Digital Services Strategy

March 7, 2019

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Today's Presentation on Digital Services Strategy

Why this matters to our residents

What digital transformation means

How we're doing this in San Jose

What we need to do next

What we mean by "digital services"

Transactional or informational services that are online and used by the general public, especially residents and businesses.

Examples:
- Transactional: applying for a building permit
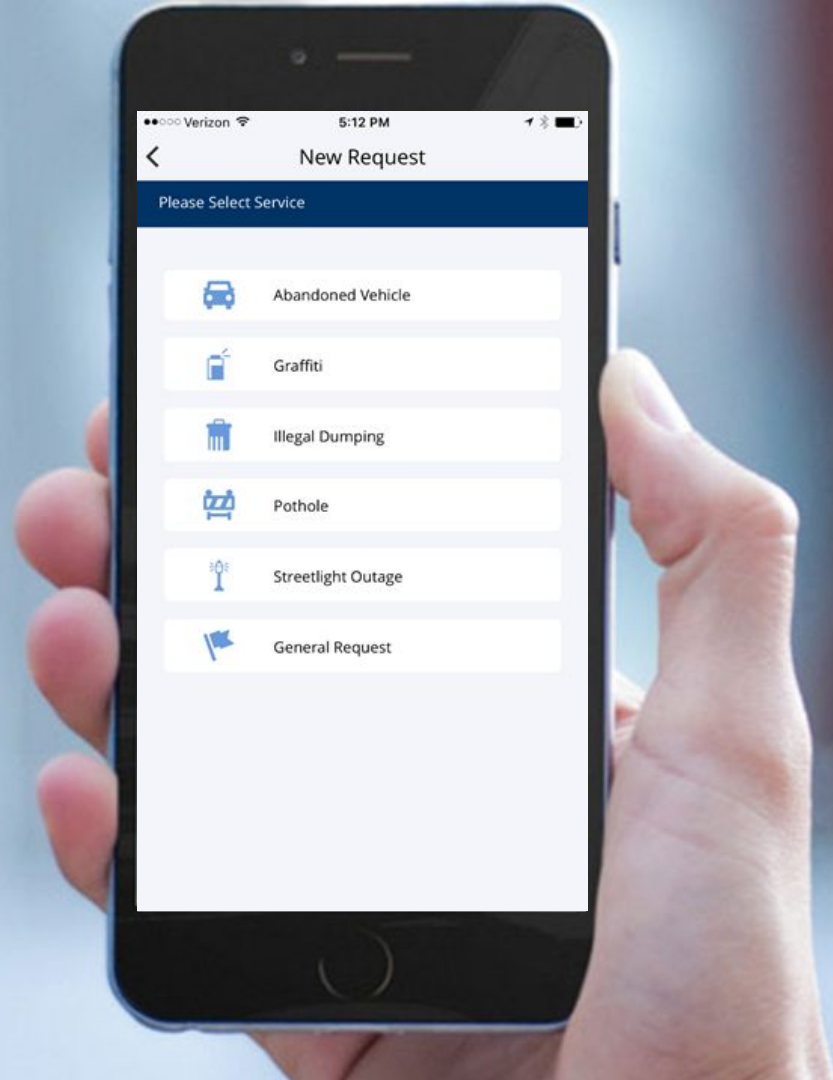- Informational: looking up your recycling collection company

Ways in which digital services may be delivered:
- Websites
- Mobile apps
- Text message
- Chatbot

Our services were not designed for the internet

Digital services matter to our residents

❏ Easy to get things done
❏ Make services accessible and inclusive
❏ Build trust in City's ability to deliver

My San Jose's six services are the "tip of the iceberg"

We need a plan for the rest of the iceberg

Example: Junk pick-up is a great service.
ESD has a vision for how it could be even better.

