County Connect Program
Strathcona County

Update to Priorities Committee

September 17, 2019
Presenters: Curtis Schneider, Darren Baden
1. Refresh: What guides the County Connect Program?
2. How are we working to produce desired outcomes?
3. Statistics and Observations
4. Success Stories
County Connect: Vision & Mission

Vision: What does the County wish to accomplish?

“In pursuit of becoming Canada’s most livable community, Strathcona County aims to be a leader in service delivery with an ongoing commitment to establishing and promoting a customer-service culture”

Mission: How will the County achieve it’s Vision?

“Strathcona County will utilize a combination of strategy, process, people, and technology to provide the best customer experience while being fiscally responsible.”
Customer Service Framework

Strategy
- Customer experience
- Consistent delivery across channels
- Voice of Customer
- Measures of success

Process
- Standards & Best Practices
- Case Management
- Knowledge Management
- Workforce Optimization
- Omni-channel communication

People
- Roles & Responsibilities
- Leadership
- Collaboration Methods
- Training Programs
- Performance Measurement Approaches

Technology
- Enable customer service business processes
- Customer analytics & feedback
- Customer data management
- Technology infrastructure
Strategy #1: Service Culture

Demonstrate commitment to establishing a service culture to internal and external customers and stakeholders by:

1. Establishing and promoting customer service standards and best practices, founded on service level agreements, that focus on a consistent and positive service experience for customers

2. Communicating the service performance of the organization to its stakeholders in a transparent manner
Strategy #2: Informed Decisions

Enable the County to make informed decisions on service delivery and value to residents by linking service performance metrics and trends to:

1. Corporate and departmental business planning and budgeting processes
2. Operational asset, resource, and service assurance management processes
One Citizen – providing a consistent and technology-enabled citizen experience requires investment and modern technology capabilities

One Citizen
The County will deliver municipal services using leading technologies which provide an immersive and community-focused experience.

Citizen Identity & Experience
Develop a clear strategy and architecture detailing:
- Strathcona County’s desired digital citizen experience, and;
- The information and technology building blocks required to deliver ‘digital’ municipal services.

County Connect
The County Connect Project is the core of the ‘One Citizen’ Program which must deliver:
- I&T components to support, manage, and facilitate municipal services to citizens using a citizen-facing portal, and;
- Drive ‘digital’ citizen engagement.

Social Collaboration
Leveraging the citizen-facing portal, create a digital social collaboration platform, which will:
- Drive community engagement;
- Increase communication, and;
- Allow measuring of service performance and community outcomes.
County Connect Timeline

**Business Case**
- Build the case for a corporate Service Request Tracking system

**Go Live**
- Service Requests for ASMTX, TAS, SCT, OEO, RPC, and Council
- Public online self-service launched

**Year 1 - Operations**
- Refinement of service requests for RPC and TAS
- Direction and Planning to bring remaining departments onboard
- Stabilizing operations after project handoff

**Year 2 - Operations**
- Service requests for FCS, EDT, TPE
- Recommendations for CX Strategy and standardization

**Year 3 - Operations**
- Piloting of online applications (ROWCAP)
- Program and Services Definition and Alignment to I&T Strategy – One Citizen
- Commence: Simplification and standardization of technology

**Year 4 - Operations**
- Major systems upgrade
- Introduction of 3 types of requests for public-facing programs

**Pursuit of Excellence**
- Direction: Acquire a Corporate inquiry and complaints tracking system
- Procure technology
- Identify service request candidates

**Project Commences**
- Procure technology
- Identify service request candidates
Customer Experience

Customer self-service focus areas for 2019

1. Enhanced, standardized, easy to use self-service for the public to inquire about, give an opinion (suggestion, compliment, complaint) on, or report an issue (service is broken or not working) with any of the County’s public-facing programs

2. Maps and location lookups provided to allow for precision location capture on reported issues

3. Greatly reduced number of self-serve menu items and online forms that are now program-based and intuitive

4. Improved request searching and tracking with publicly-viewable request progress comments

5. Plotting of issues that have been reported on a County map to advise the public of issues that have already been reported in their neighborhood or electoral ward
Example: Issues Reported by Ward
### Request Count by Channel

#### 2016

<table>
<thead>
<tr>
<th>Channel</th>
<th># Requests</th>
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<tbody>
<tr>
<td>All Channels</td>
<td>9,347</td>
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<tr>
<td>Voice</td>
<td>6,670</td>
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<td>Service Desk</td>
<td>156</td>
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<tr>
<td>Web</td>
<td>2,093</td>
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<tr>
<td>Other</td>
<td>428</td>
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#### 2017

<table>
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<th>Channel</th>
<th># Requests</th>
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<td>Service Desk</td>
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<tr>
<td>Web</td>
<td>3,885</td>
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<tr>
<td>Other</td>
<td>336</td>
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#### 2018

<table>
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<th>Channel</th>
<th># Requests</th>
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<tr>
<td>Voice</td>
<td>5,171</td>
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<tr>
<td>Service Desk</td>
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<tr>
<td>Web</td>
<td>4,836</td>
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<tr>
<td>Other</td>
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Request Count by Channel
Observations and Opportunities

