

Enhancing Fairfax County's Customer Experience and Engagement Opportunities



Report to the Board of Supervisors
September 2013

TABLE OF CONTENTS

Background

Introduction

What Is Customer Experience?

National Best Practices

Local Examples

Federal Government Customer Experience Initiative

County Culture

Fairfax County By The Numbers

Envisioning the Future

Recommendations

Contact Center Fairfax

Digital and Data Fairfax

Engage Fairfax

Team Fairfax

Summary Table With Potential Costs and Progress Tracking

Appendix A: Board Matter

Appendix B: Team Charter

Appendix C: National Best Practices Report

Appendix D: Senate Bill 760: "The Government Customer Service Improvement Act of 2013"

Appendix E: Models of Customer Service

Appendix F: Montgomery County Plan



BACKGROUND

At the Feb. 26, 2013, Board of Supervisors meeting, Chairman Bulova introduced a Board Matter titled "Improving Customer Service" (Appendix A). The Board of Supervisors unanimously approved the request for the Office of Public Affairs to lead a countywide, cross-agency study to **improve the customer service experience for our residents**.

Subsequently, County Executive Ed Long appointed a 17-member Customer Service and Engagement team to meet and provide consensus recommendations. In his charge to the group, the County Executive wrote:

"We are in an era of tremendous change, where the structures and practices of government are evolving to a more open conversation among government agencies and the public. Today's government must create new and better structures and systems focused on community engagement with emphasis on customer service and the user experience."

The team members appointed:

- Office of Public Affairs
 - Merni Fitzgerald, chair
 - Greg Licamele
 - Lindsey Culin
- Chairman's Office
 - Troy Manos
- County Executive's Office
 - Matt Graham
 - Jesse Ellis
- Library
 - Sam Clay
- Department of Tax Administration
 - Donna May
- Department of Information Technology
 - Greg Scott
 - Anita Rao
- Department of Management and Budget
 - Bill Yake
- Department of Code Compliance
 - Tammy Avren
- Department of Public Safety Communications
 - Cindy Roatch
- Office of Emergency Management
 - Sulayman Brown
- Department of Transportation
 - Ellen Kamilakis
- Visit Fairfax
 - Jackie Franchi
 - Patrick Lennon

The team followed a charter (Appendix B) and this report is a culmination of the group's work over many months exploring, discussing and re-imagining how to deliver a better customer experience to residents in 2013 and beyond. **This report presents a vision and the groundwork** to meet the evolving needs of our community for the next decade.



INTRODUCTION

Every interaction with Fairfax County Government creates a personal reaction and memory, while also reinforcing someone's perception of their government.

This customer service "truth" drives us to enhance the total customer experience for our 1.1 million residents and thousands of businesses. Our government, at times, can be complex to navigate for the average resident. Add in other layers of government such as state, regional and federal agencies and the process to obtain services, provide feedback or simply register a complaint can be daunting.

This challenge is not unique to Fairfax County. However, governments around the country are realizing this truth and making progress in new, innovative and coordinated ways to better serve the public.

We have many successful services and models in Fairfax County. The purpose of this document and the work of the Customer Service and Engagement team are to build upon our successes, learn from best practices and provide recommendations about the customer experience going forward. All of the recommendations support the Board's priorities and the county's vision of "creating a culture of engagement" and "connecting people and places."

The ideas and concepts in this report are intended to fundamentally change many of the county government's customer experience and engagement business practices during the next few years.

Why? Three primary reasons the recommendations in this report can improve government services:

- 1.) **Easier Access for the Community:** Every interaction creates a reaction, memory and perception of our government. This report strives to envision a future that's easier for our public and ensures the best and most consistent experience possible – from customer service to webpages to engagement opportunities. Our residents and businesses deserve no less.
- 2.) **Cost Effectiveness:** The cost of providing customer service varies depending on the type of interaction. We will never abandon phone call service for online communications only, but the national trend points to more online for the convenience and cost of both the public and the government. Consider these **three separate studies:**

Channel	Cost Per Transaction	average service costs	Customer service channel	Approximate cost per contact
Walk-in	\$9.00		Call center technical support	\$12 and higher
Web Chat	\$7.00-\$7.50		Call center CSR	\$6 and higher
Live Phone Agent	\$4.50-\$5.30		Web chat or callback	\$5 and higher
Email	\$2.50-\$3.00		Email response	\$2.50 to \$5 and higher
Phone Self Service	\$0.45-\$1.85		Virtual agent	\$1.00 or less
Web Self-Service (on-line)	\$0.24-\$0.65		Automated speech response	\$0.50 or less
			IVR touchtone response	\$0.30 or less
		Web self-service	\$0.10 or less	

Sources:

ICMA

University of Utah

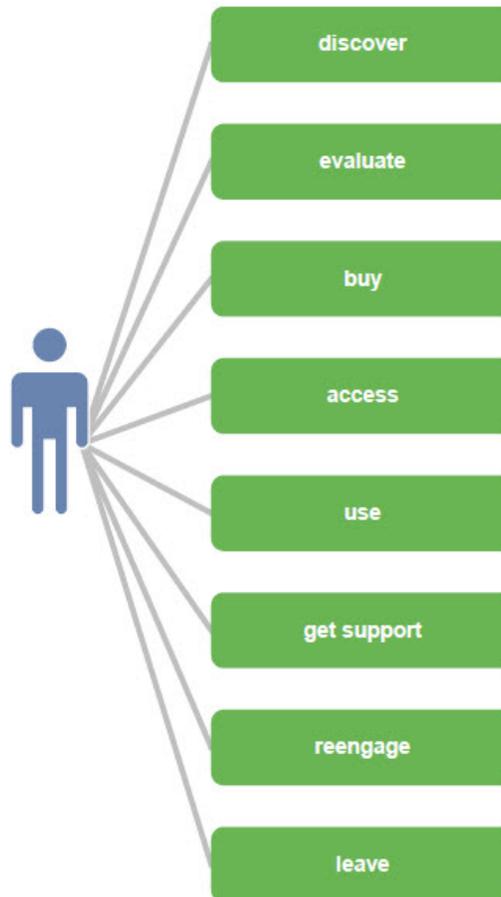
Forrester Research

- 3.) **Efficiencies:** A more coordinated approach in the spirit of the County Executive's "Team Fairfax" concept matters because the public does not always see us as 40+ individual departments, but one entity. There are clear areas where staff can work across department silos to support the greater county mission.



WHAT IS “CUSTOMER EXPERIENCE?”

The phrase “customer service” is very familiar. It’s who you call when you need assistance, but **customer experience is someone’s encounter with all aspects of an organization – from envelopes to email messages**. Customer experience equals the reactions, memories and perceptions of our community. In a business sense, consider this model of customer experience that federal government agencies are looking at to move from customer service to customer experience:



Customer experience is multifaceted. “Get Support” is where traditional customer service can be found, but this model from Forrester Research shows there’s a much deeper level of customer *experience* going on. Our county website is where someone may “evaluate” our government services. Another resident may want to “use” an athletic field, but is the process to schedule easy? If someone wants to engage on a topic, then how easy is that experience? Tax bills sent through the mail provide another opportunity for customer experience – are the bills clear?

