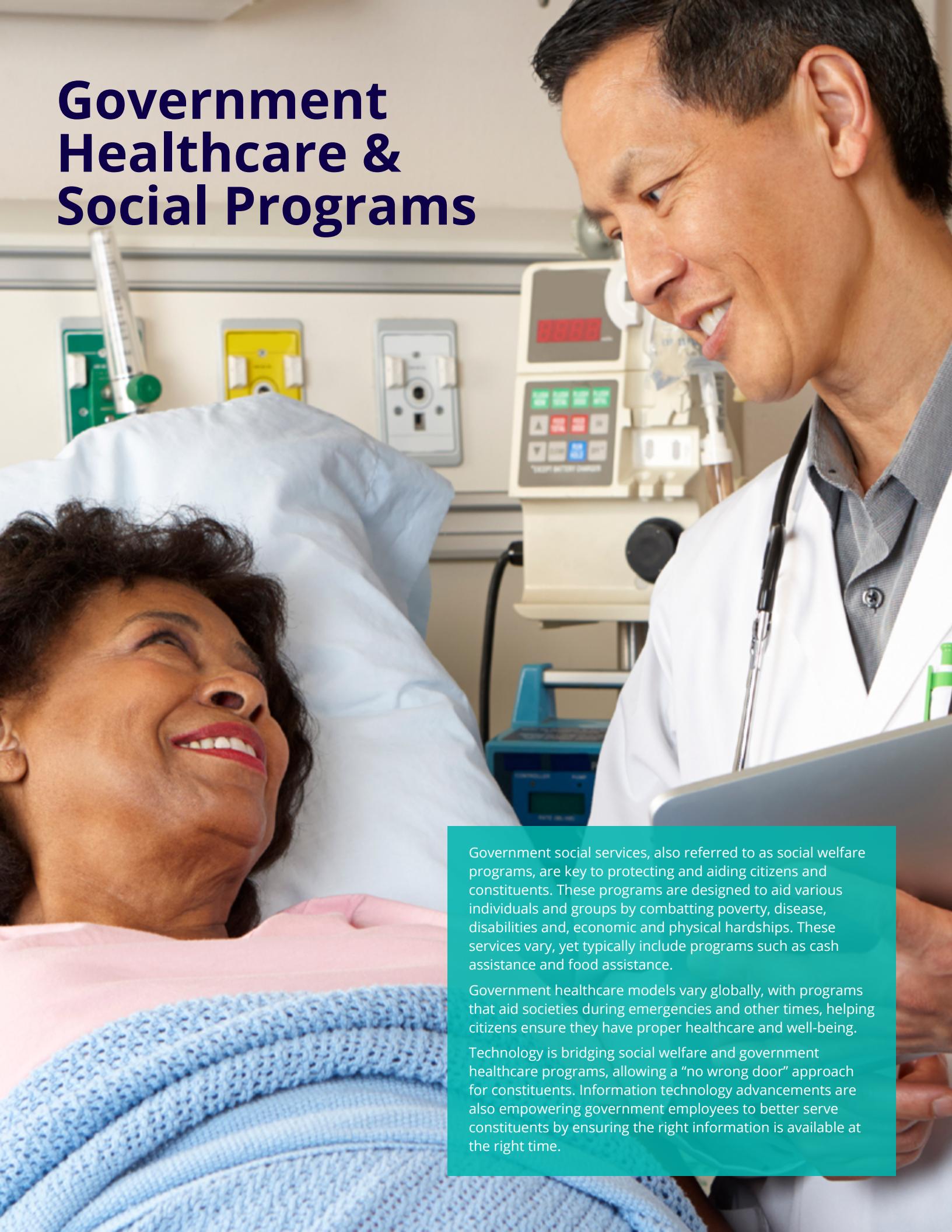
Douglas Averill

Global Government Industry Markets Leader
Pegasystems

Government achievements and best practices



Government Healthcare & Social Programs



Government social services, also referred to as social welfare programs, are key to protecting and aiding citizens and constituents. These programs are designed to aid various individuals and groups by combatting poverty, disease, disabilities and, economic and physical hardships. These services vary, yet typically include programs such as cash assistance and food assistance.

Government healthcare models vary globally, with programs that aid societies during emergencies and other times, helping citizens ensure they have proper healthcare and well-being.

Technology is bridging social welfare and government healthcare programs, allowing a "no wrong door" approach for constituents. Information technology advancements are also empowering government employees to better serve constituents by ensuring the right information is available at the right time.

U.S. Department of Veterans Affairs

Overview

The U.S. Department of Veterans Affairs (VA) is responsible for administering programs in support of Veterans, their families and survivors. Second in size only to the Department of Defense, VA has 370,000 employees and encompasses a network of more than 300 medical facilities, clinics and benefits offices nationwide. To provide high quality Veteran care, VA purchases goods and services, such as medical equipment and facility services. In support of the VA mission, the VA Financial Services Center (FSC) in Austin, Texas is responsible for ensuring timely and accurate payment of \$14 billion worth of those goods and services annually on behalf of the VA medical facilities. The VA FSC and Pegasystems have partnered since 2010 to allow the FSC to continually improve its service and ensure those who have served their country can receive the absolute best care possible.

VA FSC supports the VA mission, saves millions of taxpayer dollars and champions second largest federal invoice processing system

To ensure the most advanced medical equipment and services are available for Veteran care, the U.S. Department of Veterans Affairs (VA) Financial Services Center (FSC) implemented the Invoice Payment and Processing System (IPPS). IPPS is a unified, online invoice certification system that VA FSC uses to process all payments on behalf of medical facilities nationwide, including the purchase of hospital equipment, from pace makers to hospital beds to facility maintenance services.

IPPS has improved the accuracy and timeliness of vendor payments, which has in turn retained the best vendors to continue doing business with VA. A large pool of high-quality vendors ensures enhanced Veteran care, as it allows access to better supplies and services. Payment accuracy is also critical, as VA remains a good steward of government funding and ensures there are no overpayments or inaccuracies.

VA FSC reduces costs by 33%

As a result of implementing IPPS, VA FSC reduced its invoice processing costs by 33%. With more streamlined and efficient operations, VA FSC was also able to redistribute staff to other mission critical areas across the organization, eliminating the cost of hiring additional employees. Not only was VA able to keep valuable staff members and institutional knowledge, they were also able to save taxpayer dollars.

VA achieves nearly 100% payment accuracy, saves tens of millions of dollars

Saving VA tens of millions of dollars, payments to vendors are nearly 100% on time and accurate as a result of the digital transformation to the IPPS system. With more than 1.2 million invoices being processed each year, VA FSC was able to improve payment accuracy and timeliness by 10% to 15%. This virtually eliminated late fees and overpayment.

“With IPPS, we have been able to improve payment accuracy to nearly 100% and reduce invoice processing costs by 33%—savings that can be used toward Veteran care. Our digital transformation needed to be able to handle the volume and complexity of our operations. We have the second largest invoice processing system in the entire federal government and process \$14 billion worth of invoices annually.”

CLINT LOESER

Director of Financial Operations

Financial Services Center, U.S. Department of Veterans Affairs

Digital transformation improves efficiency, flexibility and employee productivity

Unifying all payment processing under IPPS, VA was able to replace legacy applications and improve the system's efficiency and flexibility. Previously, multiple siloed systems were stitched together, making communication among systems slow and expensive to maintain. IPPS introduced automation, and sped the payment process by receiving invoices from all available formats, performing advanced business rule processing, automatically routing invoices for approval, and generating the appropriate payment transactions. With more than 15,000 certified VA IPPS users throughout the country, this results in significantly compounded time savings and improved employee productivity.

Better transparency and government compliance

Improving taxpayer visibility, IPPS provides VA with more accurate reporting and easier government compliance. Not only does IPPS ensure improper payments are avoided, but it also helps VA to comply with the Improper Payments Elimination and Recovery Improvement Act, allowing greater transparency.

In addition to IPPS, VA FSC enlisted Pega for the Eligibility and Enrollment (EE) and Referral and Authorization System (RAS). These systems are used in support for the Choice Act, which affords Veterans more choices for receiving medical care, including services outside of the VA medical network. VA uses EE and RAS for medical claims processing and ensuring outside providers are paid for Veteran care.



Delivering outstanding customer service

Providing outstanding customer service is another key component for maintaining a high-quality vendor community in support of Veteran care. In addition to IPPS, EE, and RAS, VA FSC implemented the enterprise-level Pega Customer Service application, which has allowed VA FSC to consolidate all vendor requests to a single point of contact and consolidate four call centers. VA FSC uses the Customer Service application for a more complete view of each vendor, including customer history and context on how to best resolve a problem. VA also has more real-time data into customer service performance metrics, allowing for better prioritization and continuous service improvement.

Faster delivery in support of veteran care

VA FSC chose Pega because they needed solutions they could get into production faster in support of Veterans. As a result, FSC implemented IPPS in only 10 months. They also needed a platform that would allow VA to continuously improve its systems once they were in place. Finally, FSC needed a solution that could easily be applied and reused across all of VA.

A vision for the future

VA FSC is a Franchise Fund organization with the ability to offer services throughout the federal government. FSC's vision is to support government agencies in addition to implementing an enterprise-wide solution across the VA in support of Veteran-centric care. For example, there are many other VA payments that would benefit from rolling up into the IPPS program including Beneficiary Travel reimbursements and Grant Management. Beneficiary Travel are payments owed to Veterans as reimbursement for their travel to medical centers.

