COMMONWEALTH DIGITAL ROADMAP

Putting people at the center of our digital future

Executive Summary

Delivering an exceptional digital experience with government services is essential, yet we often lag behind the expectations and needs of residents. The Commonwealth of Massachusetts' Digital Roadmap addresses this gap by offering a dynamic, evolving blueprint that embodies a holistic, cross-agency vision for improving digital services for Massachusetts residents. What sets our roadmap apart is its ability to **incorporate perspectives across the Commonwealth through resident feedback and cross-agency collaboration, making it ambitious and grounded in real-world needs.**

Developed by the Executive Office of Technology Services and Security (EOTSS) and the Massachusetts Digital Service (Mass Digital) in partnership with Accenture, our roadmap places people at the center of the state's digital strategy and recognizes the critical role that technology plays in the delivery of government services and in the lives of the people of Massachusetts. Over the course of four months, we defined an actionable roadmap through user research, stakeholder engagement, and collaborative workshops.

We are guided by a north star vision...

To provide **accessible, simple, and secure digital experiences**

that **adapt to a resident's needs,**

so that **every time they engage with any part** of their government,

they're getting **the most and best of the Commonwealth**.

The Digital Roadmap was immediately actionable. In the past year, we've improved the experiences of millions of Massachusetts residents through initiatives to roll out single sign-on, a multilingual chatbot, organizing web content around life events, among others. Supported by Governor Maura Healey's FutureTech Act of 2024, which would allocate an additional $110 million for its implementation, the Commonwealth Digital Roadmap will continue to inspire, evolve, and deliver value through the collaborative efforts of EOTSS, Mass Digital, and agency partners.

A digital roadmap...

Rooted in the common **needs of residents**

Future state concepts are designed to enable agency-agnostic, people-centered experiences and to meet shared needs across the Commonwealth.

Factoring in **organizational change**

The **operating model and governance** define the structures, organizational changes, and norms needed to drive shared ownership of the roadmap across EOTSS and our secretariat partners.

That is both people-centered and **technology-enabled**

The **technology approach** focuses on developing key future state capabilities needed to enable the future state experiences and with broad reusability across the Commonwealth.

Idea

Connecting the silos of state government

For people across the country, navigating the digital landscape of government can feel like getting lost in a maze – disjointed, time-consuming, and unclear. This maze-like experience is often impacted by our own internal challenges – with agencies functioning in silos, limiting engagement, and preventing a consistent experience. The Commonwealth of Massachusetts is no exception, facing significant challenges in our digital service delivery, including inefficiencies, fragmented services, and a lack of a cohesive digital strategy. As a result, the more than 75% of people that interact with us online have cumbersome experiences that lead to frustration, break down trust, and ultimately make it harder to get access to critical services.

What people experience

What we experience within state government

Our connected roadmap vision

To address these issues, we began with a goal...

to develop a **unified vision** to **transform how people access digital services** in the Commonwealth. We needed a cohesive, multi-faceted approach aimed at:

1. Helping people access services in simple, effective, and consistent ways
2. Making state data more available, more accessible, easier to use, and easier to understand
3. Strategically investing in foundational technology that can be leveraged across agencies throughout the Commonwealth
4. Building our collective capacity to adapt to change as we progress and to sustain our priorities over the long term

A new, sustainable direction for the Commonwealth

The roadmap is not a time-bound set of initiatives. It is responsive, ever-evolving, and represents a major step forward as...

A promise to...

- Plan for the future with a clear intent
- Have accountability for the outcome
- Continually adapt and iterate

A tool to...

- Reduce uncertainty
- Enable alignment
- Build trust among disparate groups
- Enable measurement

An aspiration to...

- A shared vision of a better future
- Reach for what is currently beyond our grasp
- A first step in the right direction

The roadmap is fundamentally people-centered, anchored by and accounting for seven **resident themes**:

Keep it simple
> Clarity
> Directness

Adapt to me
> Flexibility
> Accessibility

Recognize me
> Personalization
> Continuity
> Humanity

Don't waste my time
> Consolidation
> Speed

Keep me in the loop
> Communication
> Feedback

Put it within my reach
> Awareness
> Transparency
> Access

Earn my trust
> Confidence
> Security
> Expectations

Implementation

How? By taking an enterprise, people-centered approach.