All of the tools we use to communicate are connected at a much deeper level than perhaps previously discussed and this report endeavors to show how they are connected **in order to fulfill our mission as public servants**.

For example, if the customer experience of a Fairfax County Government web page about Topic X is not optimal, then our constituents will: 1.) have a poor reaction, 2.) not access the information needed, and 3.) more importantly, ultimately choose a more expensive method (e.g., phone call) to get the information (or they may just give up).



NATIONAL BEST PRACTICES

The team surveyed nine award-winning jurisdictions who have been recognized by the Public Technology Institute (PTI) as a designated "Citizen Engaged Community." **This benchmarking exercise allowed us to examine best practices and trends from across the country for governments our size.** PTI also graciously supplied our team with background material about each of the jurisdictions, which you can find in Appendix C along with our initial report.



The three key areas PTI scores for this benchmarking award include:

- **Citizen Participation Process**
- **Integrated Communication Channels**
- **Performance Reporting**

The jurisdictions we examined:

- Charlotte/Mecklenburg County, NC
- Denver, CO
- Miami, FL
- Montgomery County, MD
- New York City, NY
- Orange County, FL
- Philadelphia, PA
- Sacramento, CA
- San Francisco, CA

We identified 16 best practices common across most jurisdictions:

1. Culture of Customer Service
2. Consolidated Contact Centers
3. Integration of Systems
4. Common Ticket Numbers to Track Requests
5. Primary Contact Center Open Beyond Typical Business Hours
6. More Online Services
7. One Login for Residents to Access Tax Bills, Classes, Library Books, etc.
8. User-Friendly Design of Services
9. Engagement Tools that Build Ideas/Solutions
10. Quality Assurance Processes
11. Heavy Focus on Metrics
12. Customer Service Training for Employees
13. Internal Knowledgebases
14. Defined Role of Customer Service During Emergencies
15. Texting Options
16. Robust Social Media Presence



LOCAL EXAMPLES

Many neighboring jurisdictions are taking steps to improve the customer experience, customer service and engagement opportunities.

- **Alexandria:** Launched “Call, Click, Connect,” a consolidated contact center for the public.
- **Arlington County:** Deployed a modern engagement tool for countywide issues. Exploring a consolidated contact center. Redesigning its website with a customer-centric focus.
- **District of Columbia:** Provides its Unified 911-311 call center, many key services online and through other channels such as paying to park by mobile phone.
- **Herndon:** Unveiled its “Count On Us” customer service initiative in February.
- **Loudoun County:** Nearing implementation of a robust engagement system and centralized contact center.
- **Montgomery County:** One of the PTI award-winning jurisdictions with its 311 consolidated contact center and open government plan (see Appendix F), in addition to its CountyStat program that regularly highlights progress on performance measures for the public and a modern online engagement tool.
- **Prince George's County:** “CountyClick 311,” a consolidated contact center complete with smartphone apps.

The image displays two screenshots of government websites. The top screenshot is from the City of Alexandria, Virginia, featuring a red header with the city logo and navigation links. The main content area is titled "Communications & Public Information" and includes a news release about the "Call.Click.Connect" initiative. The bottom screenshot is from Montgomery County, Maryland, showing a colorful banner for "MC311 ANSWERING TO YOU" with the slogan "Call 311 To Get It Done!". Below the banner is a navigation menu and a "SEARCH" box.



NEWS RELEASE

“COUNT ON US” CUSTOMER SERVICE INITIATIVE EXPANDED THROUGH ONLINE WEB PORTAL



FEDERAL GOVERNMENT CUSTOMER EXPERIENCE INITIATIVE

Most public facing federal government agencies are working toward meeting goals of a **federal-wide initiative about improving the customer experience**. Executive Order #13571 details the steps agencies need to take, including:

- (a) establishing one major initiative (signature initiative) that will use technology to improve the customer experience;
- (b) establishing mechanisms to solicit customer feedback on Government services and using such feedback regularly to make service improvements;
- (c) setting clear customer service standards and expectations, including, where appropriate, performance goals for customer service required by the GPRA (Government Performance and Results) Modernization Act of 2010 (Public Law 111-352);
- (d) improving the customer experience by adopting proven customer service best practices and coordinating across service channels (such as online, phone, in-person, and mail services);
- (e) streamlining agency processes to reduce costs and accelerate delivery, while reducing the need for customer calls and inquiries; and
- (f) identifying ways to use innovative technologies to accomplish the customer service activities above, thereby lowering costs, decreasing service delivery times, and improving the customer experience.

In addition, the U.S. House of Representatives passed H.R. 1660, **“The Government Customer Service Improvement Act of 2013”** on Aug. 2 (the Senate is expected to pass a similar bill S. 760; see Appendix D).

The General Services Administration is one of the key agencies providing support for this effort and has established a customer experience program. One of its senior leaders recently defined customer experience as: “Our customers’ perceptions of their entire experience with staff, products and services.” GSA is looking to deliver these benefits:

1. Better understanding of our customers and their needs.
2. Better products and services due to feedback from the customer.
3. Improved brand recognition, adoption, satisfaction with and loyalty to products and services.
4. Improved value proposition leading to resource justification.
5. Improved trust in government.
6. Improved employee engagement.
7. Increased capacity to assist agencies to better serve their customers.
8. Process improvement driven – commitment to total quality.

GSA also has identified its principles for customer experience:

1. All take responsibility for providing an experience greater than customer expectations.
2. Engage, listen and resolve.
3. Design business from the outside in, not the inside out.
4. Incorporate customer experience as a key success metric in everything we do.
5. Make every contact with a customer an opportunity to influence their experience.



COUNTY CULTURE

Before outlining the recommendations, it is worth noting that **one of the greatest areas of consensus from our cross-agency team was the necessity for a culture change** in order to enhance the customer experience.

A decision made by an agency has the ability to impact the customer experience. We work in an ecosystem together. It was strongly agreed that we must all work in concert together more as Team Fairfax, educate each other, work more closely on projects and consider the countywide perspective. Stovepiped decisions will not ensure success of this vision.

Residents don't necessarily care about department structures or the county org chart, yet, we have to be organized by departments for internal management purposes. This creates a natural tension, of course, as agencies often unwittingly focus more on their department than on the county. As one of our team members stated, "People just want their issue fixed."

Our culture will need to undergo an extensive change in order to fulfill many of the overarching goals and specific recommendations in this report. It's not enough to continue in our current models because **this report calls for the manifestation of the County Executive's "Team Fairfax" concept.** We need all members of the workforce to understand this shift, its goals and the need to be more careful and deliberate in decision making on behalf of the whole county experience.

Culture is also important because **employees are the key to success.** A recent Gallup study on the State of the American Workforce reports (in a business context):

WHEN ORGANIZATIONS SUCCESSFULLY ENGAGE THEIR CUSTOMERS AND THEIR EMPLOYEES, THEY EXPERIENCE A

240%

BOOST IN PERFORMANCE-RELATED BUSINESS OUTCOMES COMPARED WITH AN ORGANIZATION WITH NEITHER ENGAGED EMPLOYEES NOR ENGAGED CUSTOMERS.