ABOVE: Quantico, Va. (June 28, 2015) U.S. Navy veteran Petty Officer 3rd Class Redmond Ramos pushes off strong to run in the men's 200-meter dash. The Department of Defense Warrior Games are an adaptive sports competition for wounded, ill, and injured service members and veterans. Approximately 250 athletes, representing teams from the Army, Marine Corps, Navy, Air Force, Special Operations Command, and the British Armed Forces are competing in archery, cycling, track and field, shooting, sitting volleyball, swimming, and wheelchair basketball. (U.S. Navy photo by Ensign Joe Scannell/Released)

RIGHT: SAN DIEGO (July 16, 2011) Retired Navy Captain Dr. Wayne Lapetoda pulls a tooth from a homeless veteran during the Veterans Village of San Diego Stand Down 2011. The stand down offered more than 1,000 homeless veterans with free services such as health and dental care, substance abuse counseling, legal and employment assistance and food and clothing distribution. (U.S. Navy photo by Mass Communication Specialist 3rd Class Dominique Pineiro/Released)

KEY FACTS

- Second largest invoice processing system in the U.S. federal government
- Tens of millions of dollars in savings
- Implemented in only 10 months
- Nearly 100% accuracy on all VA payments
- Reduced invoice processing costs by 33%
- Consolidated four call centers into one
- 1.2 million invoices and \$14 billion payments made annually
- 10% -15% improved payment accuracy and timeliness for 1.2 million invoices
- Better Veteran care and improved employee productivity
- Improved customer service and performance metric visibility



This identifies

as a participant

July 13, 14 and 17, 2011

Dr. Jim Naukowsky

Stand Down Director

The Swedish Federation of Unemployment Insurance Funds

Overview

The Swedish Federation of Unemployment Insurance Funds (SO) supports approximately 3.5 million members with unemployment insurance benefits. The 28 independent unemployment insurance funds cover those of employment age in Sweden and are generally organized by occupation. If a member becomes unemployed, each fund will quickly help Swedish citizens using member data and information such as occupation and salary, to ensure unemployment income is delivered as efficiently as possible. SO is responsible for serving each of these independent unemployment insurance funds with a common IT infrastructure that enables secure payments for the unemployed, IT system development, and legal support. To improve citizen service, SO partnered with Pegasystems to unify all 28 insurance funds under a single, consistent IT platform enabling reuse, consistency, and individual fund branding.

Improving the user experience for those in need of government assistance

To provide a more efficient, user-friendly service to members who require unemployment benefits, the Swedish Federation of Unemployment Insurance Funds (SO) implemented a robust member-centric IT platform. This secure platform serves as the backbone behind Swedish unemployment customer service, payments, the public facing interface and case management, and represents the unification of 28 organizations into a single source of truth.

Reuse and cost savings across 28 organizations

Using the platform as the baseline and robust reuse capabilities, each of the 28 Swedish insurance funds leverage common processes and data, as well as access specialized functionality for each fund's unique needs. One example of specialization is ensuring the user interface for each fund reflects its brand so that members recognize their own portal. Additionally, the solution scales to meet the needs of SO's current 3.5 million members. It requires minimal training due to the intuitive user interface and consistent processes across all 28 organizations.

Faster case resolution and better citizen service for those in need

In the past year, SO found that online member usage increased from 65% to 79%. As part of the transformation, SO was able to move from paper processes to digital, web-based self-service. This enabled SO caseworkers to shorten case resolution time from weeks to minutes. Now, citizens who are eligible for unemployment benefits can submit requests for benefits and receive support within hours via the My Pages public-facing application. With the new system, members submit an online unemployment claim on Monday and receive payment as quickly as Thursday. This is critical for unemployed individuals to pay their bills and support their families during a time of need. In addition to better member service, SO employees are able to manage individual cases more quickly, improving government productivity.

“Using Pega, we have been able to shorten case resolution time for our members from weeks to minutes. This has enabled us to better serve our members who are in need of unemployment income quickly. Pega has also positioned us to be flexible and agile to react to changing government regulations. We can now respond quickly and with no added cost.”

JOAKIM KRUSE
CIO, The Swedish Federation of Unemployment Insurance Funds

Keeping up with citizen demands

SO needed to meet the rapidly changing needs of its members and support the broad use of technology. Members expect to interact with government through whatever channel they choose, including smartphones, tablets and traditional personal computers. With Pega, SO provided the functionality for members to check eligibility and process claims through an omni-channel capability—without having to re-design an application for every channel. Each application is designed once, and reflected across any user interface.

A 360-degree view of the citizen

SO now has a complete picture of the end-to-end member journey, which means there is a 360-degree view into the interactions of each member and case manager engagement. For example, SO can easily determine where an unemployed member has previously worked and securely view previous salaries earned. All employment history is securely digitized and in one place, which makes the unemployment benefit payment process quick and efficient, while protecting member privacy. What once took up to two weeks using paper applications is now accomplished within minutes online. In addition, unemployed members can see the delivery date of their unemployment payment in advance by simply checking online.



Quality Focus On Customer Service

Case managers are now available to spend more quality time with SO members, ensuring their needs are met. With 40,000 cases processed each Monday morning and as many as 20,000 concurrent mobile users in a two-hour time frame, SO must ensure there is no down time. By digitizing and using the unified platform, SO has significantly decreased processing time, freeing up the case managers to provide better, more efficient service to its members. Unemployed members can feel insecure and vulnerable, but with digitization, information is securely and efficiently processed, which in turn, reduces member stress.

No additional training required, increased employee productivity

SO members can expect to encounter consistent processes and interactions, as all systems and applications are the same. This reduces risk brought on by worker inexperience, eliminates the need for additional training, increases productivity, and enables better customer service.

KEY FACTS

- Improved scalability across 28 organizations and 3.5 million members
- Shortened case resolution times from weeks to minutes
- Increased online member usage from 65% to 79% in the past year
- Reduced to four days from initial request to process unemployment payments
- Supports 40,000 cases processed each Monday and 20,000 concurrent mobile users in a two-hour time frame



Texas County & District Retirement System

Overview

The Texas County & District Retirement System (TCDRS) helps 270,000 Texas employees plan for the future by providing retirement, disability, and survivor benefits. These individuals are employed by more than 700 counties and districts, organized by water, hospital, appraisal, emergency services and more. TCDRS helps these counties and districts compete with the private sector to hire and retain talented staff by providing competitive retirement benefits at affordable rates. The agency serves a wide range of people, from millennials to retirees, and offers a variety of services. To improve its customer experience and facilitate rapid responses to changing government and financial regulations, TCDRS partnered with Pegasystems.

// Pega is allowing us to become more customer-centric, whether it's providing better self-service to our customers externally or providing the means to our internal users to provide better customer service. //

KRIS VALENTA

Director of Strategic Projects
Texas County & District Retirement System

TCDRS delivers superior omni-channel customer experience

To provide the very best customer service to Texas employees and improve efficiency, Texas County & District Retirement System (TCDRS) implemented a four-phased strategic initiative. As a result of this effort, 60% of beneficiary updates are now conducted online and employers can now run cost-benefit studies in just seconds, reducing customer wait times by weeks. This is a significant impact for TCDRS which processes more than 20,000 beneficiary updates per year. TCDRS was also able to eliminate five costly systems.

A modern, customer-centric experience

To accomplish all this, TCDRS used the Pega Customer Service application, which allowed it to modernize its services, enabling a seamless omni-channel experience for customers, as well as self-service capability. With omni-channel, TCDRS created a customer-centric model for a wide range of ages, from millennials to retirees. Additionally, the application accelerates the time it takes to get benefits to external and internal customers, ensuring employees receive their eligible retirement benefits as quickly as possible.

Improved customer and employee productivity with self-service

The self-service model provided by TCDRS ultimately provides better productivity and service, reducing TCDRS employee workloads and producing more efficient results for customers. Customers can access benefits on their own time, rather than only having the option during normal business hours.

Reduced costs and redundancy through reuse

TCDRS was able to eliminate five costly systems using Pega which allows components and processes to be reused agency-wide, yet allowing for specialization where necessary. Furthermore, the application enabled TCDRS to digitize and deploy common, transparent processes with rapid, agile development.

KEY FACTS

- 60% of beneficiary updates now conducted online
- Eliminated five costly systems
- Reduced cost-benefit analysis from two weeks to on-demand
- Improved customer service both externally and internally





Australian Community Support Organisation (ACSO)

Overview

The Australian Community Support Organisation (ACSO) is a not-for-profit serving Victoria, New South Wales and Queensland, Australia. ACSO provides a wide range of programs for people transitioning from prison back into the community, as well as those who are either in or at risk of entering the criminal justice system. The organization's goal is to reduce crime, prevent recidivism, and improve public safety by managing a full range of services—including mental health and disability programs, drug and alcohol treatment, housing, and employment services—to help its clients achieve independence. Many of ACSO's clients come to the organization directly, while others are referred through its customers, such as the criminal justice system, the Department of Health, and other government agencies.

Managing each client's case requires a complex chain of business processes. ACSO chose Pegasystems to create more effective and efficient administrative and case management programs, with greater flexibility to adapt programs as requirements change. The ultimate goal: to afford ACSO caseworkers and staff more meaningful time with clients.

“When we build programs with Pega, people start talking about the art of the possible—how we can offer more to our customers, our clients, and our funders. It ceases to be an IT-only discussion and becomes a business discussion.”

ZORAN BRZAKOVIC
Chief Information Officer,
Australian Community Support Organisation (ACSO)

Improving lives through business process transformation

Before ACSO began migrating its existing systems to the Pega Platform™, its case management processes—intake, assessments, referrals, and treatment programs for each client—were cumbersome and inefficient. Case workers and administrative staff had to pull data from disparate sources, both internal and external, sometimes cutting and pasting from emails and spreadsheets or even retyping from faxes and paper forms. Generating reports was time-consuming and complicated. Now, caseworkers can easily generate highly customized reports and case note compilations. They also have the option of a real-time, dashboard view, where at any given point in time they can view all of the interactions they've had with a given client.

ACSO has also been able to automate aspects of its assessment report process using Pega. For each client, case workers perform comprehensive assessments, consisting of more than 300 questions. In the past, the assessor would write a report based on the answers—a process that took several hours. Now, the system can use Artificial Intelligence (AI) to generate a report, which the assessor can go into and customize, adding context and details as needed. What used to be a three- or four-hour process now takes closer to one hour, freeing up the assessors for more community impact and client-facing work.

A more flexible, collaborative, and outcome-focused development process

Using the Directly Capture Objectives (DCO) capability within Pega, ACSO operations and IT staff can rapidly design and iterate programs in collaboration—ensuring the end results meet the customer needs. Before Pega, designing applications required ongoing back and forth between operations and IT, whereas now IT can bring operations staff into the room and demonstrate the lifecycle of their programs. Operations can immediately see and understand how the program will work, and provide their feedback in real time. When program requirements change or new functionality is needed down the road, IT can easily make the necessary changes in collaboration with operations.



The future of public safety: predictive analytics

In the future, ACSO hopes to use the Pega Platform™ to implement predictive analytics and decisioning, to help minimize the risk of recidivism for their clients. Such a program would be able to look at the variables within a given client's case—substance abuse and mental health history, criminal justice history, treatments and programs used, etc.—and then predict what the likely outcomes for him or her will be, based on outcomes for other clients with the same set of variables. The program could then recommend which services and interventions would be most beneficial for that client.