To arrive at a Commonwealth-wide roadmap and vision, we needed to take a truly collaborative approach. In addition to hearing directly from our constituents, we heard from over 50 business and technical leaders across the state and surveyed hundreds of staff. Cross-agency workshops helped us further break down silos, identify shared challenges, and generate ambitious ideas for how we could solve them together. Taking an enterprise and people-centered approach provided us a path to keep people at the center, not bureaucracy.

Our Approach

	Weeks 1-6		Weeks 7-12
	Discover	**Define**	**Deliver**
	Identify key focus areas based on citizen needs	Shape the vision for the target state experience	Define the path to execute the vision
	o Kickoff & Initial Workshop o Stakeholder Interviews o Existing Research Review o Audit of Best Practices & Industry Insights o Review of Current State Technology Systems o Gap Analysis	o Vision Co-Creation Session o Metrics for Success o Envisioning the Future State Experience o Future State Technology Strategy o Capability Readiness Review Framework	o Prioritized Value-based Roadmap o Release Plan and High-Level Operating Model o Funding Rationale o Governance and Organization Model

Who? Our key stakeholders.

We engaged a broad set of stakeholders, including constituents, leaders, and service owners from across all Secretariats, the broader teams within EOTSS and Mass Digital, and our partners at Accenture. Each group brought unique perspectives and cross-functional expertise to the table as we set out to define the future state experience, technology, and our delivery approach.

Regular updates, workshops, and feedback sessions ensured that everyone stayed informed and engaged throughout the initial roadmap development. This collaborative approach fostered a sense of ownership and commitment among all parties, making the initial project a success, and helping us sustain our success moving forward.

Impact

To deliver on the promise to transform how people access digital services in the Commonwealth, the roadmap needed to be **enduring, actionable, and adaptable**.

An enduring roadmap that communicates our vision with clarity

Grounding the roadmap in a north star vision, experience narratives, resident themes, and visualized opportunity areas (shown below) ensured that our vision and motivation were clear not only to the many people we'd need to rely on to deliver against the roadmap, but also the leaders we needed essential support from—the Governor, Lieutenant Governor, and Cabinet Secretaries. These artifacts helped us drive immediate buy-in. And, as we've begun to implement, they provide an enduring foundation for why we set out to do this, who we are serving, and why it's so important we succeed.