"The moment an employee connects emotionally with a customer is a source of untapped power that has profound implications for a company's productivity and profitability. When organizations know how to prepare front-line employees to make the most of these moments, they engage customers — who in turn spend more, visit more often, resist competitive overtures, promote their brand to others, and forgive the occasional service blunder. Companies drive real growth by empowering employees to do what is right in their customers' eyes."

Furthermore:

"When workers are engaged but are not aligned with their organization's brand, it limits their power to create an engaging customer experience ... Great companies understand that employee engagement in itself is not a destination — it is a platform to even higher performance, greater productivity, and increased revenue. In fact, fully engaged customers represent a 23% premium in terms of share of wallet, profitability, revenue, and relationship growth over the average customer."



FAIRFAX COUNTY BY THE NUMBERS

The following numbers provide some context about current customer experience and engagement in the county.

Call Centers (Metrics for April 1, 2012 to March 31, 2013)

- We have roughly **50 true call centers** within Fairfax County Government (not including Department of Public Safety Communications or Fairfax Connector, which use different systems).
- 1,792,846 calls through the 50 call centers. The average answer rate was 79.66%, with some call center percentage rates being as low as 50% (meaning half the people calling did not reach anyone).
- **Department of Public Safety Communications** received **834,896 calls**. **Fairfax Connector** received **116,007 calls**.

Total number of calls: 2,743,749 **Total number of customer service-related emails: millions**

Must Answer Phone Line

- 389 phone numbers listed in the online directory.
- 400+ phone numbers listed in the Government Pages of the phonebook.

Website (Metrics for Calendar Year 2012)

- **6.7 million unique visitors** to fairfaxcounty.gov, a 5% increase from 2011.
 - Visits – 16,733,684 // Page Views – 66,548,356
- **56%** of people found fairfaxcounty.gov pages through a commercial **search engine** like Google. Searches on fairfaxcounty.gov **increased 174%** in 2012
- Overall **website satisfaction is down** in all categories from 2011.

Social Media (Metrics for Calendar Year 2012)

- **Facebook**
 - **Fans** across all 14 county accounts - **26,902**
 - **Total reach** across all accounts – **2,556,404** (The number of times county content has appeared in a Facebook user's newsfeed.)
- **Twitter**
 - **Followers** across all 11 county accounts – **19,881 as of Dec. 31, 2012 (up to 29,728 in August 2013)**
- **YouTube**
 - **Views** – 106,208 (videos were viewed for an average of 1 minute and 42 seconds).
- **Flickr**
 - **Views** – 446,275
- **Emergency Blog**
 - **Views** - 547,045



ENVISIONING THE FUTURE

The chart below highlights key, high-level issues that exist today with the county's customer experience and how the recommendations on the pages that follow would help resolve many of these challenges in the future.

Today		Future
<p>No centralized strategy and governance structure to ensure a top quality customer experience across all agencies. Many key decisions are made at the agency level often without regard for the entirety of the customer experience. Some agencies are proceeding with different models of customer service, too.</p>		<p>Centralized, dedicated team to identify major customer issues across all platforms, centrally manage a strategy to ensure a top quality experience across the entire government and review products with a customer-centric point of view.</p>
<p>50+ call centers and hundreds of other phone numbers, email addresses and online forms for our public to sift through to find county staff.</p>		<p>A one-stop-shop contact center to handle the majority of questions with agency staff reserved for inquiries that need detailed attention. This model removes burden from agencies and provides a more cost-effective, centralized approach.</p>
<p>No standard engagement experience for the public to provide feedback on key issues.</p>		<p>One centralized, modern engagement system that invites the public to share ideas, see other ideas and build solutions for the challenges we face.</p>
<p>Decentralized approach to managing the county website with 300+ publishers who have varying degrees of skill, which does not ensure a quality customer experience.</p>		<p>A smaller core of professional web publishers responsible for all county web pages to ensure a top quality experience.</p>
<p>No common way for residents to track progress on their call, email or contact for resolution/accountability regardless of department.</p>		<p>One system that provides one set of tracking numbers regardless of department.</p>



Today		Future
<p>No standardized way county agencies track public contact. There are at least nine different systems in place for some agencies, while others manually track calls on paper, while many agencies do not track public inquiries at all.</p>		<p>A single, centralized system that all agencies would be required to use. The resulting metrics would lead to changes in service delivery, better performance metrics and overall awareness of what the public is contacting their government about.</p>
<p>No easy way to spot trends or centralized way to look at data.</p>		<p>Situational awareness for Board members, county staff and others would improve with a more coordinated approach to identify emerging issues.</p>
<p>No open data standards in place or a directory of data for the public to access.</p>		<p>Develop open data policy and standards, following national best practices, to make data sets available to the public.</p>
<p>County relies on volunteer call takers during emergencies. Many of the same tenets described about customer experience would apply during the most heightened and stressful times in our community.</p>		<p>With coordinated contact center staff, emergency information would be conveyed more efficiently and effectively.</p>
<p>Siloed, agency-by-agency approach to knowledge storage.</p>		<p>A countywide knowledgebase accessible to all employees so key facts, figures, processes and more are available across agency structures.</p>
<p>Lack of social media access for employees and lack of a “social structure” that would enable a smarter, collaborative workforce.</p>		<p>Deploy new tools to enable employees to work smarter, faster and more collaboratively.</p>



RECOMMENDATIONS

The recommendations provided in this report are designed to be both immediate goals and longer-range thinking. The whole effort at improving the customer experience is envisioned as a multiyear strategy that, in fact, would become part of our county culture as a whole organization, not simply agency by agency.

We have categorized the recommendations into four broad categories:



Contact Center Fairfax

This category includes recommendations to improve the customer experience when people need help from their government or have questions.



Digital and Data Fairfax

This category includes ways to improve the customer experience through tools such as the website, as well as other new opportunities such as open data.



Engage Fairfax

This category focuses on the ways we can enhance the customer experience for interacting with our community through multiple channels.



Team Fairfax

This category highlights the necessary recommendations about staffing to improve the customer experience.

These recommendations are in no particular order, but some are long-term considerations while others could be achieved relatively quickly.

In addition, some recommendations will need investments and others will not. The team did not investigate potential costs from vendors nor did we engage in any RFI or RFP processes. That step would come next, but general ideas about cost are provided in a chart after all the recommendations.





Contact Center Fairfax

(Recommendations to improve the customer experience when people need help from their government or have questions.)

#1 Consolidated Contact Center

We recommend further exploration of a consolidated contact center for all of Fairfax County Government, building upon the nascent 703-FAIRFAX effort already in place. The national trend among best practice jurisdictions, as well as the limitations of our disparate and many must answer lines leads us to this recommendation. With at least 50 true call centers and hundreds of other numbers in the county that lead to a yearly average of nearly 3 million calls and millions of emails, it's critical to invest in this model of the future to make it easier for residents to contact their government. There are many models of consolidated contact centers (sometimes simply known as 311), including one center that handles all calls/emails; one team that answers the requests for information regardless of department and forwards calls if they can't be resolved; and models that are hybrids due to various organizational factors. It is intended for our consolidated contact center to provide what's called "first call resolution" when possible so residents are not transferred to various agencies. This will not just serve as a switchboard, which in many cases, 703-FAIRFAX has become. Some of the goals of consolidated contact centers are to provide one, easy-to-remember contact point for all residents; reduce the basic information call load on departments; and "reserve" subject matter experts for more complex inquiries at a greater cost effectiveness of time and salary.