KEY FACTS

- Report time reduced from three or four hours, down to one
- 20,000 clients served per year
- 20+ complex programs supported, including substance abuse, mental health and disability services, justice, employment and residential services, and research and advocacy
- Real-time business and IT collaboration to ensure the end result meets customer needs

Transportation

All levels of government are involved in developing and maintaining transportation systems and infrastructure. From roads to airlines to railways, transportation agencies carry out planning that supports the safe movement of people by automobiles, trucks, trains, ships, and planes.

Technology is being used to improve transportation in all areas, including incident management on the roadways, traveler information, and transit management, which includes collecting data and feeding information to travelers. Vitally important to the mission of transportation agencies, technology is helping to promote the safe, sustainable, integrated, and efficient transportation systems to enhance customer experience and the economy.





New South Wales Transport Management Centre

Overview

The New South Wales Transport Management Centre (NSW TMC) in Australia is the state government authority dedicated to improving the customer experience on the NSW transport network. NSW TMC controls all vehicle, rail, ferry and bus operations across 18,000 kilometers of roads and more than 5,000 bridges and tunnels. To minimize delays and provide timely and accurate information to travelers, the NSW TMC enhances transport coordination services, as well as its monitoring and management of the NSW road network. The agency partnered with Pegasystems to develop a proactive incident management system, incorporating its existing road sensor network, intelligent transportation systems, electronic message boards, and billboard signs for thousands of users.

// In just four months, we have already seen significant benefits from Pega and our fault management solution, including improved utilization of engineering resources and prioritization of fault handling leading to faster response times. //

CHRIS RUWOLDT

Principal Manager Transport Operations Systems,
New South Wales (Australia) Transport Management Centre

Improving the travel experience and reducing costs in four months

To ensure a positive experience for individuals traveling in New South Wales, the agency built the Fault Management Service (FMS), a seamless, decision-based incident management solution. FMS more efficiently tracks, manages and responds

to a myriad of transport-related events. As a result of agile methodology and Pega capability, the agency was able to deliver results in just four months.

Managing transport activity and incidents faster

FMS enables the agency to dynamically route and resolve faults reported from more than 20,000 remote devices, including variable message and speed limit signs, traffic signals and monitoring devices. The solution enables NSW TMC staff to more quickly resolve incidents, using Pega's business rules to automate prioritization and escalation as well as facilitate dynamic process flows to technicians in the field.

Better citizen service and reduced costs

NSW TMC improved citizen service levels as a result of more accurate communication and smoother travel, and reduced costs with more efficient operations. Through better utilization and prioritization of remediation activities, the organization evaluates and responds to events faster. As a result of the FMS program, the agency was awarded "Best Use of BPM Technology" at the annual Gartner BPM Summit 2013 in Sydney, Australia.

Preparing for future change

Now the agency has an agile incident and case management system that enables sophisticated intelligent response. The agency chose Pega because it supports current requirements as well as provides an agile foundation for future changes within the agency and associated organizations. Over time, NSW TMC expects to continuously reduce response times as processes are further refined based on data. Specifically, the agency plans to incorporate collaborative incident management, allowing even better collaboration among support and operations personnel.

KEY FACTS

- Go-live results in just four months
- Smoother experience for travelers in New South Wales
- Faster response to device faults
- Seamless, transparent fault management network-wide

Justice, Public Safety & Defense

DEFENSE, PUBLIC SAFETY, AND NATIONAL SECURITY

Each nation's defense, public safety, and national security agencies fulfill one of any government's most important missions: the protection of people, borders, and critical infrastructure. Agencies spanning these domains must stay closely aligned to use information and other means to keep a nation safe from both domestic and international threats. Technology is assisting these communities across a diverse number of areas.

Today, this critical information comes from emergent and evolving areas such as biometrics to help identify people and draw conclusions from the analysis of massive data sets. Increasingly, investigations and research are able to be conducted faster with advancements in investigative case management, producing more accurate results, streamlined information flow and more informed decision making.

JUSTICE

The judicial system, also referred to as the courts system, interprets laws and applies them to resolve disputes and set appropriate punishment. The structure of the courts system is typically a hierarchy, starting with lower courts, which deal with a specific focus area or geographical region, to higher courts, which address lower court appeals and/or take on more high profile cases. The courts system involves a wide variety of stakeholders, including constituents, law enforcement, attorneys, and judges.

Technology enables the criminal and civil justice network to share information from various sources, facilitating risk assessments and determining the appropriate actions to take. It also provides tools for holistic case management and national ecosystem integration, helping agencies better interact with one another, make more informed decisions, and improve investigations and research.





U.S. Department of Justice - Federal Bureau of Investigation

Overview

The Federal Bureau of Investigation (FBI) within the U.S. Department of Justice is an intelligence-driven and threat-focused national security organization with both intelligence and law enforcement responsibilities. Staffed by close to 35,000 agents, analysts and other professionals, the FBI works around the clock and across the globe to protect the U.S. from terrorism, espionage, cyber-attacks, and major criminal threats, and to provide its partners with services, support, training and leadership.

As part of its mission, the FBI National Instant Criminal Background Check System (NICS) helps to save lives and protect people from harm by preventing guns from falling into the wrong hands. It also ensures the timely transfer of firearms to eligible gun buyers. As part of a federal mandate, NICS is used by Federal Firearms Licensees (FFLs) to instantly determine whether a prospective buyer is eligible to buy firearms or explosives. Before ringing up the sale, FFLs check with the FBI to ensure that each individual meets all of the eligibility requirements to purchase firearms or explosives. To improve scalability and to support future changes in legislation, the FBI partnered with Accenture Federal Services, who utilized the Pega 7 case management platform to modernize the NICS program, further strengthen safety controls and adapt to changing citizen demands.

FBI modernizes to address firearm legislation and purchase volumes

Keeping people out of harm's way

To improve scalability and more quickly respond to future changes in legislation, the FBI has modernized NICS using the Pega 7 case management platform. The bureau replaced its legacy system to support rules-driven background checks and continued robust integration with nationwide systems of record. With more than 23 million checks performed each year, the system is expected to scale effectively to handle large numbers of background checks or sudden spikes in volume. Furthermore, the FBI now provides a unified omni-channel end-user experience through its website as well as the NICS call center.

Responding to changing citizen demands

As the political environment fluctuates and as crises occur, the United States experiences rapid spikes in gun purchases. The FBI has responded to these changing demands by implementing a system that can handle those volumes while ensuring accuracy for all background checks. By law, a background check must be completed within three business days of the request. This requirement helps protect the Second Amendment rights of U.S. citizens while enforcing existing gun control laws. The FBI is able to meet this requirement through the use of the new system.

The solution

Using Pega, the FBI created a public-facing website that is the interface for all registered firearms dealers. When an individual attempts to purchase a firearm, an authorized user is able to securely log in and quickly submit a background check request to the FBI. Using an omni-channel approach, the authorized user also has the option to pick up the phone and call the FBI NICS call center. Pega serves as the workflow engine to appropriately route requests where they need to go. If a request is denied, then it is routed to a separate system. Prior to implementing Pega, background check requests were processed manually and could potentially result in long wait times. With Pega, case routing between investigators and the contact center personnel is automated and accurate. As a result of significantly reduced call volumes to the contact center, FBI personnel will be able to process a larger number of background checks even with limited resources.

KEY FACTS

- 23 million background checks annually
- Complex rules-driven case processing
- Quick response to changing firearms legislation
- From manual to automated processes
- Omni-channel user experience
- Adhere to the United States Constitution while enforcing gun control laws





New Jersey Courts

Overview

Courts and law enforcement officers are the most visible part of the legal system. Although many legal issues and disputes will not even reach the courthouse, each year approximately 7 million new cases are filed in New Jersey's courts. In those cases, judges are called upon to decide disputes involving topics such as criminal law, motor vehicle violations, divorce, other family matters, wills, contracts, defective products and basic American rights. People set the agenda for New Jersey Courts (NJC) through these cases, and it is through these cases that the courts influence its citizens. While modernizing their legacy court case management systems, New Jersey passed revolutionary criminal justice reform legislation in November of 2014. This reform is creating a fairer criminal justice process for its citizens and improving public safety. To meet legislative mandates and transform their organization, NJC:

- Developed multiple applications with an agile approach, beginning with the Unified Complaint Entry (UCE) project
- Created Public Safety Assessment (PSA) application to assist judges with real-time decisions on a defendant's risk to society based on proven statistical models and to assess the likelihood of a defendant appearing in court
- Implemented speedy trial policy changes to increase efficiency and productivity of the justice system from arrest to trial
- Retired three legacy applications and created a unified system that streamlined complaint entry for more than 40,000 mobile law enforcement officers
- Modernized case management applications across the court systems and reused functionality to lower development cost of ongoing projects
- Developed a mobile application for pre-trial services staff to monitor and communicate with defendants prior to their trial

New Jersey Courts leads the way in criminal justice reform

Improving efficiency and automation for law enforcement and the courts

Approximately 2,500 municipal court staff members and 40,000 law enforcement personnel access New Jersey Courts' (NJC) applications for criminal or traffic information. To streamline the justice process for police officers and court administrators, NJC retired three legacy applications and developed a Unified Complaint Entry (UCE) system in less than nine months. The quick development time was a result of NJC's clear vision and the agility of the Pega Platform™. With UCE, all 40,000 New Jersey police officers enter complaints or tickets directly into a mobile unified complaint entry system, such as a traffic violation or arrest. The system automatically manages each case from initial entry, generates the court date for the defendant and manages the entire lifecycle of the case. The Pega Platform™ allows NJC to execute business rules, automate business processes and manage the lifecycle of a case to ensure the efficient and accurate flow of information to all judicial parties.

With pre-trial services, the return on investment is being felt immediately. NJC has successfully digitally transformed the pre-trial detention process from fingerprinting to a judge's release decision. The organization is now capturing every event, process and decision point within the Pega Platform™. From start to finish, NJC staff can now process a defendant in under 20 minutes. This process would previously take the courts three hours to complete. This includes an in-person interview, recommendation to a judge and risk assessment processing. There are 80,000 defendants to process per year, and the time savings from this process alone are significant. There are many other benefits expected from criminal justice reform, including a fairer and more objective approach to pre-trial release decisions and a significant reduction in costs to manage the State's correctional facilities.

"With 40,000 New Jersey law enforcement officers and 2,500 municipal court staff using Pega for automated end-to-end criminal justice processes, we are now able to do great things with the processing power in front of us."

