2024 NASCIO STATE IT RECOGNITION AWARDS

Project Title: **Okay, Okay! We Hear You! – Missouri Citizen Journey Mapping**

State: Missouri

Agency/Division: Office of Administration, Information Technology Services Division
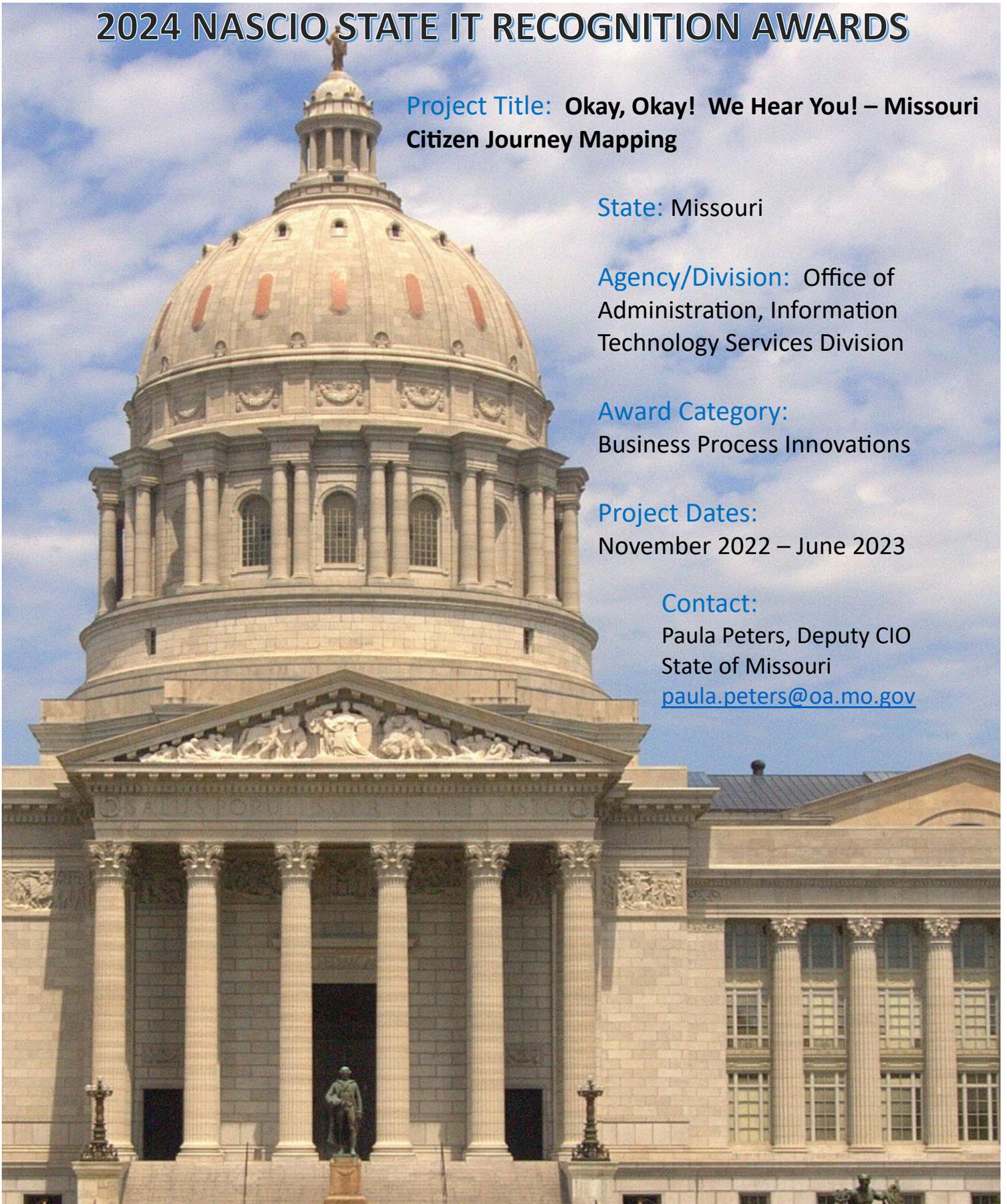
Award Category:
Business Process Innovations