#2 Invest in Unified Customer Relationship Management System

An organization-wide investment in a customer relationship management system (CRM) will unify the platform all staff and Board offices consult when helping our community. CRMs provide a common database of information, work order numbers, email integration, social media integration and more. Right now, multiple systems are used including IQ, Siebel, Harmony, FIDO, Enterprise Asset Management System and more. One system would allow information to be shared equally and easily, though reserving some data for subject matter experts only. There are many options in the marketplace, including open-source systems (programs in which the source code is available to any organization or person for use and/or modification from its original design). A unified CRM would also allow for ticket numbers to be created across the entire government, thereby allowing the tracking of and resolution for issues, which is a definitive national best practice. CRMs also produce metrics reports about those tracking tickets, as well as other key data that would help us improve our service delivery once patterns and trends are noted. To move forward on this recommendation, the International City/County Management Association recommends three stages 1.) discovery team to lay the groundwork and deeper research for a CRM 2.) launch team focused on a RFP or RFI process 3.) implementation and go-live team.



#3 Consider Location of Consolidated Contact Center

Most consolidated contact centers have a centralized space where staff works together. It is recommended that a consolidated contact center staff sit, learn, teach and work together to form a truly unified face for the public. Options for space, of course, would be reviewed with the Facilities Management Department once requirements are determined, but options could include a temporary conference room space; the space now occupied by the World Police and Fire Games after the games conclude; space on the MPSTOC call center floor so day-to-day government requests are co-located with emergency, non-emergency, road and State Police call center staffs, thereby creating a unity of purpose. Two jurisdictions – the District of Columbia and the City of Virginia Beach co-locate their 311 and 911 services together. Other jurisdictions (and businesses) have also used a model relying on contact center staff teleworking, thus reducing both the physical footprint needed for office space and the carbon footprint of staff commuting.

#4 Texting Information

Mobile phone use is ubiquitous today, reaching people regardless of income, language, age and other traditional “digital divide” factors. One of the most used communications tools today is texting by phone. Some governments have taken steps to encourage the public to ask questions via text, with a reply sent minutes later. So instead of just calling, emailing, chatting or tweeting a consolidated contact center, our vision calls for texting, too. A recently completed RFP process for a new text alert system included language for the requirements needed to introduce this concept. There would be a cost to acquire what’s called a shortcode to proceed. A shortcode is the series of digits you may hear such as “Text ‘donate’ to 99899.” New York City allows residents and visitors to text questions to 311692 to get customer service or information requests fulfilled. Agencies could also use texting to engage, too. For example, Neighborhood and Community Services could send text messages to teens about upcoming events.

#5 Explore Contact Center Live Chat Assistance

Many of the best practice governments we examined, as well as many businesses use live online help, so instead of calling or emailing, people have the option to interact with a contact center staff member about their question with a tool that’s becoming more commonplace today. Initially this idea should be explored as part of the 703-FAIRFAX consolidated contact center.



#6 Upgrade Online Directory

The current online directory (not Outlook) has both a public facing portion and an internal component. Through the years, many people have requested a more robust and easier to use directory that also enhances internal information, too, including listing names of division directors. It is our recommendation to move forward so the public has a better experience exploring our online directory and county staff can more easily find each other. Regardless of system used, staff must update a directory consistently.

#7 Expand Proposed Contact Center Hours

For many residents, the current county business hours of 8 a.m. to 4:30 p.m. are not always convenient. Commuting, working, spending time with family and other obligations force our residents to adjust their schedules to conduct business with us. It is our recommendation, based on national best practices cited in Appendix C, that the consolidated contact center feature extended hours to welcome inquiries that can be answered easily. For more complex inquiries, residents would be advised on which agency to contact during regular business hours. Our world is fast becoming an around-the clock environment with customer service and other information being provided at all hours on all types of devices by businesses and, in some cases, governments. Expanding hours to perhaps 7 or 8 p.m., as well as some weekend hours, would greatly enhance our delivery of service to residents.

#8 Emergency Contact Center Support

Most of the jurisdictions we examined have utilized or have plans to deploy their professional customer service staffs during emergencies to serve as a main point of public information and reduce pressure on 911 centers. Staff members are designated as essential personnel. It is our recommendation to follow this model to designate and then utilize current and future contact center staffs for emergency purposes. The process for dissemination of information during emergencies is clearly spelled out in the county's Emergency Operations Plan. While a hotline is sometimes stood up, it would be a better customer experience if the people answering the phones had knowledge of county services and systems. In years past, volunteers and public safety cadets have been used to answer questions received on the hotline.



Digital and Data Fairfax

(Improve the customer experience through tools such as website, as well as other new opportunities such as open data.)

#9 Reimagine Our County Website

A new county homepage is now available that is based on metrics, usage patterns and cleaner design. However, that only addresses the front door to our website. Although the refreshed homepage is our digital front door, second-level pages are just as important for a good customer experience (in fact, of the 16 million page visits to fairfaxcounty.gov in 2012, 14 million went to second-level pages; and half of that traffic comes from a commercial search engine such as Google). The underlying agency/office pages are critical. The current structure of the county website – meaning how folders are arranged by agency/office -- dates back to the late 1990s. This has led to numerous band-aid approaches to organizing content. While our website has won many awards, any good system should always strive to be even better, so we recommend a holistic examination of the county's website information architecture to better align with cross-agency and topical considerations rather than by departments. For example, we have many duplicative web pages. There are five pages about hurricane preparedness from different agencies; five pages on domestic violence from various agencies; three pages on child safety seats and countless other examples of duplicative content published by departments. The re-imagining of our website structure is also imperative so we're building a website to meet future information demands and customer experience expectations.

#10 Upgrade Web Content Management System

Since studies cited show that delivering information online is the most cost-effective method possible, then our system behind the scenes that produces web pages needs to keep pace. The current system was procured in 2003, a lifetime ago in today's technology age. We recommend this critical investment so county web pages can be published more easily (which will save staff time), organized across departments and take advantage of new advancements in web publishing beyond what was available more than a decade ago. Many options exist in the marketplace, but newer, more cost-effective ideas should be explored, too. Arlington County is in the process of using an open-source platform for its new website that will roll out in phases throughout the year. When completed, Arlington staff report, "the new website will save money by making it easier and faster for staff to update content, eliminating licensing fees and reducing maintenance costs."

#11 Proceed With Web Content Review Process

As part of the effort to better standardize and address issues with county website content, the Office of Public Affairs has begun planning a Web Content Review Process. This process will selectively analyze up to 10 web pages per agency/office and score the content against a set of predefined standards for accessibility, functionality and content. The lessons learned and changes needed would then be applied to all pages, thus helping organize our



content better. The website currently has thousands of webpages and thousands more documents. This process should continue so issues can be identified and resolved on our website to better serve the public since a good website means more cost efficiencies.