JACK MCCARTHY
CIO, New Jersey Courts

Improving citizen lives while providing judges with real-time decision support

To improve public safety and fiscal responsibility, NJC developed the Public Safety Assessment (PSA) application that assesses defendant risk. Using business rules defined by a third party and approved government policy, PSA generates a score that assesses the risk of a defendant to society based on factors such as criminal history. The PSA also provides a score to the judge that assesses the risk of the defendant failing to appear in court. These risk scores enable judges to make more informed, real-time decisions when determining the appropriate next best action for a defendant pre-trial.

Ensuring the right to a speedy trial while reducing taxpayer costs with case management

With nine out of 10 U.S. individuals awaiting trial in jail because they cannot afford bail¹, criminal justice reform helps ensure low-risk defendants are able to continue earning income for their families before trial and high-risk defendants remain in jail. It also reduces jail overcrowding and the associated taxpayer costs. A study published by pretrial.org found that pretrial incarceration costs taxpayers \$9 billion each year or anywhere from \$60 to \$200 per bed per night². To reduce incarceration costs and increase judicial process efficiency, a defendant now must be indicted within 48 hours after arrest and a case must go to trial within 90 days. NJC is able to remain compliant and streamline the judicial process from arrest to trial using automated business processes and built-in case lifecycle management.

Effective and efficient pre-trial monitoring

To improve pretrial appearance outcomes for both the court and defendants, NJC implemented the Pre-Trial Monitoring (PTM) application. Using electronic monitoring, pretrial services officers are able to efficiently monitor defendants released by the court and remind them of their upcoming court dates and other court orders. Case lifecycle management helps the pretrial services officer better manage a smooth pretrial process and helps defendants remain compliant with court orders.

KEY FACTS

- ~7 million new cases filed annually
- 80,000 defendants processed annually
- 40,000 New Jersey law enforcement personnel empowered with mobile complaint entry
- 89% reduction in defendant processing time—from three hours to only 20 minutes
- 87% increase in efficiency to enter a complaint
- \$5 million+ in savings from reusing functionality across the courts

Municipal Automated Court System (MACS)

Simplifying case management with application reuse

Managing the lifecycle of each individual case has been made easier by centralizing the entire court system, integrating multiple systems of record and automating processes. With the Municipal Automated Court System (MACS) application, NJC now has an inventory of case management services and a framework to maximize application reuse with every new release in the future. In addition to eliminating redundant processes and systems, NJC has a unified entry system for all of its court functions, including scheduling and calendaring, charges and statutes, payment processing, bail and document management—enabling efficiency and real-time decisions.

New jersey courts saves taxpayers \$5m through reuse

New Jersey Courts (NJC) saved \$5 million by identifying 18 common use cases and reusing those processes across all of its court systems with a unified platform. This means common processes such as scheduling and payment processing used by the municipal, criminal, probation, civil, and family courts, can be reused. As a result, the agency was able to reduce development time by 6,000 hours and save more than \$5M in development cost through application reuse and the agility of the Pega Platform™. The agency also expects to see significant savings in future maintenance costs, as the unified platform allows NJC to be flexible for change.

Keys to NJC's success include the organizations:

- Vision to transform and digitize their business
- Commitment to train over 75 staff members on the Pega 7 Platform
- Use of the agile methodology for application development

NJC continues to evolve and is well positioned to complete their digital transformation while keeping up with the pace of change in legislation and business need.

- Reduced development time by 6,000 hours
- 96% reduction in cost through electronic defendant monitoring
- Developed new complaint entry application in 9 months that resulted in the retirement of 3 costly legacy applications
- Embraced agile methodology to help reduce risk and increase speed of delivery
- Trained over 75 staff members on the Pega 7 Platform while maintaining project delivery speed

1. <https://www.washingtonpost.com/posteverything/wp/2015/07/20/theres-never-been-a-better-time-for-bail-reform/>

2. <http://www.pretrial.org/the-problem/>



Agriculture & environment

A close-up photograph of a person's hand and arm. The person is wearing a blue and white checkered shirt. Their right hand is pointing their index finger towards the screen of a silver tablet device. The background is blurred, showing green grass and a brown path.

Government's agriculture and environment agencies are responsible for safeguarding our natural environment. These agencies are chartered to provide leadership, safety, and nutrition education, related to food and agriculture, as well as restoring, maintaining, and enhancing air, land, and water. Agricultural agencies support public policy related to rural development and nutrition, while environmental agencies help enforce compliance to the regulations in place to protect our natural world.

Technology is assisting these agencies in many different ways. Advances in mobile technology are allowing agency employees to spend more time in the field with their constituents, while also allowing constituents to interact with agencies online, saving thousands of visits to government offices every year. Geospatial technology is helping environment and agriculture agencies monitor and track land and water usage, which enables analysis of policy .



U.S. Department of Agriculture

Overview

On May 15, 1862, President Abraham Lincoln signed legislation to establish the U.S. Department of Agriculture (USDA). Two and a half years later in his final message to Congress, Lincoln called the USDA, "The People's Department." For more than 150 years, USDA has impacted the lives of generations of Americans by providing leadership on food, agriculture, natural resources, rural development, nutrition and related issues based on public policy, the best available science, and effective management.

Today, USDA is made up of 29 agencies and offices with nearly 100,000 employees who serve the American people at more than 4,500 locations across the country and abroad. The Office of the Chief Financial Officer (OCFO) is responsible for the financial leadership of the overall USDA enterprise and manages approximately \$208 billion in assets and \$143 billion in annual spending.

Over the years, and in response to a number of executive orders, the OCFO's administrative charter evolved and it became a certified Federal Shared Service Provider for both financial and Human Resource (HR) Management across the federal government. As such, financial, HR and payroll services are provided to customer agencies on a cost-recovery basis and are defined under service level agreements. Under the purview of the OCFO, the National Finance Center (NFC) assists other federal agencies by providing cost-effective, standardized and interoperable financial and human resource management solutions that support their strategic missions.

With the recent success of Food and Nutrition Service's \$70 billion-dollar grant program, the USDA's CFO began talks with other USDA and non-USDA agencies to leverage ezFedGrants, USDA's grants management solution. EzFedGrants is a comprehensive grants management solution, capable of administering from cradle to grave, the nearly \$100 billion of USDA loans, guarantees, and insurance that flow annually in support of American farmers and ranchers, and has been built to scale to meet the grant requirements of additional external federal agencies. To accomplish this objective, USDA chose Pegasystems to serve as the grantee-facing, self-service portal, and core technology used to automate the many complex processes of the grants management lifecycle across many disparate organizations.

ezFedGrants is a holistic, modern grants management solution that allows USDA to meet its aggressive customer service, operational efficiency, visibility and compliance goals. As an example, USDA has been able to streamline the payments process using Pega integrated with SAP Financials and CRM from six to eight months on average down to just three business days.

CHRIS COPPENBARGER
Senior Policy Advisor, USDA

USDA holistic grants management solution improves efficiency, visibility and compliance

Automated processes dramatically improve customer satisfaction, increase employee productivity and lower operational costs

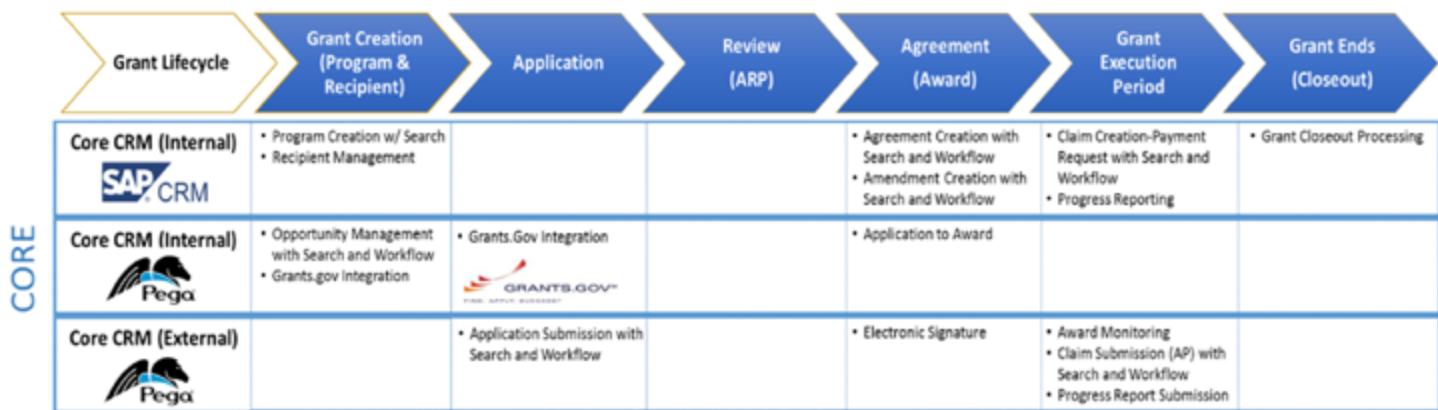
USDA was able to capture, standardize and consolidate undocumented processes into Pega, allowing for massive operational efficiencies and cost savings with the very first go-live with the Foreign Agriculture Service (FAS). Soon after, the Food and Nutrition Service (FNS) successfully went live, processing its \$100+ billion portfolio through the ezFedGrants solution. Prior to this solution, many of the grant processes within these agencies were paper-based and could take months to transact. This inefficiency was compounded by USDA having 17 individual and autonomous grant-making organizations. USDA employees fielded high volumes of calls on a daily basis to track status of awards and payments. Time spent responding to these calls impeded employees from focusing on more important, value-add mission activities.

BEFORE PEGA:	USDA selected best-of-breed technical platforms and integrated them together to form one holistic grants management solution. As a result, USDA leveraged Pega's self-service portal to interface with external users and standardized many disparate grant program processes across the department using Pega's robust intelligent business process management capability. The Pega solution is integrated with SAP CRM to manage transactional contracts and SAP Financials to meet its federal financial management and reporting requirements. Grants are now reconciled to the financials throughout the program lifecycle as automated alerts communicate discrepancies to external organizations and allow for reconciliation to the general ledger which is the single source of truth. Additionally, the solution captures the agreement terms and conditions, makes certain that checks and balances are in place and an audit trail exists to prove separation of duties.
AFTER PEGA:	<ul style="list-style-type: none"> Payments required 14 human touches End-to-end payment processing took six to eight months on average Employees spent a disproportionate amount of time tracking down status of awards and payments for grant customers <ul style="list-style-type: none"> Human touches are reduced down to a single touchpoint Payment processing now takes three business days, one of which is because of electronic funds transfer processing Customers are able to see award and payment status online through the Pega portal

Once USDA completes the rollout of its shared-service grants solution to all 17 USDA organizations (by end of 2018), it will have one, uniform solution for grants across the department. Since the solution harnesses the USDA's lean Six Sigma grants management process, the department is confident that 97% of its grant programs across the enterprise will be automated in ezFedGrants using Pega's iterative, agile methodology. The cost savings from the number of systems that will no longer be needed within the individual organizations is significant. It is expected that the system will process more than \$500 billion in the next two years once external agencies begin migrating to exFedGrants.