Project Dates:
November 2022 – June 2023

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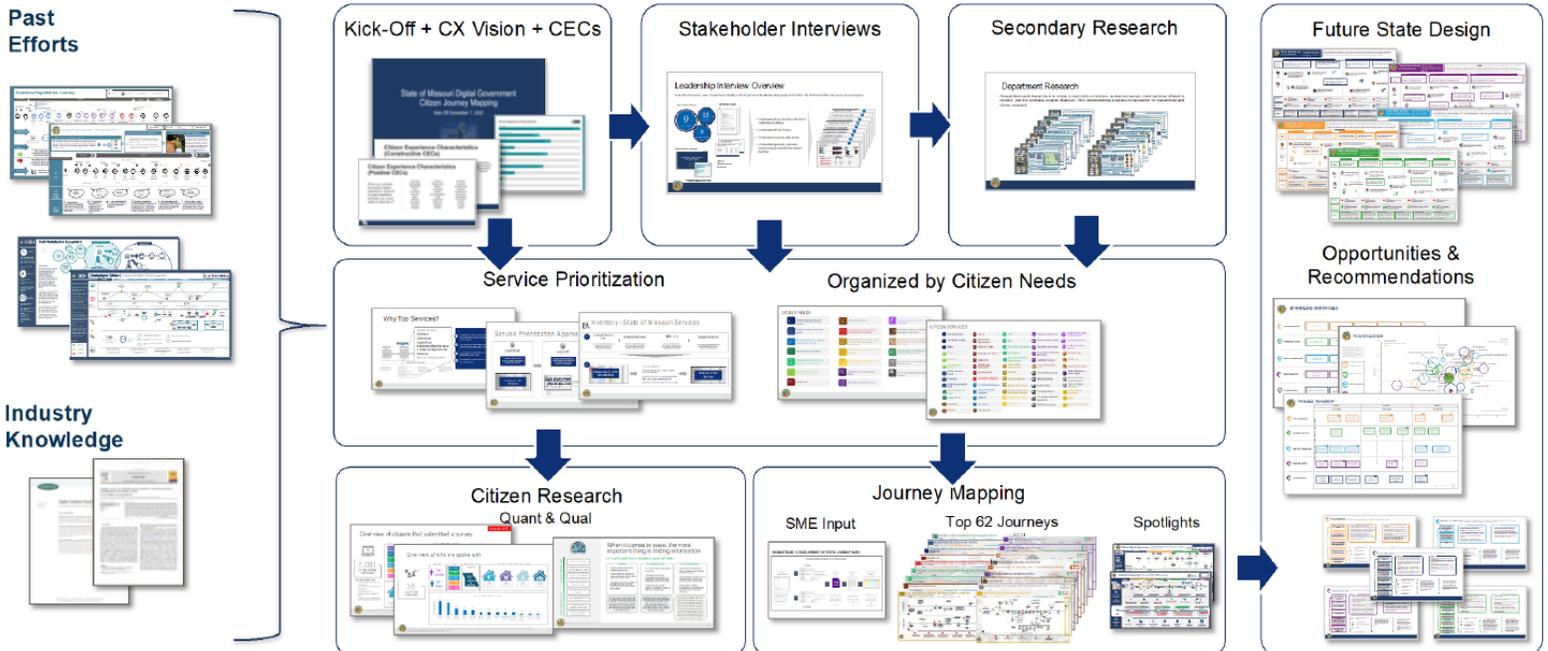
Executive Summary

Early in Governor Mike Parson's administration as the 57th Governor for the State of Missouri, an emphasis was put on "Missouri Better Government". The Governor challenged State employes to "meet Missouri citizen's expectations so that we are good as any organization." There was an expectation that that Missouri state government become more transparent, more citizen friendly, more efficient, more focused, and more accountable. In response to this directive, the Information Technology Services

> "Excellent citizens serving their fellow citizens."
>
> -Governor Mike Parson

Division at the State of Missouri put forth a proposal, and was appropriated $126 million dollars, to carry out Missouri's Digital Government Transformation. A major pillar of that transformation was to stop guessing and to find out what our citizens expected. This is where our Citizen Journey Mapping journey began.