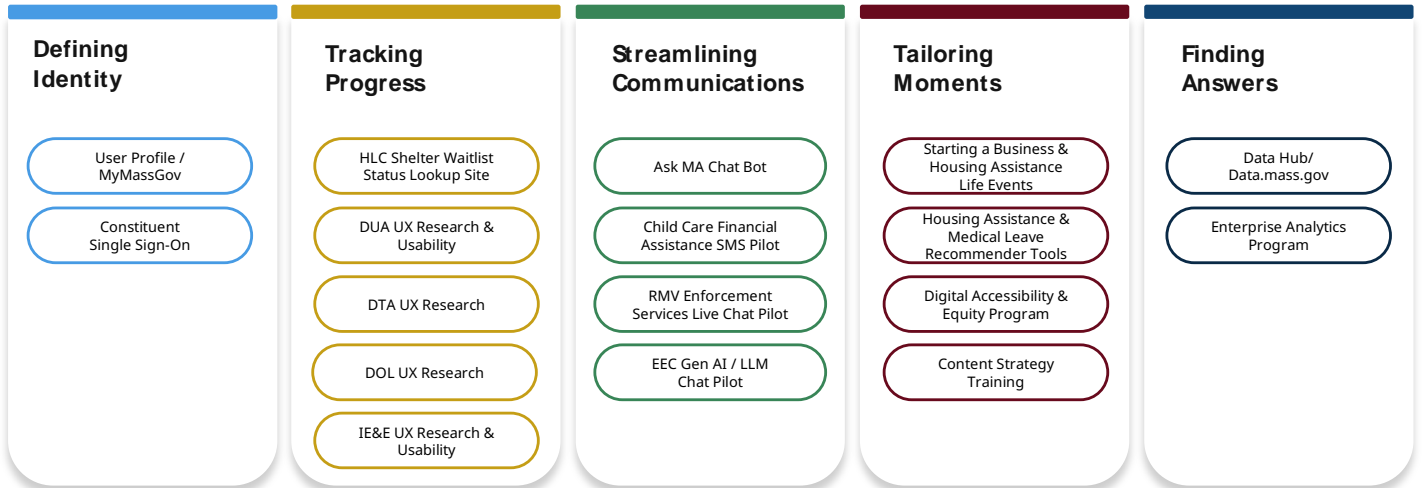| Defining Identity	Tracking Progress	Streamlining Communications	Tailoring Moments	Finding Answers
Helping people create and manage a **single secure** and **recognizable user profile** they can use to gain access to all government services.	Improving **end-to-end service delivery** and better **keeping people in the loop** about the progress of their requests and transactions.	Improving our communications channels to **meet people where they are**, provide simple and clear instructions in their language, and use their feedback to continuously improve.	Providing **personalized** and **accessible** experiences that can **adapt** and **cater to people's diverse and changing needs**.	Making up-to-date information about the state available online so people know the **Commonwealth is a reliable source of truth when making decisions**.
One profile for each user	Understanding journeys from start to finish	Communicating via chatbot, live chat, and text	Digital accessibility and equity	Creating a hub for all state data
Easy applications using pre-populated info	Making services and processes even easier	Remembering people across channels	Personalized services	Providing updates on the data people care about
One place to sign into all services	Providing regular status updates	Helping people in their language of choice	Designing around life experiences	Making information meaningful via advanced search and content

An actionable roadmap that bridges the experiential and the tangible

To move from ideas to action, we designed the roadmap to span the future state experiences we envisioned all the way to the technology and data capabilities, change
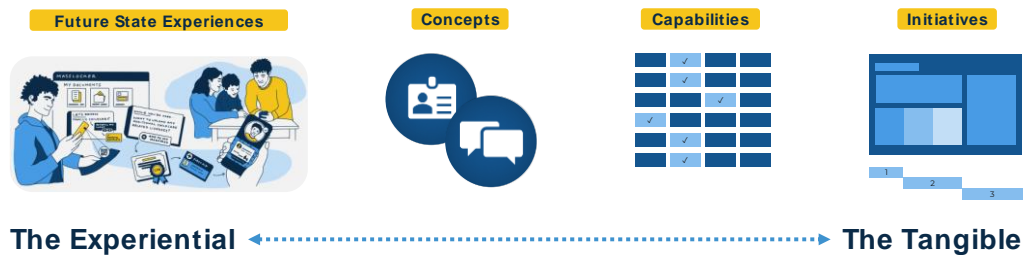
strategies, governance, and delivery approaches needed to make those a reality. By linking each of these pieces together, we were able to back up our ambitious vision with an actionable strategy that ensured our roadmap could succeed on an enterprise scale and didn't become an unrealized promise.

Year 1 Roadmap Initiatives

Defining Identity	Tracking Progress	Streamlining Communications	Tailoring Moments	Finding Answers
User Profile / MyMassGov	HLC Shelter Waitlist Status Lookup Site	Ask MA Chat Bot	Starting a Business & Housing Assistance Life Events	Data Hub/ Data.mass.gov
Constituent Single Sign-On	DUA UX Research & Usability	Child Care Financial Assistance SMS Pilot	Housing Assistance & Medical Leave Recommender Tools	Enterprise Analytics Program
	DTA UX Research	RMV Enforcement Services Live Chat Pilot	Digital Accessibility & Equity Program	
	DOL UX Research	EEC Gen AI / LLM Chat Pilot	Content Strategy Training	
	IE&E UX Research & Usability			

The Commonwealth Digital Roadmap's actionability and success is most evident in the impact we've had on the lives of millions of Massachusetts residents in the first year of implementation alone. Hallmarks of our impact in this first year include...