#12 Customer Experience Review Process for Key Online Services

The clear trend from best practice and neighboring jurisdictions is toward much simpler and easier-to-use online services, be it a web page, an online application to pay a bill, a mapping system or a mobile app. These are well designed not by accident, but by very deliberate choices. Though DIT technical standards exist to ensure a system works to technical specifications, there is not a formal review process for the customer experience, nor is the customer experience always considered in the purchasing process. Staff focused on the customer experience must be included in the planning and execution of all new online tools -- staff skills and perspectives vary across agencies, so the countywide customer experience perspective is imperative. We recommend a new review process be established with a small staff of cross-agency employees to ensure customer experience standards are being met from concept to review to implementation. A "customer experience pipeline" of sorts should be created where projects are submitted to the group for review, counsel and monitoring at various phases. This group would have the authority to delay implementation of a new webpage or online service until the customer experience issues are addressed. It is critically important to begin this customer-centric review process for a number of reasons: 1.) If a system is simply deployed to the public and not thought of from a resident's perspective, then the system will frustrate our community 2.) If a system is poorly designed or lacks logical structure, then it will lead to more expensive channels for help such as a phone call and 3.) The overall experience of our entire county digital presence will become more fragmented.

#13 Usability Testing for High Priority Projects

Usability testing is the gold standard way to ensure a system works well for the public. Businesses constantly use this method to ensure their products and digital tools work to meet customer experience standards and so people can easily access the service they need. Governments also conduct usability tests and Fairfax County has done so with limited opportunities in recent years. Most recently, the new Transparency Portal was tested by the public through this method and valuable, critical feedback was obtained. Changes were made so the customer experience improved dramatically. Usability testing is time intensive, so based on the proposed design and review process above, that team would recommend which systems/webpages should be tested based on the level of impact to the community. Resources will be needed to train more county staff to conduct this type of testing, or ideally, bring in usability consultants. This process is a proven one and though it takes time to accomplish, the benefits outweigh the staff/consultant cost. A study from the Nielsen Norman Group, a leading usability test organization, showed that in a study of 68 websites, 66 experienced significant usability improvements after recommended improvements were made.



#14 Ensure Progress on ADA Information Requirements

The county continues to comply with and make efforts to address all aspects of the Americans with Disabilities Act, especially with regard to information dissemination. A number of areas are being addressed such as stopping the practice of scanning memos and documents because they are not ADA accessible, while others still need resolution such as video closed captioning and creating documents appropriately in their native programs (Word, Excel, etc.) so they can be properly accessible. It is our recommendation that these important issues also be addressed as part of the overall customer experience so we ensure equal access to all.

#15 Be Attentive to Search Engines

In 2012, 56 percent (8 million) of our website visitors found fairfaxcounty.gov pages through a commercial search engine like Google, not by visiting our site directly. Our own search engine on fairfaxcounty.gov was searched 2.9 million times, a 174 percent increase from 2011. The metrics prove that search is critically important to the customer experience and we should encourage robust use of search because it is cost efficient. We must then be attentive to search and it must be managed. DIT has made recent investments to improve search and this must be expanded to include training for staff on search engine optimization that directly influences how search works.

#16 Continue Mobile Development

According to the most recent research, 91 percent of Americans own a mobile device, with about 50 percent being smartphones such as iPhones. We must respond to this rapid change toward a new way to consume, share and interact. DIT and OPA have made initial progress in creating an ecosystem conducive for sharing information on mobile devices, but more work is needed to enhance our county app, encourage development of native apps, convert existing services to mobile-friendly sites and integrate contact center aspects. Work must continue in this area so we fulfill the growing demand/usage for information on mobile devices.

#17 Mapping

Mapping is an integral part of many aspects of customer experience. Maps can show patterns based on complaints, customer service calls and much more. Our GIS staff is nationally recognized for its excellence and its perspective must be included in many of these key areas. Furthermore, the public can create and contribute to maps, too, through a variety of tools. During Hurricane Sandy, a crowdsourcing map was utilized inviting the community to tell us what they were seeing after the storm passed through. We recommend continuation of crowdmapping and consideration of other ways a crowd-populated map could be used for non-emergency situations, too. For example, members of the community could crowd map the location of sidewalks that need snow shoveling.



#18 Make Board Documents More Accessible

While our website boasts plentiful information about scheduled Board of Supervisors meetings, it lacks publicly accessible information for committee meetings and 'Not in Package' memos. These documents are often requested, either by email or phone, leading to more costly provision of services. We recommend that similar to the online materials for Board meetings with agendas, packages and more, each Board committee should have a homepage with agendas, presentations and schedules. This will help not only the public learn more about what happens at the committee level, but also the media will have easier access to the documents, thereby improving the customer experience. Likewise, Board meetings often feature calls for the County Executive to provide information. The responses to these requests are often distributed as 'Not In Package' items. These documents should be published online in chronological and topical orders so people can learn more about the issues affecting our community and government.

#19 Single Login for Systems

One login to the county website should show a resident their tax bills, library activity, park class registrations, athletic field requests and other services. People do not want to remember multiple passwords. We recommend a single login approach for the public to access the various services where we store records. Google does not require a separate login for each of its systems – they are all tied together for the public under one login. It is our recommendation, from the customer experience perspective, that the county work toward this unified public login for all systems. Some work is already underway, but it will be important for this effort to become part of the guiding principles for moving forward to ensure a useful customer experience. Levels of security should be included so in case someone's primary account is compromised, the data underneath would still need another layer of verification.

#20 Embrace Open Data

Open data is a movement among governments to share the wealth of public information we have with the community in formats that meet particular common standards. This allows not only self-service of information, but encourages the public to consume information and merge it with other layers of local, state or national data to see emerging trends in their community. It also spurs entrepreneurship as many smartphone apps rely on open data. Open data has been embraced from the federal level (with its open data policy) the state level, the nationwide jurisdictions we examined and neighbors here in the National Capital Region. One of the most advanced open data plans comes from Montgomery County -- see Appendix F for details (not only for Montgomery's open data, but improved customer experience, too). Open data also has a partner benefit for the government. Not only can we provide data, we can consume data from the community to help enrich our knowledge. For example, a group of homeowners associations could elect to plot specific points of data on a map we've provided and then we can use that data, as well, to enhance our knowledge and information. Some governments use open data to share raw numbers about types of police violations, fire code violations, restaurant inspections and more. All of this data has the power to transform how governments view and use data, while also reducing the cost of expensive FOIA



requests or requests for more complex data. If our default posture is to publish data openly for sets that make sense, then we are not only becoming more efficient as a government, but also serving the needs of the community more effectively. Some hosting platforms exist for open data that should be explored and invested in so this recommendation can move forward, along with an open data policy and process. Staff also will need to be educated on open data principles in order to know how to format information properly.