We knew to be citizen focused; the customer's voice must be heard, measured, and managed across their journey with us. Citizen Journey Mapping is a visual representation of the customer journey a citizen goes through when doing business with the State of Missouri. Citizen Journey Mapping is important, because it is a strategic approach to better understanding citizen expectations and is crucial for optimizing the citizen's experience with the State.

The project started in November 2022, during the project we identified 62 of the top services that are important to Missouri citizens after starting with over 300. We grouped those services by 22 citizen needs. This gave us a set of services that have high volume and value for our Missouri citizens. We surveyed over 7,000 citizens and conducted 38 one-hour citizen interviews. This led us to identify 28 statewide initiatives aligned to five themes. We identified 13 high value initiatives and identified key next steps. The results from this project have led all our statewide digital transformation efforts and additional statewide efforts to strengthen citizen experience. Below are high-level summaries of the approach for our end-to-end citizen experience, the work we accomplished, and how the future state experience design and roadmap prioritization was completed.

COMPREHENSIVE APPROACH FOR END-TO END CITIZEN EXPERIENCE

Top Services

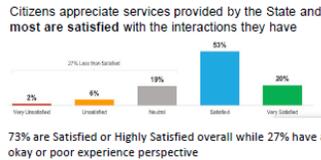Started with **300+** services citizens could interact with on an annual basis

Analyze

List of 300 Services

Prioritize

Top 50 Services By Department
62 Services Prioritized

Categorize

Grouped by 22 Citizen Needs

Set of services that have **high volume** and **value** for citizens that were in scope and focus of this project.

Research Insights

7,001 CITIZEN SURVEY RESPONSES
38 1-HR CITIZEN INTERVIEWS

2-3x per year
A typical citizen interacts with a state agency

4
The average citizen has 4 needs in a 12-month period

Citizens appreciate services provided by the State and most are **satisfied** with the interactions they have

73% are Satisfied or Highly Satisfied overall while 27% have an okay or poor experience perspective

Regardless of service type, it takes **several** attempts to connect with the right contacts when questions arise

"It is impossible to talk to a representative. I have been on hold for over six hours before"

"Renewing plates online is amazing. It is so quick and easy! The site is easy to navigate and it takes only a few minutes."

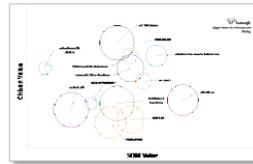Making the experience **easy** should be high priority along with consolidating redundancies:
- Addressing similar needs
- Setting expectations
- Soliciting similar information
- Enabling digital functionality

Recommendations

1 **28** initiatives aligned to **5** Themes

PERSONALIZATION	MODERNIZATION	DIGITAL OPTIMIZATION	EXPERIENCE DESIGN	CX FOUNDATION
Deliver a unique, data-driven experience for citizens that is tailored to specific needs	Incorporate features, functionalities, and innovation to fuel and power citizen needs	Make it easy and relevant for citizens to interact with the state when managing key tasks	Meet citizens where they are in their journey by delivering a defined experience that surprises and delights	Lay the groundwork for key experience initiatives, enabling the right tools, culture and empowerment

2 **13 High Value Initiatives**

3 Key next steps identified to:
- Integrate with modernization efforts
- Establish governance
- Immerse employees in CX
- Evaluate for State alignment

FUTURE STATE EXPERIENCE DESIGN & ROADMAP PRIORITIZATION

Current state research and journey mapping identified critical moments influencing the future state design process

Catalogued opportunities identified throughout the project. Invited stakeholders and SMEs to solve for 10 critical challenges citizens and the state face today:

- Virtual ideation workshop open for 1 week

- 18 Leaders and 13 Subject Matter Experts were interviewed during project

- Artifacts including personas, SOM's vision and mission, and secondary research were referenced to spur ideas

- 30 ideas generated in virtual workshop

- Initiatives designed from working sessions, research, and best practices

- Qualitatively narrowed the list to **30 initiatives**

The process to prioritize recommended initiatives:

- Scored against **10** criteria:

  - **Value to Citizen (3)** - Ease, Effectiveness, Emotion

  - **Value to State of Missouri (5)** - Knowledgeable, Accurate, Easy, Confident/Trusted, Consistent

  - **High Level Cost / Complexity** of Implementation

Accurate
Consistent
Easy
Knowledgeable
Trust/Confidence
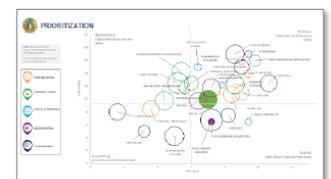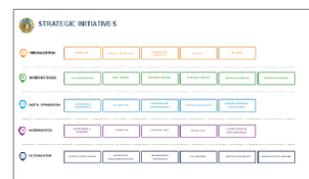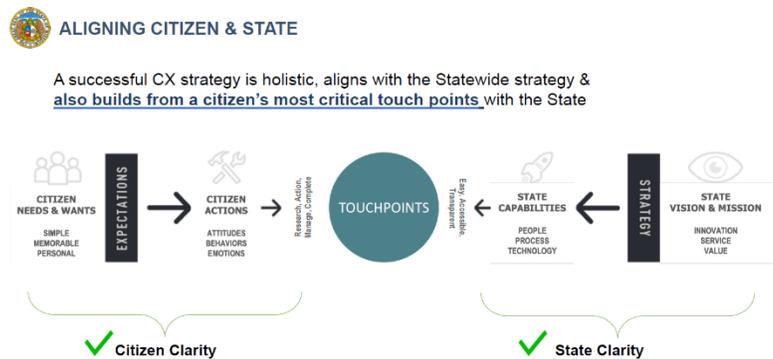

Project Description

IDEA

What problem or opportunity does the project address?

One of Governor Mike Parson's priorities put an emphasis on "Missouri Better Government". The pandemic made all of us very aware that our citizens expected government to come to them, not them to have to go to government for services. Currently citizens must go to offices for services. Citizens must use different

department websites to access information. Citizens must submit the same information over and over. Citizens must wait for items to be mailed to them. They expect to be able to interact with state government like they interact with places like Amazon or Domino's Pizza. We knew that in order to be citizen focused, the customer's voice must be heard, measured, and managed across their journey with us.

The project had a set of "simple" objectives –

1. Understand end-to-end digital citizen experience with emphasis on top services
2. Understand what matters to citizens and opportunity areas for each department
3. Produce desired future state citizen journeys
4. Produce prioritized digital roadmap
5. Identify areas of opportunity along the journey for each department

ALIGNING CITIZEN & STATE

A successful CX strategy is holistic, aligns with the Statewide strategy & also builds from a citizen's most critical touch points with the State

Why does it matter?

Urgency for digital government services has increased exponentially due, in part, to the challenges wrought by the pandemic as technology has become essential to remote working, distance learning, maintaining economies, and keeping governments running. Combating the COVID-19 challenge has accelerated our opportunity to transform government by making it more customer centric. Citizen Journey Mapping is important because it is a strategic approach to better understanding citizen expectations and is crucial for optimizing the citizen's experience with the State. The Citizen Journey Mapping project was done to inform us how the Citizen Portal should be built and what citizens expect from us.

> "It is almost like the website was created for someone like me because it speaks right to my needs and helps me find my needle in the haystack."
>
> - *Missouri Citizen Grace*

What makes it different?

We found in Missouri, and in many other states, governmental agencies would survey citizens to ask about their satisfaction with a particular process or interaction that they had with the state, but we did not ask them **HOW** they would like to be interacted with. Citizen Journey Mapping is different than a regular survey and goes much further in designing a future state experience design for a comprehensive end-to-end citizen experience.

What makes it universal?

The NASCIO 2024 State CIO Priorities lists DIGITAL GOVERNMENT / DIGITAL SERVICES as one of its #1 priorities. This same priority is true in Missouri. Citizen Journey Mapping is a visual representation of citizen interactions with the government. Most of these interactions are not particularly specific to a certain state because most states perform many of the same services. Journey mapping is a tool and process to investigate, analyze and ultimately lay the foundations to improve citizen experiences with the State. Citizen Journey Mapping requires all areas of the State Government to step into the shoes of the citizen and understand how our processes impact on the experience he or she has with the State.