Fully integrated solution eliminates data redundancy and enables compliance with hundreds of regulatory and statutory requirements, allowing full transparency to stakeholders

Many other integrations exist including Grants.gov and USAspending.gov, which allow for ease of posting opportunities and enable maximum transparency to the taxpayer. Additionally, ezFedGrants is integrated to the United States' System for Award Management (SAM) vendor registration solution, allowing the USDA to track important metrics such as vendor type and status, as well as manage to the Department of Treasury's, "Do Not Pay Effort." This holistic solution allows the USDA to manage grants throughout the entire lifecycle—from initial request for proposal to close out. Solution functionality allows the USDA to accommodate scope changes, reimbursements, awards through standard payments, advances, or electronic draw payments. Complex workflows allow for the USDA to follow the many federal, department, agency, and program regulatory requirements, while allowing both internal and external stakeholders full visibility into the status of its transactions. Easily configured dashboards give the USDA management team a 360-degree view of its programs in real time, allowing for greater operational efficiencies, as well as the ability to decrease potential fraud through improved visibility, tracking, and transparency. Moreover, stakeholders' user acceptance and confidence in the accuracy of the data has increased exponentially since the single, integrated solution eliminates data redundancy and inefficiencies.



The Pega solution is integrated with SAP CRM to manage transactional contracts and SAP Financials to meet its federal financial management and reporting requirements.



Agile solution is built to reuse components and scale

The cost savings USDA will benefit from by standardizing to one integrated, point solution that allows for reuse of processes is projected to be in the millions. Since the capabilities of the ezFedGrants have built off of one code base, derived from a single model development paradigm, the solution will continue to meet unique or changing grant requirements while meeting compliance objectives. Employees can focus on their mission activities instead of being overwhelmed with administrative minutia while meeting the rising expectations of their customers. In short, USDA can rest assured it has a robust, sustainable solution for the future.

KEY FACTS

- Enables the USDA to meet its mission more efficiently
- Improves service delivery and customer satisfaction
- Enables and improves employee productivity, while lowering the cost of managing grants
- Meets federal, department, agency, and program compliance requirements
- Improved accountability and transparency



State of Maine

Overview

The State of Maine serves 1.3 million residents that rely on services from the state's 14 government agencies, which employ more than 13,000 workers. The agencies offer a variety of citizen services, including transportation, unemployment benefits, health and human services, licensure and more. To further enhance its citizen-centric services, Maine partnered with Pegasystems. With the resulting IT transformation that includes a plan to consolidate disparate IT systems statewide, Maine has already experienced value by improving efficiency and citizen satisfaction.

“ You see that manual process? In 40 hours we’re going to change that process for you. And that gets them so excited, because everybody has the frustration of doing the two-, the three-, the four-year project. ”

JIM SMITH
CIO, State of Maine

State of Maine plans for the future: Boost productivity and transform citizen services

To transform citizen service and improve employee productivity, the State of Maine has implemented a robust cloud solution on a unified IT platform across multiple lines of business. As a result, the state is experiencing a 90% increase in development productivity and 10% improved efficiency at the outset of the program. The solutions, deployed on Pega Cloud, are part of a business plan that will help the state reduce numerous operational silos and deploy more efficient, transparent, and agile processes among its 14 government agencies.

Improved productivity and accuracy

Maine is eliminating paper-based citizen-service processes that often require employees to physically move papers from desk to desk. By digitizing key IT systems and processes, the state is improving productivity, cutting costs, and reducing opportunities for manual mistakes.

Eliminate duplication, simplify customer experience

Maine's goal is to reduce costs and duplication by taking an inventory of all processes throughout the state and distilling them into a common process foundation that can be reused across its 14 agencies. By reusing components and developing applications only once, Maine will be able to create a consistent look and feel throughout all agencies, providing a more seamless citizen experience. The state will also be able to eliminate the extra development effort and reduce the cost of creating duplicate processes and applications.

Agile, automated agencies

The state also plans to use the new, agile, automated system to allow rapid application development tailored to each agency's specific needs. To make accessing government services easier for citizens, Maine aims to eventually converge its systems into a consistent user interface requiring one user name, one user password, and one data set for any government service. This means that citizens will increasingly have a consistent experience across government services.

Reduce process time from months to hours

Maine has found that some processes that once required 40 days to complete can now be completed in four hours, increasing agency staff productivity and greatly improving citizen satisfaction. The goal is to have the same efficiency and productivity across all processes with each agency transformation.

KEY FACTS

- Improved work efficiency from 40 days to 4 hours
- Increased initial development productivity up to 90%
- Reduced time-to-market projected to be from years to hours
- Reduced system set-up time from months to hours



Revenue & regulatory



Governments fund public services via revenue management, which includes taxation and regulation. Tax revenues are generated in several ways, such as individual income tax, products, services and corporation tax. Public services are funded by and dependent on taxation, which means the tax collection and disbursement must be timely and accurate. Regulations are rules enacted by government agencies and require compliance. Regulatory agencies help enforce and monitor these government-mandated compliance regulations and rules.

As non-compliance to tax legislation increases, a "tax gap" is created. Automated systems play a major role in reducing that tax gap through improved tax collection and compliance methods. Pega supports and enables the government regulatory process, including automation and execution of consistent process, analytics, certification, and licensing. Pega applications can play a fundamental role through the provisioning of systems to support enforcement and compliance of tax policy and processes. Such technology allows for more informed decision making, improved productivity and self-service, and online guidance for taxpayers.

U.S. Census Bureau

Overview

The U.S. Census Bureau serves as the leading source of quality data about the nation's people and economy. Mandated by the U.S. Constitution, Census data is used to inform a variety of social, economic, and political decisions, including:

- Congressional seat distribution
- Community planning—such as elderly support and building new roads and schools
- Distribution of more than \$400 billion in federal funds to local, state, and tribal governments for neighborhood improvements, public health, education, and transportation
- Qualifications for Social Security, retirement benefits, passport applications, family history research, and more

To gather this data, the Bureau uses a series of data collection methods, including the Decennial Census of Population and Housing (every 10 years), Economic Census (every five years), Census of Governments, American Community Survey, 11 Economic Indicator reports, and other current surveys and programs.

In order to modernize and streamline its data collection and processing operations, the U.S. Census Bureau launched the Census Enterprise Data Collection and Processing (CEDCaP) program. CEDCaP is a forward-thinking, bureau-wide initiative to create an integrated and standardized enterprise solution that will offer shared data collection and processing across all censuses and surveys.

The CEDCaP initiative will consolidate costs by retiring unique, survey-specific systems, and redundant capabilities. The solution focuses on lowering complexity and delivering significant savings for all censuses and surveys, with a current focus on the 2020 Census. The CEDCaP program is expected to save the Bureau billions in long-term savings.

// The 2020 Census is designed for the 21st Century, relying on advances in technology and available data to reduce cost, maintain quality, and minimize risk. //

2020 Census Operational Plan³

2017 Census Test

Self-response test distributed to 80,000 U.S. households

The 2020 Decennial Census marks a major shift from a primarily paper-based process to a primarily digital process in data collection from every household in America. As stated at a 2016 United States House Committee on Oversight and Government Reform hearing:

"Well planned use of technology is critical to the success of the decennial census, the nation's largest peacetime activity and a constitutionally mandated foundation of our democracy. If we don't have good data, then this country does not have a foundation on which to base good public policy for both public and private sector."

The 2020 Census will be the first time in history American households will be asked to respond to a decennial census over the internet. Mandated by the U.S. Constitution, the Decennial Census of Population and Housing is conducted every ten years and is the source for many economic, political, and social decisions made in support of U.S. citizens and their well-being. The 2017 Census Test allows the U.S. Census Bureau to assess the integration of operations and systems needed for households to respond to the census online in advance of the 2020 Census. The test also includes telephone and traditional paper questionnaire response options for citizens who prefer to use those channels. As part of this test, a national sample self-response test was distributed to 80,000 U.S. households using the Enterprise Censuses and Surveys Enabling (ECaSE) Platform built with the Pega 7 Platform.

Preparing for the cloud

Specifically, the 2017 Census Test focused on the Self-Response operations, including the first use of the Pega 7-powered ECaSE Internet Self-Response (ISR) application, with a Spanish language option, and the Pega 7-Powered ECaSE Operational Control Systems (OCS) integrated with the Census Questionnaire Assistance (CQA) operation. This production test will also tune Census' plans to provision and run its Decennial systems on Cloud infrastructure.

In Feb. 2017, Census went live with the first step of the Self-Response Operation for the 2017 Census Test. At that time, the sample universe of 80,000 addresses was imported into ECaSE and processed to produce an output for the print vendor to initiate the mailing of postcards to those addresses. Those postcards were then successfully mailed out to 80,000 sample households.

After receiving the Authority to Operate, the ECaSE Pega ISR application was turned on for households in receipt of these postcards to complete the decennial ten-question survey using the web-based Pega 7 ISR application. Once a respondent logs into the ISR application on Census.gov, they are able to answer the survey digitally. After only six months of development activity, Census brought the system live, collecting data and enabling respondents to easily answer the sample survey without any critical issues.

3. <https://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020-oper-plan-exe-sum.pdf>



An enterprise approach

Census chose the unified Pega 7 Platform from which all Census Enterprise Survey Operations will be built and executed. With Pega, Census is able to start with the capability targeted at the 2020 Decennial Census. From there, Census can iterate and thoughtfully layer-in capability to support economic, demographic, and other survey needs spanning across all modes and input channels.