#21 Develop Strong Analytics & Performance Metrics

In today's era of governing, harvesting data to recognize patterns, change service delivery and improve overall efficiencies are cornerstones for many governments. All of the national best practice governments we examined focused heavily on metrics collection, reporting and analysis –across the entire government. It is our conclusion that a major factor in their success is the heavy focus on metrics. While Fairfax County collects some measures, it is not holistic nor are there common reporting standards, review sessions or accessibility to the data. In fact, when it comes to customer service, many agencies do not even collect the most basic of data about the number or types of calls/contacts. A renewed emphasis on this area for the customer experience, especially tied to Board priority areas, would yield helpful results in future decision making. A heavy focus on metrics includes making investments in tools that will make collecting and analyzing data easier such as web metrics, customer relationship management, ticket work order performance (time to completion) and more. Strong analytics leads to data-driven decisions. For example, the county's new homepage was designed based on analytics and data. The most trafficked pages and the most requested content are now featured prominently in a customer-centric way. We recommend that a countywide, crosscutting effort to collect data, implement new tools and enhance performance measurement be explored to better serve our community.

#22 Apply as a Code for America Jurisdiction

Code for America is a Silicon Valley-based nonprofit (“Peace Corps for geeks”) that partners technology volunteers with governments. The idea is for the government to present a problem and for the team to explore ways software codes or new apps could solve them. These are consultants with a twist. Programmers and other data specialists apply for a one-year fellowship, for which they receive a stipend of \$35,000. Governments apply too, presenting potential projects and also lining up funding for the fellows (some cities rely on foundations; others appropriate funds to cover the \$120,000 cost of a three-fellow team; \$120,000 is the approximate cost of one senior county FTE developer). Last year, 29 cities and counties proposed projects. More than 550 people, many of them from top technology companies, applied for the 28 fellow positions. An early success story occurred in Boston. During snowstorms, many residents there dig out and assertively defend parking spaces. Meanwhile, the fire department struggles to clear hydrants. Fellows helped write an “adopt-a-hydrant” application that allows residents or businesses to take responsibility for shoveling out “their” fire hydrants. New Orleans addressed urban blight. They created a one-stop resource with extensive information on who owned what piece of property, as well as the restoration status of each lot. Called BlightStatus, the website allows residents to enter an address and get a comprehensive update on remediation efforts.





(Ways we can enhance the customer experience for interacting with our community.)

#23 Deploy Modern Online Engagement Tool

A modern online engagement tool goes much farther than just sending an email with comments. It allows people to see each other's ideas, rank them, build on the idea and ultimately provide a snapshot view of priorities about the topic in question. It allows an idea to grow and progress can be tracked from concept to potential implementation. The county has experimented with this type of tool – in support of the county/VDOT “snow summit” in 2009 and currently, the Department of Transportation is using a tool for the Countywide Transit Network Study. Many governments, such as Montgomery and Arlington counties, continue to expand their presence online by providing modern online tools to solicit feedback. This is especially important as a critical supplement to public meetings, which many residents may not be able to attend. By providing a consistent and common platform for all agencies to use regardless of topic, we will be enlarging opportunities for feedback. Face-to-face interaction is very important, but so is hearing from people in ways that fit their lifestyle and schedules.

#24 Enhance Public Testimony Options

Currently, if people want to provide public testimony in person on a topic a trip to a meeting at the Government Center is usually required. Following state law and other codes, it is recommended to explore additional ways the public can provide testimony either by live video, recorded video or other methods to be “seen” in a public forum. Fairfax County Public Schools now accept testimony via recorded YouTube video. This recommendation complements the recommendation for a modern online engagement tool, in an era of trying to be more environmentally conscious, especially amid all of the technology tools available.

#25 Build on “Ask Fairfax” Platform

Since 2010, the Office of Public Affairs has hosted more than 50 online chats with county experts on topics ranging from crime to transportation to childcare to emergency preparedness. These chats have generated hundreds of questions from the public eager to interact with their public servants on key issues of the day. We recommend expanding the use of Ask Fairfax to all members of the Board of Supervisors as online town halls; more county agencies; and even partner agencies like VDOT.



#26 Expand Social Media

Social media is a critical way to conduct business today. Fairfax County is a recognized leader in using social media. We must continue our position as one of the country's best by investing in more robust tools to help manage, publish and coordinate social media content. In calendar year 2012, posts on all county Facebook accounts reached more than 2.5 million people while the number of total Facebook fans increased 47 percent. We experienced a 115 percent increase in Twitter followers from 2011 to 2012. YouTube videos were viewed more than 106,000 times. Our other supporting platforms like Flickr and SlideShare also showed significant usage increases. We recommend investing more time and additional resources to more effectively publish to social media sites, as well as expand the use of social media to more agencies and topic areas. It is important in today's communications and customer experience worlds for county government information to be part of the "social stream" of conversations so our words, videos, images and sounds tell the story of our government and community.

#27 Survey and Include the Public in the Customer Experience

We cannot validate the work in this plan without the inclusion of and partnership from our community. We need to hear from homeowner associations, Boards, Authorities and Commissions, nonprofits, the business community and individuals to seek their insight, knowledge and ideas, too. Government alone cannot solve many of the issues described in this report, so joining with the public will provide the benefits and insight needed. Examples include the usability tests already cited; deploying a cadre of Public Website Advisers to act as a panel of reviewers; "secret shoppers" who can take note of customer experiences, frequent surveys and more. The Department of Public Works and Environmental Services' Customer and Technical Support Center is currently looking for individuals interested in helping shape the future of service delivery on the second floor of the Herrity Building pertaining to permit application, site and addressing, and bonds and agreements. A new Customer Advisory Council is forming and it will be responsible for providing customer concerns, offering feedback on process changes and making recommendations for improvements from the customers' perspective. Initial involvement on the council will require a time commitment for monthly meetings and the generation of a Service Delivery Report. This is a wonderful model, but in the countywide picture, is one agency leaping ahead of others? We recommend more consistent approaches like this across all major public-facing departments.

#28 Enhanced Email Delivery System

Currently the county relies on Listserv as the email subscription system for the public to sign up for newsletter updates, a system that does not include modern features necessary to gauge performance, interest or ease of use. Listserv does not supply metrics such as links clicked, open rates and more. Listserv only supplies email addresses in aggregate, so the only measure of "success" for dozens of newsletters are raw number of subscribers. Today's tools provide greater depth and metrics. Many Board offices now use a system outside of Listserv. We recommend exploring an enhanced email subscription system to benefit both the public and employees measuring success.





(Recommendations about staffing to improve the customer experience.)

#29 Appoint a Customer Experience Project Manager

Such a multifaceted effort to enhance the customer experience and engagement for our government will need dedicated staff to work across agency boundaries and bring people together to achieve everything from the smallest of recommendations to the more long-term concepts. The issues presented in this paper transcend agencies. In fact, it's the concept of Team Fairfax working together that will make access easier for the public, expand opportunities to engage, analyze data to identify chances for change and encourage a culture that's open to new and innovative ideas to deliver services. Many models may be chosen for a project manager and potential team members. Some governments create a new agency to centralize the mission of these functions, which often takes the form of a customer service department (though this plan calls for "customer experience" not just "customer service"). Other governments simply appoint a lead agency or partner agencies to work on plans and implementation together. And still others appoint a single leader to work for the top elected official or chief administrative officer (depending upon the type of government structure). This appointed person(s) then has the ability to rise above agency lanes and serve as the chief advocate for this type of effort in partnership with key agencies. It is our recommendation that some form of a project lead be appointed to oversee this plan from its current conceptual phase to the details of implementation.