What was the Roadmap?

When the Information Technology Services Division put forth a proposal and was appropriated $126 million to carry out Missouri's Digital Government Transformation, another major pillar of that transformation included a Citizen Portal. Missouri did not desire to move forward with a citizen portal in the same way we had previously put together our web pages, department by department. We wanted to know what Missourians expected. The approach to the project was to include:

- all interactions with various departments to achieve their objectives. Many processes involve interactions with multiple departments, divisions, agencies, etc.
- identification of departments, regions, and people responsible for the delivery of the citizen experience at each touchpoint
- linkages between touchpoints
- emotions elicited and desired in the customer at each touchpoint
- importance ratings for each touchpoint, this can include looking at the internal perception of importance compared to citizen measures
- performance of the State/department at each touchpoint

Below is the Mission and Values developed for our entire Digital Transformation project. The information from the Citizen Journey Mapping project is our roadmap to keep us on track to deliver what we promised.

Who was involved?

The concept was originally developed by Information Technology Services Division Leadership and then presented to the Office of Administration Commissioner's Office. Then together we started discussing the project with the Governor's Office, Cabinet leaders, and several key legislators to gather support for the project. We prepared numerous written and verbal communications to help key leaders understand the vision and what we wanted to accomplish. We were appropriated the funding starting in July 2022. We prepared a statement of work for bid to get vendor help with the project. Andrew Reise Consulting from Kansas City was selected to assist us in gathering and putting together the information. The project kick-off was held in November of 2022.

How did you do it?

The project total was a little over $1.5 million. The time involvement of State team members was extensive but not tracked in all areas. ITSD had 2 FTE on the project full-time with another 5-6 part-time. The project was completed in under a year. The Andrew Reise team brought in project best practices for this kind of work and was a great partner to help us achieve our goal.

IMPACT

What did the project make better?

Imagine an experience for state citizens so dynamic they have everything at their fingertips to "chart their own path." They understand how best to interact with the State to get the most out of their interactions. "Dots" automatically connect. Messages are tailored to needs and guidance is offered before it's needed. Every citizen has confidence in the State at every point in the journey. A relationship has formed and is cultivated through deeper connections with citizens. This is what we are building in Missouri and this Citizen Journey Mapping project is the cornerstone to the entire Digital Government Transformation effort. Our citizens will go from static web pages that are developed by each department with different designs and ways of organizing data. There are not connections to other agency web pages when multiple agencies are needed to complete a journey. A citizen must either try to find the information on those web pages, or call or visit a state office for help in completing their journey. Missouri has done its "homework" by completing this project and we now know what our citizens expect and deserve. This project has impact statewide both inside government and for our Missouri citizens.
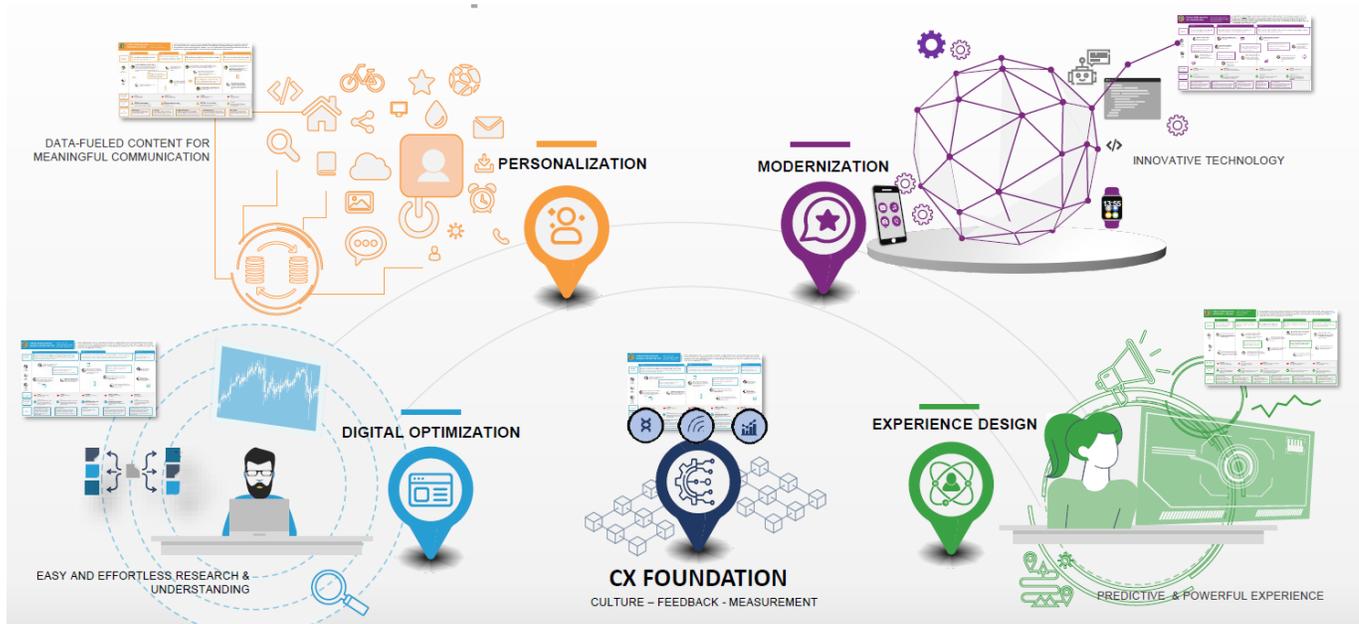
How do you know?