Pegasystems was selected to play a key role in the modernization of the Bureau's CEDCaP program and is responsible for implementing six of the twelve major components of CEDCaP, including internet self-response system, field enumeration, questionnaire design, address listing and mapping system support, and the operational control system.

eCorrespondence

Census modernizes help desk used to support data collection

To improve customer support, reduce costs, and mitigate risk, the U.S. Census Bureau modernized the Business Help Suite that supports business respondents for census and survey programs. This modernization included launching a Customer Relationship Management (CRM) solution to manage customer touchpoints across the organization and consolidate various disparate systems into one solution called e-Correspondence. The functionality in this solution enables many types of respondents to create user accounts, set survey response mode preferences, check filing status, view FAQs, and communicate securely. Communication channels will ultimately include online chat and more.

Also part of the CEDCaP program, the eCorrespondence application allows Census customer service representatives to provide improved support to respondents, as well as supports account managers whose ultimate goal is to encourage survey response and data use.

KEY FACTS

The Census Bureau is using Pega to help it achieve the benefits of the planned 2020 Census operational design innovations and changes:

Up to \$5 billion in savings through:

- Re-engineering address canvassing
- Optimizing self-response
- Use of administrative records
- Re-engineering field operations

These innovations and design changes include:

- 20% increase in non-response follow-up productivity through automation
- 50% reduction in the phone/personal visit contact cycle relative to the 2010 Census
- 35% reduction in training costs due to intuitive design and a revised training strategy
- Reduction in unnecessary in-person visits to late responding households due to dynamic workload capabilities
- Reduction in the need for physical field offices and the ability to simplify the field management organization structure
- More efficient resource allocation using adaptive design, routing, and dynamic case management





Registers of Scotland

Overview

Registers of Scotland (RoS) is the world's oldest land registry, celebrating their 400th birthday in 2017. By providing a state-backed guarantee of ownership, RoS protects the public from fraud and financial loss, which could be caused by a lack of transparency in land transactions and land ownership. The agency is responsible for the management and administration of 18 land, property, and judicial registers.

RoS embarked on a business transformation in which Pega played a key transformative role to modernize client interactions, improve efficiency and responsiveness, and establish RoS as the default organization for register management in Scotland.

Registers of Scotland went live on the Pega Platform™ using a new case management application to replace their current paper-based systems for first registration of land ownership in Scotland. The initial solution deployment supports the default regular registration process path, with further work underway to enhance the application for exceptional registration paths and to digitize additional processes.

Registers of Scotland improves efficiency and customer responsiveness

The need to modernize and automate paper-based processes while complying with legislation

RoS needed to modernize existing inefficient paper-based processes for land ownership registration. The agency had to comply with the Scottish Minister's request to digitize all historic registers of land ownership, as well as enable on-line registration and conveyancing. RoS also needed to modernize to have more flexible processes, systems, and workforce to adjust to changing economic circumstances and, in particular, variations in the property market.

“Registers of Scotland has been in existence for 400 years and has built an enviable reputation among our peers globally. With the implementation of the Pega Case Management Solution we now have an important element in our transformation to provide digital services that fully meet our customer's expectations.”

CHARLES KEEGAN,
Registration and Transformation Director,
Registers of Scotland

Accelerating land registration and putting all historic paper records online

The RoS Case Management System (CMS) is a solution that accelerates the registration of land ownership in Scotland and supports migration of all land deeds to online, map-based records. The Pega solution handles the "First Registration" process, which is the initial registration of a property that is not currently registered digitally. The solution automates the creation of a registration case, including the scanning of paper documents, review, mapping, registration, quality assurance, and final return of the physical case documents to the submitting agent.

The previous paper-based process has service level agreements (SLAs) that are at 20 days for simple applications and 130 days for complex applications. Much of the processing time involved physically moving the case documents to be dealt with by various participants. The results of the initial go live case processing indicates that simple case resolution in a single day for all cases is achievable, and caseworkers are able to handle more cases than before.

The initial release of CMS addresses four key value outcomes:

1. Digital case routing - faster movement of the work according to business rules that determine the preferred routing.
2. Digital case documents - associating scanned digital copies of the submitted documents that precludes the manual movement of the physical case documents (process acceleration) and reduces the risk of moving original paper deeds around RoS offices.
3. Improved business intelligence - enable the quantitative analysis of the workflow to identify and prioritize efficiencies.
4. Quality assurance - allow automatic sampling of work for quality assurance review and remediation of identified quality issues.

Other areas of value include:

- Enhanced monitoring of case status. Currently cases which exceed SLA can expose RoS to reputational damage and financial penalties.
- Hands-free processing of steps that are currently done manually.
- Management of digital case documents to support archiving and reuse in the future.
- Electronically secured historic paper records to avoid risk of loss/damage and improve auditability.
- Greater ability to handle cases throughout, with reduced headcount, enabling RoS to maintain financial sustainability through a changing economic environment.
- Non-personal electronic information held has potential for sale to interested third parties and potential value add across other public sector organizations.

The wider context and considerations

RoS recognized the need to improve the immediate issues surrounding initial land registration, but also the wider need for end-to-end digital transformation. The Pega Platform™ allowed for a phased agile approach to this transformation, with early payback with initial registration but potential to reuse solution components for exception paths. The ease of integration into the existing IT estate is key to the longer term ambitions for the wider use of the Pega enterprise platform. In addition, skills transfer and training of an internal RoS team allows them to be self-sufficient with changes to the existing solution and implementation of new ones.

KEY FACTS

- Oldest land registry in the world – established 400 years ago.
- Deals with roughly 400,000 land registrations a year, of which there are circa 41,000 First Registrations.
- Initial use of CMS shows the average time for processing of simple cases reduced from 17.7 days using the previous paper-based process, to 8.9 days with further potential to reduce cycle times

TREASURY DEPARTMENT



U.S. Department of the Treasury

Overview

The U.S. Department of the Treasury is responsible for promoting economic prosperity and ensuring United States financial security. Within Treasury, the Bureau of the Fiscal Service supports the department's mission through exceptional accounting, financing, collections, payments, and shared services. To manage the post-payment lifecycle of all Automated Clearing House (ACH), FEDWIRE, and government checks paid out by U.S. agencies, the bureau used five legacy applications and multiple disparate processes. These systems maintain seven years' worth of government payment data, including seven billion records. In 2013, the Bureau of the Fiscal Service—a consolidation of the Financial Management Service and the Bureau of the Public Debt—partnered with Pegasystems to help Treasury further modernize, streamline accounting, and improve customer service.

Ensuring federal government payments are secure, accurate and on time

To improve payment accuracy, customer service to U.S. agencies, and streamline accounting functions, the U.S. Department of the Treasury Bureau of the Fiscal Service is implementing a robust Post-Payment System (PPS) modernization project. This will be the foundation for accounting for all payment activity and facilitate the management of the nearly 1 million cases where payments have gone awry.

The modernization will expand its legacy application functionality and provide web-enabled access for users to see payment information, ask questions, make stop-payment requests and view scanned images of cashed checks. As a result of the project, the bureau will have consolidated all post-payment life cycle management (electronic and checks) into a single digital system, making it easier for employees to support payment questions and special requests. With PPS, the U.S. Treasury will be able to better manage exceptions, close gaps in the payment process, and improve customer service. One additional bit of good news for U.S. taxpayers is that this will reduce system operating costs by \$10 million per year.

Complying with strict security requirements

To better prioritize and manage mission-critical cases at the U.S. Treasury, the department chose to implement the PPS system on Pega, an automated, agile platform to help manage 2 billion payments annually. Treasury cases contain confidential financial information that require high levels of security, and Pega's automation and security capabilities ensure adherence to strict federal government security requirements. Additional security features implemented include confidential desktop scanning, secure document management, and a secure portal for financial institutions to view and take action on a variety of Federal Automated Clearing House (ACH) exceptions. ACH is an electronic network for financial transactions in the U.S. used to process credit and debit transactions in batches.

More accurate payments and better transparency

To ensure the accuracy of government payments, Treasury uses Pega to manage the agency's check and reclamation exception processing. As a result, Treasury implemented an electronic check reclamation process, helping ensure payment accuracy as well as providing a mechanism to quickly identify and remediate incorrect payments. As a result of the new electronic process, the Treasury Department is able to better focus resources on high-priority mission objectives.

Meaningful benefits in multiple areas

PPS has gone live with two releases enhancing capabilities for returned payments and the handling of complex cases with multiple payee IDs.

As a result, in its present state of implementation, the system provides for

- The reduction of 1 million pieces of paper used as documentation
- Enhanced communications both internally and with other agencies and financial institutions
- The modernization of processes for ACH and check returns, and the handling of non-receipt claims
- Reliable data in a single system of record for all post payment activities
- Simplified reporting, cash management and reconciliation

Releases three and four are currently in development.

Ultimately, PPS will provide a one-stop comprehensive post payment services for government agencies and financial institutions and once fully deployed, will support a wide variety of use cases. With these future releases, PPS' management of the post-payment lifecycle will provide:

- Enhanced and controlled processes over the recovery of more than \$12 billion annually on behalf of the U.S. Taxpayer
- Improved payment accuracy and customer service for nearly 300 U.S. agencies
- More efficient interactions with more than 11,000 financial institutions
- Compliance with strict federal government security standards
- Enrichment of the 200,000+ payee/customer engagement experiences, annually
- Expanded detection, and identification of payment fraud and the subsequent documentation of cases, for reclaiming funds and prosecuting fraudsters



KEY FACTS

- Processing 1.3 billion payments and accounting for \$3 trillion annually
- Reduce system operating costs by \$10 million per year for U.S. taxpayers
- Reduction of 1 million pieces of paper
- Adherence to strict federal government security requirements
- Facilitate management of nearly 1 million special cases
- Reliable data consolidated in a single system of record
- Simplified reporting, cash management and reconciliation
- Enhanced and controlled processes over the recovery of more than \$12 billion annually on behalf of the U.S. Taxpayer
- Expanded detection, and identification and adjudication of payment fraud
- Improved payment accuracy and customer service for nearly 300 U.S. agencies
- More efficient interactions with more than 11,000 financial institutions
- Improved payment integrity, visibility, efficiency, customer service, and value to the American public

“ As we process more than 1.3 billion payments and account for \$3 trillion annually, the U.S. Treasury's Payment Management area needed a creative solution that could handle a massive volume of secure transactions. Through the integration of modernized post-payment processes into our unique, innovative systems design, we have significantly improved payment integrity, visibility, efficiency, customer service, and the value to the American public. ”

WES JOHNSON
Deputy Executive Director
Philadelphia Financial Center

State of California Franchise Tax Board

Overview

The State of California (CA) Franchise Tax Board (FTB) is the second largest tax agency in the U.S. and the eighth largest economy in the world, processing more than 16 million personal income tax returns and 1 million business tax returns annually. The agency provides services and information to help taxpayers file accurate and timely state tax returns and pay the proper amount owed. With personal income tax supplying the majority of the state's revenue for citizen services, CA FTB needed to close a tax gap between what citizens owed and what they voluntarily paid in their returns. Key to achieving this goal was the ability to quickly validate statewide tax returns against the complex and changing tax code. To accomplish this, CA FTB chose Pegasystems as the core technology to accurately validate the state's tax returns. The Pega application is part of the Enterprise Data to Revenue (EDR) Project initiative, addressing enterprise operations and system modernization.