#30 Develop Customer Experience Governance Structure

Since this change to a customer experience focus will require all agencies to adapt in many ways, we recommend a governance structure to guide this effort to aid a project manager. Tapping into existing staff in key agencies would be ideal. Why a governance structure and a team to ensure the customer experience? Standards need to be set rather than 40+ different ideas of "customer experience." For example, DPWES recently redesigned and created a Customer and Technical Support Center. Housing and Community Development is exploring a "customer compact." While these efforts are wonderful on their own, who is looking out for common themes and issues that need to be addressed regardless of department? Will a member of the public interacting with DPWES either online, phone, email, social media or in person have a different experience than someone interacting with Housing? Standards are needed across all departments to ensure commonality, reduce duplicative efforts and save money. Governance structures are intended to be diverse, so we recommend non-government experts to help advise, as well.

#31 Identify Customer Experience Liaisons in Each Agency/Facility

Just as each agency has a financial analyst or payroll contact, we recommend each agency or public location name a lead point of contact responsible for coordinating customer experience issues. These individuals would coordinate with the centralized contact center, smaller web publisher cadre, public information officers and others that



interface with the public. This liaison model was commonly found in the national jurisdictions we examined to ensure common messages, many voices and consistent experiences.

#32 Customer Experience Training for Existing and New Employees

While those directly involved with aspects of delivering the customer experience (web publishers, contact center staff, public information officers and others) would receive detailed training, it's important to infuse the whole organization with this new culture and focus. We recommend an online training for all employees that describes and shows why the customer experience is so important to keep in mind, regardless of position. This would be short 30-40 minute online training. This topic should also be introduced and explained at new employee orientation so the future of our workforce begins from Day 1 with this concept in mind.

#33 Align Customer Experience Plan With Other County Plans

Other overarching plans currently exist in the county such as the IT Plan, the Emergency Operations Plan, the budget and other agency plans. The concepts provided in the customer experience plan must come together in concert so all plans can flourish and succeed. For example, the IT Plan sets forth a path for technology infrastructure and software changes. While this customer experience vision document is not an IT plan and it is not IT-only focused, the IT Plan is one of many that all must align together to ensure a top quality customer experience. Including the customer experience project manager on the Senior IT Committee is only one of many ways to ensure coordination of effort.

#34 Contact Center Staffing

As part of a unified contact center, it will be important to consider staffing. Currently the Office of Public Affairs manages the very basic 703-FAIRFAX phone number, email address and Twitter account with two staff members. In comparison, most of the national best practice jurisdictions we examined have more than 41 staff members dedicated to their contact centers. We are not recommending 40+ staff, but it is important to note the sufficient staffing levels that have led to the successes in other consolidated contact centers around the country. Some governments simply added more positions to the workforce, while others tapped into existing employees and provided them with new opportunities to grow professionally. No new positions are being recommended at this time until there is a further analysis of current staffing, but the recent FOCUS model is certainly a template to consider where staff left their "home" agency to serve the greater good of the county's needs. Nearly 3 million phone calls were reported by agencies over a recent 12-month period, in addition to millions of email messages. Sufficient staff will be necessary for a consolidated contact center to handle call volume, email messages, proposed text messaging, recommended live chat options and social media integration. See Appendix E for examples of organizational structures.



#35 Consolidate Website Publishers

It is our strong recommendation that the county's web presence, with 34,000 pieces of content, be more formally managed by a smaller cadre of web professionals on staff. Currently, more than 300 county staff members have permissions to publish content to the website. While in prior years this model may have made sense to "spread around" the work, it has resulted in some examples of fragmented and poorly designed web pages that do not help residents find the information they need. The county's Web Content Policy states that public information officers are ultimately responsible for and serve as the lead contact for web content, but in some agencies, web work is distributed. Staff members who serve as an agency web publisher sometimes do not have the requisite skills or countywide perspective needed to deliver a quality customer experience. Web publishing is often a "side" task for those staff, not a primary responsibility. This challenge then causes inefficiencies and duplicative efforts as staff members from OPA or DIT are often called upon to fix issues. Consider the costs of poor web content: 1.) extra staff time to publish because of lack of skills 2.) duplicative costs when OPA or DIT have to step in 3.) if the public cannot find information at the \$0.25-\$0.50 rate it generally "costs" to access a website for information, then they will likely choose the \$8-\$12 method of calling to find the answer. The good news is that many of our county staff are excellent web content managers and provide very good work on behalf of their agency. Our recommendation calls for this smaller group to work within a web governance structure led by DIT and OPA to manage all content, even content not in their agency. This will ensure the website – the most efficient and cost effective way we can deliver information – is managed more professionally with the correct skill sets. A department would not expect a financial analyst to solve an engineering issue or an administrative assistant to guide the technical implementation of a system by themselves. Our website must be managed more professionally and efficiently in the spirit of cost effectiveness and of Team Fairfax, where department silos are not the sole focus, but the delivery of services on behalf of our entire government structure is paramount.

#36 Bolster and Enlarge the Existing Facilitator's Network

For many years, the county has had a Facilitator's Network of staff who can provide assistance with public meetings, facilitation and more. This group is generally based out of the human services area, but it should be enlarged to include other disciplines so all county staff who may need to facilitate meetings, develop agendas and more can gather together more formally in support of more consistent public engagement. The group's presence should be promoted more to agencies and recruitment/training for more volunteer facilitators should commence.

#37 Require Public Engagement Certification

In recent years, staff from the Department of Management and Budget, Department of Planning and Zoning, the Office of Public Affairs and human services participated in formal training from the International Association of Public Participation, which stresses fundamental aspects of leading public outreach. This training, (provided by a consultant) would be an essential best practices model to provide a consistent approach to public engagement.



#38 Add Policies/Procedures to Existing Communications Toolkit

A number of new policies, reference materials and best practices will need to be published to support this change to a customer experience focus. We recommend building on the current Communications Toolkit found on FairfaxNET so employees have access to all of the details needed to implement a top quality customer experience.

#39 Report Intended Outcomes

It's important to collect data, but it's also important to be transparent and show our community the progress we are making in many areas. Some jurisdictions use a report card format while others have "CityStat" or "CountyStat" sessions. Our own Human Services area is working on a "report card" to demonstrate outcomes in seven different results areas (healthy people, sustainable housing, economic self-sufficiency, etc.) that will be online, continually updated, and shared with partners (independent of budget performance data). Part of this is about transparency, part is accountability, and part is helping people understand why we exist and why we do what we do. It's important for people to understand the community impact their taxes help create, and that's a critical piece of the customer experience. We recommend exploring which model would work best across the whole government.

#40 Internal Social Network For Employees

The county utilizes social media to share information with the public, and we recommend creating a similar platform that would allow employees to share information and collaborate internally. In addition to fostering the organization's business objectives, internal social networking tools can improve communications and promote positive and productive working relationships. With more than 12,000 employees, enterprise-wide communications and interagency communications are often a challenge. Utilizing internal social networking tools with similar features and functionality to the ones many employees use in their private lives can be an effective method for organizations to work "smarter." Internal blogs, forums and social networks allow organizations to unlock institutional knowledge by allowing employees to share questions, answers, and valuable information in open forums rather than the confines of email, where only a few people benefit from shared information. Employees can stay abreast of the most up-to-date information and employers can identify staff needs. Constant idea sharing in a cutting-edge environment creates a culture of innovation and collaboration. Social media allows organizations to easily conduct virtual brainstorming and focus groups by tapping into a broad base of diverse thinking and creativity.