The project artifacts speak for themselves. We know the five strategic themes and the impact to top services when completing the initiatives. Without this project, we could have guessed what citizens may have wanted and we could have done the projects that agencies thought was best but now **WE KNOW!** We asked our citizens what they expect from us. We surveyed over 7,000 Missouri citizens and held 38 one-hour interviews to obtain the information. See figure on next page for the impact to our top services by theme.

IMPACT TO TOP SERVICES
Half of initiatives impact multi-step, transactional services

	SOME (2) TRANSACTIONAL SERVICES	ALL (37) TRANSACTIONAL SERVICES	ALL (62) SERVICES
PERSONALIZATION		CITIZEN CRM · PERSONALIZED MESSAGING · MY STATE · PERSONAL PREFERENCES · EASY LINK	
EXPERIENCE DESIGN		EXPERIENCE TRACKER · PERSONAL HOMEPAGE · PREFERRED CHANNEL · QUICK START GUIDE	EXPERIENCE PLAYBOOK · OMNI-CHANNEL
DIGITAL OPTIMIZATION	DYNAMIC EXPERIENCE VISUALIZATION	VERIFICATION & AUTHENTICATION	INFORMATION ORGANIZATION · ACCESSIBILITY · INDIVIDUALIZED SEARCH
MODERNIZATION	MOBILE APP	CITIZEN DATA · MULTI-SERVICE ACCOUNTS · E-Submission · APPLIED ARTIFICIAL INTELLIGENCE (AI)	UNIVERSAL CHAT
CX FOUNDATION			MEASUREMENT FRAMEWORK · EMPLOYEE BETA PROGRAM · EMPLOYEE EXPERIENCE · VOC PROGRAM · KNOWLEDGE MGMT SYSTEM · CITIZEN CENTRIC CULTURE
	2 Initiatives impact 3% of Top Services	**14 Initiatives impact 60% of Top Services**	**12 Initiatives impact 100% of Top Services**

What now?

We have the phased roadmap (see image below) because of this project, and we are in the process of carrying out the initiatives on the roadmap. We have the Citizen Portal stood up. We have single sign-on and identity and access management to ensure a seamless experience. We are incorporating systems into the portal as defined on our roadmap. When we are finished with these top 62 journeys, we will continue to do journey mapping to guide us for what citizens expect next. An unexpected result of this project is our agencies understand the true value of journey mapping and many of them are doing this on their own to guide both them and us for what to incorporate next. These are being led by the agencies because they see value and want to imitate what we started. This project gave us a strong foundation to build on and we could not be more excited to for what is to come for Missouri!

PHASED ROADMAP