State of California improves customer service, generates \$2 billion for citizen services

To improve the customer experience and reduce costs, the State of California (CA) Franchise Tax Board (FTB) initiated the Enterprise Data to Revenue (EDR) project. The Pega for Government platform was selected to be part of EDR, first to automate paper correspondence processing and then as the platform used to process all 16 million personal income tax returns for the 2016 tax season, handling as high as 960,000 returns per day. As a result of improved processes and automation, EDR has generated more than \$2 billion in additional state revenue.

Additionally, EDR provides secure, self-service options for taxpayers, validates returns and automates and standardizes manual processes. Taxpayers can even choose from correspondence delivery options, such as email, phone, or text messages, allowing them to receive faster responses to questions—and quicker tax refunds.

The application also enables CA FTB to intelligently automate the tax return process for any possible scenario, leading to faster resolutions on both tax refunds for citizens and payments to the state. For example, the system enables the agency to more easily recognize and handle abnormal filing situations, such as identification of potential fraud or if a taxpayer owes previous back taxes.

Improving employee productivity, reducing internal costs

Saving employee time spent on avoidable tax return errors, CA FTB implemented an accuracy validation system using Pega. Approximately 20% of inaccurate tax returns are a result of taxpayers failing to pay taxes, incorrect tax forms and other exceptions. CA FTB's goal was to reduce the amount of exceptions, automatically validate rules, and educate taxpayers on how to process taxes more accurately and efficiently. With the new capabilities, tax returns are analyzed and validated automatically, reducing processing costs and improving employee productivity. Prior to Pega, validation was a manual process.

" 2016 was the best tax season we have ever had. Our improvements, including using Pega, helped us process more than 16 million tax returns in less than four months. The last week alone accounted for 4 million records without a single issue or service request. "

CATHY CLEEK
CIO, California Franchise Tax Board

From paper-based to digital

Nearly eliminating inefficient paper-based processes, EDR will automate the processing of approximately 1 million digital and paper-based tax returns. Once documents are scanned, an application on the Pega Platform™ identifies the type of correspondence and automatically routes it to the appropriate person or department. Previously, CA FTB used a storage room with large volumes of paper documents that were manually sorted into various categories.

KEY FACTS

- \$2 billion generated in revenue for the State
- 16 million tax returns processed in one month
- 24,000 tax returns processed in an hour
- Up to 960,000 tax returns processed per day at peak time
- 4 million tax returns in one week
- 24/7 self-service for personal income tax correspondence
- Reduced average cost to close a tax year



California Department of Public Health

Overview

The California Department of Public Health (CDPH) is one of the largest healthcare organizations in the U.S., serving 39 million people in the sixth largest economy in the world.¹ With 10 agencies employing approximately 8,000 employees, CDPH ensures the health and safety of California state residents and maintains public health-related data and statistics. CDPH provides a wide range of services, including community health monitoring, health education and outreach, healthcare facility assessments, and medical certification and licensing. The agency's programs currently issue more than 600,000 licenses annually—from environmental to food and prescription drug licenses.

CDPH implemented Pega to help streamline and integrate its licensing and monitoring services across multiple business units and services. Traditionally, obtaining a license took weeks or months—manually typing license applications into a legacy mainframe system, mailing paper applications, or processing in-person ones—slowing down state commerce. With Pega, CDPH is automating licensing practices so constituents can easily apply online and receive automated eligibility and approvals, reducing the process time from months to days.

California improves customer experience with licensing program built for change

Creating a more agile way forward

Pega is being used across four CDPH departments as part of an enterprise licensing program—Clinical Laboratory Professional Licensing, Electronic Laboratory Field Services, New Online Licensing Application, and the newest program, National Cannabis Licensing Services—with additional projects planned as CDPH modernizes its licensing processes department-wide.

“ Processing 600,000 healthcare-related licenses annually, we needed an application that could support a large volume and be scalable across the State of California. With Pega, we have reduced manual processes and expedited the licensing process from months down to days. ”

GARY NODINE

CIO, California Department of Public Health

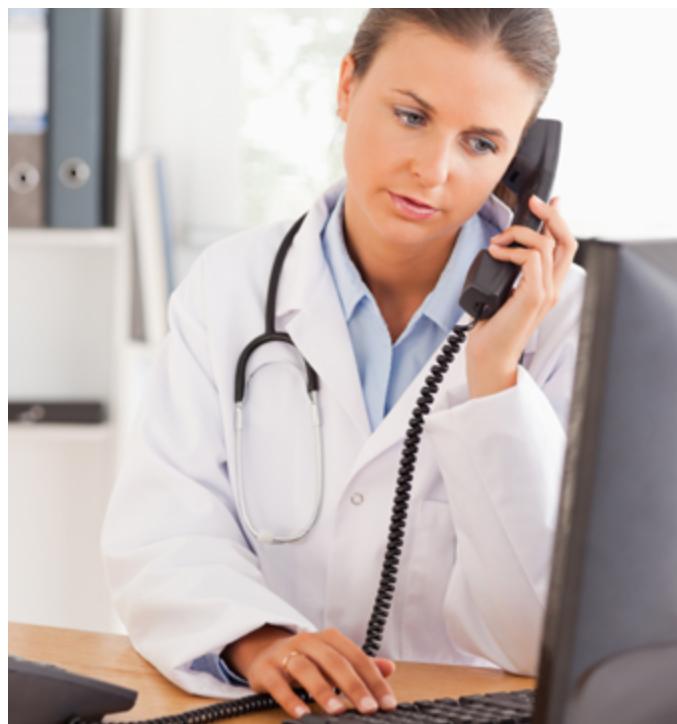
Responsive to changing regulations in real time

California was the first state to legalize the sale of cannabis for medical use and, as of January 1, 2018, became one of the first to issue licenses for the sale of recreational cannabis. The state needed an efficient system to address an influx of new license requests, spanning multiple license types. CDPH turned to Pega to create a technology infrastructure that reduced these typically complex, time-consuming processes to a centralized, user-friendly system that quickly and accurately determines eligibility and provides approvals. Leveraging the Pega Platform™, CDPH was able to design and implement the new system in a matter of months.

CDPH can now efficiently issue licenses and integrate with multiple data sources, departments, and other government agencies, allowing for easier background checks and ensuring public safety. CDPH is also poised to quickly add new license types, integrate with additional systems and applications—including those from outside vendors—and respond to changing regulations in real time. The system will ultimately be part of the Track and Trace system that monitors cannabis production from “seed to sale,” an important system for public health and safety.

KEY FACTS

- Reduced processes from months to days
- Automated and eliminated manual processes
- Improved government employee productivity
- Decreased development and deployment time
- Able to respond to changing regulations in real time



¹<https://www.forbes.com/places/ca/>

Pega for Government Customer Engagement

The most intelligent, agile, and complete customer engagement solution

A Pega data sheet

Intelligent. Transparent. Customer-centric.

Pega helps the largest, most complex government organizations around the world achieve policy objectives and improve citizen lives. Our industry-leading strategic applications and unified platform seamlessly connect government enterprises to their constituents, in real time and across channels.

Most importantly, Pega allows organizations to efficiently and cost-effectively adapt software to meet today's rapidly changing requirements. Through a configurable, unified platform, Pega's Government Customer Engagement solution provides unparalleled agility and:

- Intelligence and relevance to every constituent interaction, with powerful knowledge and proactive outreach to keep constituents informed.
- On-premise or cloud deployment, with robust mobile and social engagement capabilities. Pega is completely portable and ready anytime, anywhere, for both constituents and government field workers.
- Visibility, accountability, and control, through rich analytics and reporting, providing public sector leadership with relevant, actionable, and real-time information.
- Operation optimization, through the automation of processes, dramatically improving performance and cost efficiencies.
- Integration with existing systems, allowing for transformation at a pace that makes sense for your government organization.

We are number one in case management, mobile application development, business process management, real-time decision management, and digital process automation. No other vendor can make that claim.

Our unified product is considered a leader in these categories, as well as: cross channel campaign management, sales force automation, CRM customer service and support, and enterprise CRM suites. What makes Pega unique is the fact that we provide all of our capabilities on a single, unified platform.



"Pegasystems has the strongest ability in, and received the highest reference customer score for modeling and predicting customer behavior, and for communicating the next action to agents."

Gartner – [Magic Quadrant for the CRM Customer Engagement Center, 2017](#)

Challenge

Constituents and government employees expect service to be fast, easy, and right the first time – regardless of channel. Most government organizations, however, find it challenging to evolve systems or train staff fast enough to maximize value. These organizations are hindered in their modernization efforts by the cost of maintaining legacy systems across multiple silos, reduced budgets, risk avoidance, and political dissonance.

Solution

Governments across the world leverage Pega's Customer Engagement solution to modernize legacy applications, streamline processes, and meet ever-evolving constituent expectations. Customers applaud Pega's ability to bring fast time-to-value, extremely rapid deployment, efficient reuse, and sharing of enterprise-level processes. With real-time decisioning powered by AI, agencies are improving the government experience through guided personalized next best actions using any preferred channel.