Observations
• Year over year, customers are increasingly opting to use self-service over other channels
• Engaging the County over the phone is still the channel of choice, but the gap between phone and web self-service is rapidly diminishing
• Relatively few customers are choosing to utilize County service desks

Opportunities
• Offer more opportunities to engage with the County via online services
• Speaking directly with County staff is still important – look for ways to improve the experience
## Top 5 Request Types in 2018

<table>
<thead>
<tr>
<th>Rank</th>
<th>Request</th>
<th>Type</th>
<th>Total</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>1</td>
<td>Park: Trees</td>
<td>Issue Report, Inquiry</td>
<td>692</td>
<td>6.57%</td>
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<tr>
<td>2</td>
<td>Permits: ROWCAP Application</td>
<td>Application</td>
<td>534</td>
<td>5.07%</td>
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<tr>
<td>3</td>
<td>Water and Flooding: Culverts</td>
<td>Issue Report, Inquiry</td>
<td>359</td>
<td>3.41%</td>
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<tr>
<td>4</td>
<td>Traffic Safety: Signs</td>
<td>Issue Report, Inquiry</td>
<td>264</td>
<td>2.51%</td>
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<tr>
<td>5</td>
<td>Permits: ROWCAP General Inquiry</td>
<td>Inquiry</td>
<td>248</td>
<td>2.35%</td>
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Top 5 Request Types in 2018
Observations and Opportunities

Observations
• High demand for permits and licensing
• Issues and questions regarding trees and flooding are important to the public and there is a high level of engagement regarding such

Opportunities
• Provide more online options for permit and licensing applications, such as those related to right-of-way management
• Look for ways to provide increasingly better information to decision makers regarding high-volume customer interactions to support insight-driven decision making
Volume by Department 2016-2018

# Requests
Volume by Department 2016-2018
Observations and Opportunities

Observations
• Departments with public-facing programs and services naturally have the highest volume. Good coverage of TAS, RPC, SCT, TPE, and ASMTX
• UT, PDS, SCES and RCMP-ES volume is mainly represented by Council Requests. Expected to increase with introduction of new Inquiries, Feedback, and Issue Reports in late 2019

Opportunities
• Increase ability for public to engage more of the County’s public-facing services online
• Aggregate data from other department systems, together with County Connect data, for a comprehensive view of service engagement
Council Requests Example

400 Council Requests for PDS*
* 2015-2018

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<thead>
<tr>
<th>Ward</th>
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<tr>
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<tr>
<td>2</td>
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<td>7</td>
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<td>8</td>
<td>23</td>
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<tr>
<td>Mayor</td>
<td>52</td>
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<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>400</strong></td>
</tr>
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Council Inquiries
Observations and Opportunities

Observations

• What triggered these requests?
  • Question from council?
  • Escalation by citizen not satisfied with service from administration?
  • Citizen bypassing administration and going through council?

• What program or service was the request regarding?
• How much effort was required by admin to respond?

Opportunities

• Capture additional information with Council Requests to
  • Improve understanding of impacted programs and what triggers the requests
  • Understand total effort required by administration to respond and resolve
How County Connect is making a difference

• Departments finding efficiencies and ability to provide better service through County Connect
  • Reporting capability allows departments to monitor timeliness, consistency, accuracy, and completeness of responses and resolution to requests
  • Supervisors able to assign workload and monitor service delivery performance in a timely manner
• Customers able to engage the County for services at a time and place of their choosing
Success Story #1
Transportation Agriculture Services

Challenges
• Keeping track of customer requests and department responses
• Understanding customer satisfaction related to the department’s service

Solution
• Leverage the County Connect platform to track/measure performance of customer requests
• Implement customer satisfaction survey on all County Connect closure emails

Outcome
• Improved monitoring and control of customer requests
• History of requests to better service customers
• Customer satisfaction better understood through measured survey feedback
Success Story #2
Transit

Challenges
• Requests that can’t be resolved in the department’s 10-day target, due to seasonal or budgetary constraints, can be forgotten or lost

Solution
• The customer is contacted and the request is addressed even if it cannot be resolved at the present time
• Request resolution deadlines are changed to ensure the department resolves when they are able

Outcome
• Requests that require action at a later date are not forgotten about
• Trust built with customers
Success Story #3
Transit & OEO

Challenges
• Responses to Council Requests run the risk of being uncoordinated and can confuse the customer
  • Request may have come across multiple channels (County Connect, email, phone call, elevator conversation) involving multiple staff who may not be aware that they are both addressing
  • Request and response may not have included all the parties necessary to be aware

Solution
• Protocol, defined by the Office of the Elected Officials, established with County Connect
• Director and Administrative Assistant only are involved in handling the request and it’s associated communication to the customer

Outcome
• Department responses to Council Requests are now coordinated and timely
• Customer gets a single, coordinated message addressing their request
• All internal parties receive the same information regarding the request and response
Thank you!