Making it easier and more secure for people to access state services:

- **80+ websites** using MyMassGov single sign-on with multi-factor authentication
- **1.25M** accounts managed
- **700k+** active monthly users
- Launched an initial version of a **user profile** for MyMassGov

Incorporating accessibility and language access by design:

- Ask MA chatbot supporting **20 languages**
- MyMassGov single sign-on supporting **6 languages**
- Shelter status lookup site available in **English, Spanish** and **Haitian Creole**
- Text reminders for **13k** families waitlisted for childcare financial assistance in **English** and **Spanish**
- **User experience research and testing** across multiple services and initiatives to incorporate diverse perspectives and needs
- **Accessibility testing** across projects to ensure access and understanding

Across **9 secretariats and more than 25 agencies,** Massachusetts is beginning to see the benefits from a more cohesive and user-friendly digital experience backed by initiatives including...

ROADMAP INITIATIVE
MyMassGov

RESIDENT VALUE

- Don't waste my time
- Earn my trust
- Recognize me

MyMassGov is Massachusetts' new constituent single sign-on initiative that is in progress rolling out to all public-facing web applications managed by the state.

The SNAP program was the first to use MyMassGov in March 2023, adding employer services for unemployment insurance in September 2023, and 71+ Health and Human Services applications added in May 2024, overall representing more than 1.25 million unique users who are now able to use a single set of secure credentials across multiple state applications. Looking ahead we are building the pathways toward integrating with other major state applications like our paid family and medical leave application, unemployment benefits application, and users managing their Medicaid access through MassHealth within the next fiscal year.

| **1.25 million** accounts created | **700K+** active monthly users |

ROADMAP INITIATIVE
Ask MA

RESIDENT VALUE

- Keep it simple
- Put it within my reach
- Adapt to me
- Keep me in the loop

Ask MA is a multi-lingual chatbot on Mass.gov that helps visitors find the information they need.

Ask MA provides easy-to-understand answers that are accessible, reliable, and accurate, reducing the amount of time people spend searching for information, eliminating unnecessary clicks across web pages, and freeing up customer service centers to manage more complex situations.

6K+ Mass.gov pages with chatbot
1.27M Visitor conversations
700K+ active monthly users
3.46M visitor messages
94.2% of responses answered

"Since the launch of chatbot, they have seen a decrease in our overall call volume. Month over month, they are down on average of 1,000 calls per day and their email correspondence has also decreased on average 200 incoming emails per week in the same timeframe."
Ask MA Partner Agency, Registry of Motor Vehicles (RMV)
Quote from 2023 American Association of Motor Vehicle Administrators (AAMVA) Customer Convenience Award

ROADMAP INITIATIVE
Life Events

RESIDENT VALUE

- Keep it simple
- Put it within my reach
- Adapt to me
- Don't waste my time

"Life events" is an approach to holistically improving how information and services related to a common, urgent resident need are designed and organized.

Focusing holistically on life events has allowed us to integrate disparate content related to multiple services and agencies and make it easier for people to find what they're looking for. To date, we have partnered with 10 agencies to make measurable improvements in life events for *Starting a Business* and *Needing Housing Assistance*.

| Integrated and overhauled content across **4 agencies** for *Starting a Business* and **6 agencies** and **many community organizations** for *Housing Assistance* | Improvements in *Housing Assistance* content **reduced negative feedback and eject rate by more than 50%** |

Links to the Starting a Business and Needing Housing Assistance "life events"

An adaptable roadmap that will evolve with people's needs and our priorities

The ultimate strength of the Commonwealth Digital Roadmap lies in its adaptability. Our journey has just begun. As we look to the future, we are leaning on our foundational frameworks and learning from the past year's successes to continuously update our roadmap. In the coming year, we will further invest in core technology capabilities, including a unified user profile and omni-channel communications. We will deepen our focus on improving people's end-to-end experiences when navigating across state services as part of a life experience. We will undertake new initiatives to help our partners build capacity and scale the impact of the Digital Roadmap.

Guided by our north star vision, we will continue succeed through collaboration with our partners across the state, by ruthlessly focusing on delivery, and by keeping people at the heart of everything we do.