Capabilities for seamless customer journeys

Pega's Government Customer Engagement solution provides a rich set of capabilities designed to enhance the customer experience, improve user productivity, and increase customer satisfaction. Our solution is flexible and designed to be tailored to meet the specific needs of your organization. Key capabilities include:

- **Omni-channel interactions:** Pega delivers a consistent user experience across any channel of interaction, such as desktop, mobile, chat, interactive voice response (IVR), phone, and social media. Channels are managed through the model-based design, which enables you to design your application once and have it reflected on any channel or user interface.
- **Intelligent virtual assistant:** Pega's AI-powered virtual assistant leverages natural language processing (NLP) and text analytics to deliver personalized, intelligent engagement for self-service interactions. Every conversation, action, and contextual detail is captured and the data can be fed back into Pega's machine learning algorithms, to provide both supervised and unsupervised learning models. These improve NLP and better predict next best actions when servicing future customers with similar requirements. Further, sentiment analysis and real-time analytics enable continuous optimization.
- **Pega® Social Engagement:** Monitor social channels to analyze constituent sentiment and respond proactively.
- **Pega® Chat:** Chat allows customer service representatives to interact with customers from your website, by engaging in a text conversation to address one or more questions. No plug-ins or downloads are required to use Pega® Chat.
- **Pega® Web Mashup:** Embed Pega capabilities within your existing self-service experience. Pega® Web Mashup allows you to deliver a consistent customer experience and enables you to make updates to the process in a single location, without making process changes in multiple places.
- **Pega® Co-Browse:** Two or more parties can securely share the same web page with just a single click.
- **Pega® Knowledge:** Manage the complete content lifecycle, from creation to publication, to recommend relevant, timely information based on a constituent's web interactions and employees' activities.
- **Robotic automation:** Optimize the way employees work by easily simplifying, automating, and integrating the technologies and processes on the desktop to get more work done, faster.
- **Composite view:** Consolidate relevant customer information from your legacy systems, interaction data, and customer service requests into a composite view of the customer relationship. Customer composites provide relevant account detail, interaction history across channels, open and recent customer service requests, and display it dynamically based on the customer context and current situation.
- **Guided, intent-driven processing:** Intent-driven processing guides users through every customer interaction, reducing training time and ensuring service consistency. Service processes can be specialized to the customer and circumstance, enabling personalized service for customers, but without compromising efficiency.
- **Pega® Call:** Connect the constituent management solution with telephony systems for a seamless experience.

For more information, visit pega.com/government

Pega® Government Platform

Innovative legacy modernization: Low risk. No code.

A Pega Government Datasheet



Achievable modernization with flexibility, innovation, and control

What is PGP?

PGP is a no-code solution, allowing business and IT users to collaboratively build applications together with model-based design, ensuring the final solution meets end-user needs.

PGP uses a layered architecture that captures the complexity of your organization, allowing you to reuse common assets resulting in tremendous cost savings, while still allowing you to specialize. Only Pega provides this patented, reusable architecture, called the Situational Layer Cake.

PGP empowers agencies to:

- Improve quality and efficiency.
- Reduce risk.
- Break down organizational silos.
- Better serve citizens.
- Empower your agency to keep pace in a world of rapid change.

Traditionally, agencies and systems integrators have had two choices for modernizing government operations:

1. Custom development: Applications that are costly and time-consuming to develop and maintain. Once these custom or government-off-the shelf (GOTS) applications are actually delivered, the functionality is obsolete or does not meet business requirements.
2. Commercial, off-the-shelf (COTS): Applications that can be inflexible and inadequate, forcing government organizations to spend more for customizations that require additional delivery time and then drive up the cost of future operations and maintenance.

But now there is a more cost efficient, innovative modernization option. Pega offers a distinctly superior solution for transforming operations, consistently ranked by analysts like Gartner¹ and The Forrester Wave™² as a leader.

With our proven Pega Government Platform, you can model and deploy highly automated applications in a fraction of the time and cost of custom development. Plus, you're in full control of the application at all times. No need to depend on vendors or IT every time a programming modification is needed. So when policies and requirements change, you can truly be agile and respond quickly and stay up-to-date.

Challenge

Government agencies struggle to modernize legacy systems while rapidly delivering citizen-focused services. As stewards of taxpayer dollars, these organizations are challenged with the need to be innovative and modernize, while simultaneously responding to ongoing policy changes.

Solution

The agile, secure, unified Pega® Government Platform (PGP) solution gives agencies a tool for transformation without having to "rip and replace" existing systems. With PGP, you can realistically phase-in your modernization strategy with minimal impact to your operations.

Low risk, cost-effective, practical modernization

PGP supports today's legacy modernization initiatives by enabling low-risk wrap and renew options, allowing you to phase-out old code or systems in a timeframe that is realistic, mitigates risk, and improves business outcomes immediately.

Continuous innovation

Align development projects with your agency mission from start to finish, using model-driven application development that facilitates business and IT collaboration. Pega enables your organization the flexibility required to manage its own business policies and objectives without being trapped with inflexible tools or programming languages.

Reap the benefits of an agile approach

Keep operations running without interruption, while continuously modernizing, thanks to Pega's intelligent, adaptive technology, which empowers application delivery in quick, iterative sprints.

Developer friendly, government ready, and faster time to value

- PGP offers your developers invaluable, easy-to-use tools to innovate, including a government-oriented data model, case types, portals, dashboards, building block accelerators, and processes that can be easily consumed through Pega Express.
- PGP, coupled with Pega Express, is a powerful capability which provides an assembly style of tools to build government applications quickly. It provides developers an easy way to build models, mock up processes, and drag-and-drop capabilities based on your business needs.
- These capabilities and solution frameworks, built for public sector customers, can help your organization accelerate solution delivery, improving overall total cost of ownership.

Accessibility and compliance

- Pega collaborates with partners, like the Carroll Center for the Blind, to ensure PGP applications are capable of meeting international accessibility standards.
- Pega is committed to providing products that allow customers to design, build, and run secure applications. It also provides a broad range of security capabilities to prevent malicious use of, and access to, an application.
- Pega is continually engaged with independent external security consultants to evaluate the Pega® Platform for security vulnerabilities, and diligently works to help government organizations meet global privacy and data regulations.

Connected end-to-end on any device

- PGP offers your organization the ability to seamlessly connect your front-end, customer facing technologies to your back-end legacy systems – modeling just once and deploying on channels of your choice with responsive design.
- Pre-built wizards use web services that require no configuration for quick integration with existing systems.

Cloud-choice solution

- PGP allows you to select which architecture works for you – on-premise, full-cloud on any infrastructure, or hybrid.

In today's environment, government organizations must future-proof technology and embrace innovation. In times of great change, you need low risk. Meet your mission more efficiently by modernizing and building for change with Pega Government Platform.

According to a third party study, compared to Java, Pega is:

- 40 times faster at mobile development.
- 8 times faster at analysis and design.
- 8 times faster at introducing change.³

1. Gartner Critical Capabilities for Mobile App Development Platforms 2017; Gartner Magic Quadrant for BPM-Platform-Based Case Management Frameworks 2016; Gartner Magic Quadrant for Intelligent Business Process Management Suites 2016; Gartner Magic Quadrant for the CRM Customer Engagement Center 2017; Gartner Critical Capabilities for BPM-Platform-Based Case Management Frameworks 2016.

2. The Forrester Wave™: Digital Process Automation Software, Q3 2017; Real-Time Interaction Management, Q2 2017; The Forrester Wave™: CRM Suites For Enterprise Organizations, Q4 2016; The Forrester Wave™: Cross-Channel Campaign Management, Q2 2016; The Forrester Wave™: Customer Service Solutions For Enterprise Organizations, Q4 2015.

3. <https://www.pega.com/faster>



For More Information:

Visit: www.pega.com/government

A Market Leader

Gartner

- Critical Capabilities for Mobile App Development Platforms¹
- BPM-Platform-Based Case Management Frameworks²
- Intelligent Business Process Management Suites³
- CRM Customer Engagement Center⁴
- Critical Capabilities for BPM-Platform-Based Case Management Frameworks⁵
- Critical Capabilities for Intelligent Business Process Management Suites 2018⁶

FORRESTER

- Digital Process Automation Software⁷
- Real-Time Interaction Management⁸
- CRM Suites For Enterprise Organizations⁹
- Cross-Channel Campaign Management¹⁰
- Customer Services Solutions for Enterprise Organizations¹¹
- Cloud-Based Dynamic Case Management 2018¹²

Pega Experience:

- 321% ROI with 12-month payback period
- 75% development cost savings
- 75% improved end-user productivity
- 50% reduced time-to-market

Pega Strategic Applications

- Pega Government Platform
- Customer Service for Government
- Field Service
- Mobile Operations

Governments Achieving Success Globally

Improving government processes

- Customer Engagement
- Grants Management
- Dynamic Case Management
- Certification and Licensing
- Invoice Payment and Tracking
- Contracts Management
- Incident Management
- Field Services
- Investigative Case Management
- Digital Modernization
- Government Healthcare
- Child Welfare
- Courts Case Management

Examples of government agencies using Pega

- U.S. Department of Justice
- U.S. Census Bureau
- Australian Department of Immigration and Border Protection
- Her Majesty's Revenue and Customs
- New Jersey Courts
- U.S. Department of Agriculture
- U.S. Department of Veterans Affairs
- Texas County & District Retirement System
- State of California Franchise Tax Board
- California Department of Public Health
- The Swedish Federation of Unemployment Insurance Funds
- New South Wales Transportation Management Centre
- UK Ministry of Justice
- U.S. Department of the Treasury

1. Gartner Critical Capabilities for Mobile App Development Platforms 2017

2. Gartner Magic Quadrant for BPM-Platform-Based Case Management Frameworks 2016

3. Gartner Magic Quadrant for Intelligent Business Process Management Suites 2016

4. Gartner Magic Quadrant for the CRM Customer Engagement Center 2017

5. Gartner Critical Capabilities for BPM-Platform-Based Case Management Frameworks 2016

6. Gartner Magic Quadrant for Critical Capabilities for Intelligent Business Process Management Suites 2018

7. The Forrester Wave™: Digital Process Automation Software, Q3 2017

8. Real-Time Interaction Management, Q2 2017

9. The Forrester Wave™: CRM Suites For Enterprise Organizations, Q4 2016

10. The Forrester Wave™: Cross-Channel Campaign Management, Q2 2016

11. The Forrester Wave™: Customer Service Solutions For Enterprise Organizations, Q4 2015

12. The Forrester Wave™: Cloud-Based Dynamic Case Management 2018

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About Pegasystems

Pegasystems Inc. is the leader in software for customer engagement and operational excellence. Pega's adaptive, cloud-architected software – built on its unified Pega® Platform – empowers people to rapidly deploy, and easily extend and change applications to meet strategic business needs. Over its 30-year history, Pega has delivered award-winning capabilities in CRM and BPM, powered by advanced artificial intelligence and robotic automation, to help the world's leading brands achieve breakthrough business results.

For more information, please visit us at www.pega.com/government

Modernization that meets the mission

EDITION V



Build
for
Change®