#41 Build Internal Knowledgebase

Internal knowledgebases are critical to the success of the benchmark jurisdictions we examined. Investments of time and money have been made to ensure employees have a common place internally to view information that can then be shared with the public regardless of what agency is answering a customer question. The knowledgebase acts as an organization's "digital brain" that anyone can access and contribute to. This is especially important as employees retire. An internal knowledgebase can serve as the host site for retiring employees to share their insight and document information before they depart. Products, such as customer relationship management systems as cited in recommendation #2, provide this functionality.

#42 Expand Access to Social Media for Employees

Currently, only select employees have access to social media sites at their work computers. In a previous budget, funds were appropriated but then redirected from a social media security system that would help IT staff provide this expanded access. If we want to be a workforce of the future, then social media access for employees should be considered so employees can see the online conversations about the county and also partake in professional social media opportunities in their area of disciplines through tools like Twitter chats and Facebook groups.

#43 Ensure Common Message, Many Voices

As the final recommendation, we encourage the continued work toward a common message, many voices template already in place. It's important for our large and diverse agencies to continue working together ensure that when people contact the county in various ways or "see" the county in various formats, that the look, feel and sound are similar. We want the public to get the same answer no matter the outlet they choose. This is one of the overarching goals of this proposal – to build on the consistency already in place – but add focus for contact centers, website issues, engagement, branding and more.



SUMMARY TABLE WITH POTENTIAL COSTS AND PROGRESS TRACKING

While it was not in the scope of this team to solicit official Requests for Information or Requests for Proposals, some of the recommendations will need investments. Some of the recommendations are already in progress, while others are simply concepts or have had minimal/initial attention.

Recommendation	Cost	Progress	Notes
 Contact Center Fairfax			
#1 Consolidated Contact Center	No	Not Started	Developing policies, procedures, structures will not require additional investments
#2 Invest in Unified Customer Relationship Management System	Yes	Minimally Explored	Montgomery County initially paid \$900K for its CRM system; costs could be more depending on features. Other CRMs start at \$150,000+/year (based on 50 licenses). A full RFP process is recommended.
#3 Consider Location of Consolidated Contact Center	Yes	Not Started	Depending on size of space, basic office setup, configuration, technology and more will need to be considered
#4 Texting Information	Yes	Minimally Explored	At a minimum, shortcodes costs \$1000/month to lease from the Common Short Code Administration
#5 Explore Contact Center Live Chat Assistance	Yes	Not Started	\$2500-\$7500, but could be included as part of a CRM, too
#6 Upgrade Online Directory	Maybe	Not Started	Could be built in house or with new software
#7 Expand Proposed Contact Center Hours	Maybe	Not Started	If shifts are staggered to cover 8-hours a day for staff, no. If another setup is chosen, then more salary costs may be incurred.
#8 Emergency Contact Center Support	Maybe	Not Started	May incur comp time earned costs
 Digital and Data Fairfax			
#9 Reimagine Our County Website	Yes	Not Started	Outside support to lend perspective/skills on information architecture and design
#10 Upgrade Web Content Management System	Yes	Minimally Explored	Upgrades to our current CMS are available, as are new options that should be fully explored, including open source systems



Recommendation	Cost	Progress	Notes
 #1 Proceed With Web Content Review Process	No	In Progress	
#12 Customer Experience Review Process for Key Online Services	No	Not Started	A new process/policy
#13 Usability Testing for High Priority Projects	Yes	Minimally Explored	Outside experts to conduct tests and training for staff to conduct tests
#14 Ensure Progress on ADA Information Requirements	Yes	In Progress	Some aspects like video captioning and training for Microsoft Office products
#15 Be Attentive to Search Engines	Maybe	In Progress	May be necessary to seek search engine optimization experts to assist
#16 Continue Mobile Development	Yes	In Progress	Investments needed to create apps and robust mobile architecture
#17 Mapping	No	In Progress	
#18 Make Board Documents More Accessible	No	Minimally Explored	
#19 Single Login for Systems	Yes	In Progress	DIT is already working on this issue; more funding may be needed
#20 Embrace Open Data	Yes	Not Started	A unified platform to host the data sets
#21 Develop Strong Analytics & Performance Metrics	Yes	Minimally Explored	New systems for various agencies or disciplines may be needed. New website, mobile and social media analytics systems will give us further insight into usage patterns.
#22 Apply as a Code for America Jurisdiction	Yes	Not Started	\$120,000 for three code fellows
 Engage Fairfax			
#23 Deploy Modern Online Engagement Tool	Yes	Minimally Explored	Approximately \$12,000-\$24,000/year
#24 Enhance Public Testimony Options	Maybe	Minimally Explored	Additional equipment may be required
#25 Build on "Ask Fairfax" Platform	No	In Progress	



Recommendation	Cost	Progress	Notes
 #26 Expand Social Media	No	In Progress	Approximately \$20,000 for enterprise social media management system. Additional (minimal) annual costs to upgrade accounts for more features on some social sites.
#27 Survey and Include the Public in the Customer Experience	No	Minimally Explored	May incur comp time earned costs
#28 Enhanced Email Delivery System	Yes	Not Started	Some systems are priced based on jurisdiction population, others on number of email subscribers.
 Team Fairfax			
#29 Appoint a Customer Experience Project Manager	Maybe	Not Started	If drawn from existing staff, minimal cost. If new position created, yes.
#30 Develop Customer Experience Governance Structure	No	Not Started	A new process/policy
#31 Identify Customer Experience Liaisons in Each Agency/Facility	No	Not Started	
#32 Customer Experience Training for Existing and New Employees	No	Not Started	
#33 Align Customer Experience Plan With Other County Plans	No	Not Started	
#34 Contact Center Staffing	Maybe	Not Started	If new staff will be added, then more yes. If staff drawn from existing positions, then no cost
#35 Consolidate Website Publishers	No	Not Started	A new process/policy
#36 Bolster and Enlarge the Existing Facilitator's Network	No	In Progress	
#37 Require Public Engagement Certification	Yes	Minimally Explored	IAP2 training costs through a vendor
#38 Add Policies/Procedures to Existing Communications Toolkit	No	In Progress	
#39 Report Intended Outcomes	No	Minimally Explored	
#40 Internal Social Network For Employees	Yes	Not Started	



Recommendation	Cost	Progress	Notes
★ #1 Build Internal Knowledgebase	Yes	Not Started	Cost could be part of CRM solution with integration to FairfaxNET/Sharepoint platform
#42 Expand Access to Social Media for Employees	Yes	In Progress	When last funded, the cost was approximately \$1 million
#43 Ensure Common Message, Many Voices	No	In Progress	



APPENDICES

Appendix A: Board Matter

Appendix B: Team Charter

Appendix C: National Best Practices Report

Appendix D: Senate Bill 760: "The Government Customer Service Improvement Act of 2013"

Appendix E: Models of Customer Service

Appendix F: Montgomery County Plan