It's easy & FREE to get rid of your junk

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY
Environmental Services

Make appointment · Set out · We'll pick up

SJenvironment.org/junkpickup

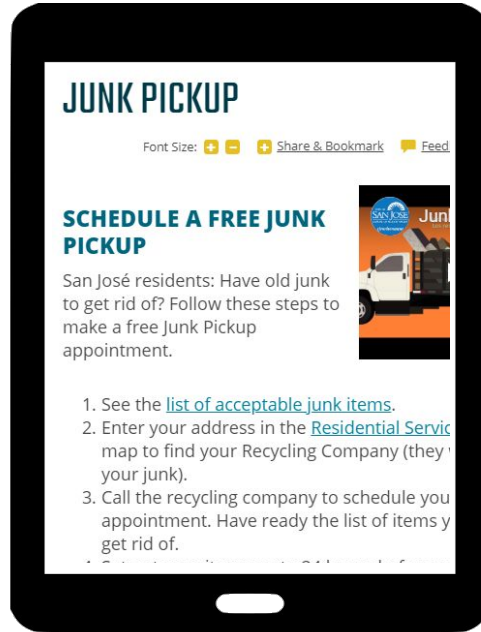Help keep our neighborhood clean!   Report illegal dumping: 408-535-3500

1 ESD does extensive outreach to promote this free alternative to illegal dumping

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JUNK PICKUP

Font Size: ➕ ➖   ➕ Share & Bookmark   💬 Feed

SCHEDULE A FREE JUNK PICKUP

San José residents: Have old junk to get rid of? Follow these steps to make a free Junk Pickup appointment.

1. See the list of acceptable junk items.
2. Enter your address in the Residential Servic map to find your Recycling Company (they your junk).
3. Call the recycling company to schedule you appointment. Have ready the list of items y get rid of.

1 ESD does extensive outreach to promote this free alternative to illegal dumping

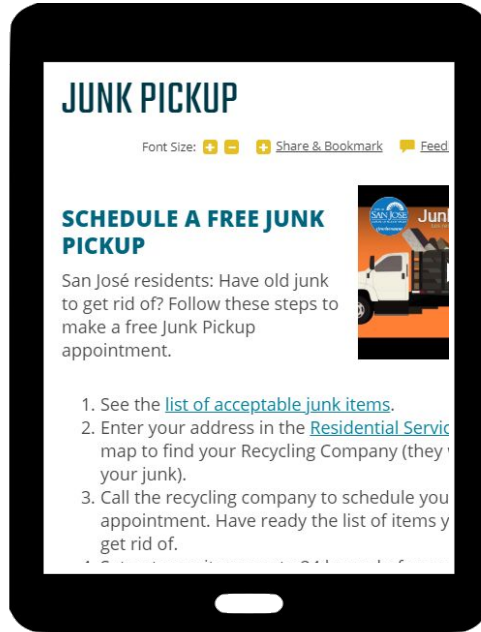**2** The City website provides clear instructions, but ultimately residents must call the hauler themselves

Example: Junk pick-up is a great service. ESD has a vision for how it could be even better.

"Pick up was as stated. My only problem was calling to schedule the pick-up on three different days."

"Two times I hung up when it went into voicemail. I waited a week and called and spoke to a person."

1 ESD does extensive outreach to promote this free alternative to illegal dumping

2 The City website provides clear instructions, but ultimately residents must call the hauler themselves

3 Customers appreciate the service but find that calling the hauler is often a burdensome process

ESD envisions a single digital appointment booking experience will make it easier for residents
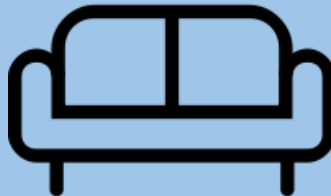
1 Go online to schedule appointment
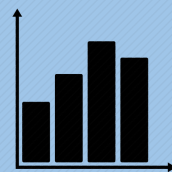
2 Get a text reminder the day before
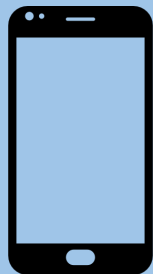
3 Set out items and you're done!

4 City easily tracks service data

How might we make this happen?

1. Design the end-to-end customer journey (including the parts managed by vendors)
2. Sweat the people, process and technology details to deliver that experience

"The future is already here —
it's just not evenly distributed"

William Gibson, 2003

The UK's Digital Transformation Journey

2010

Call to action

Form a central team

Start building and delivering

Inventory transactional services

Develop digital strategy

Set digital service standards

Drive change from the center

Scale and sustain

2019

14th October 2010

REVOLUTION NOT EVOLUTION

"A focus on vastly increasing the range, usage and quality of online transactions will deliver the greatest impact; less hassle for citizens & businesses, and great efficiency."

Yours sincerely,

Martha Lane Fox
UK Digital Champion

2010

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2019

"The Team is the Unit of Delivery"

Government
Digital Service

The UK's Digital Transformation Journey

"Simpler, clearer, faster"

2010

Call to action

Form a central team

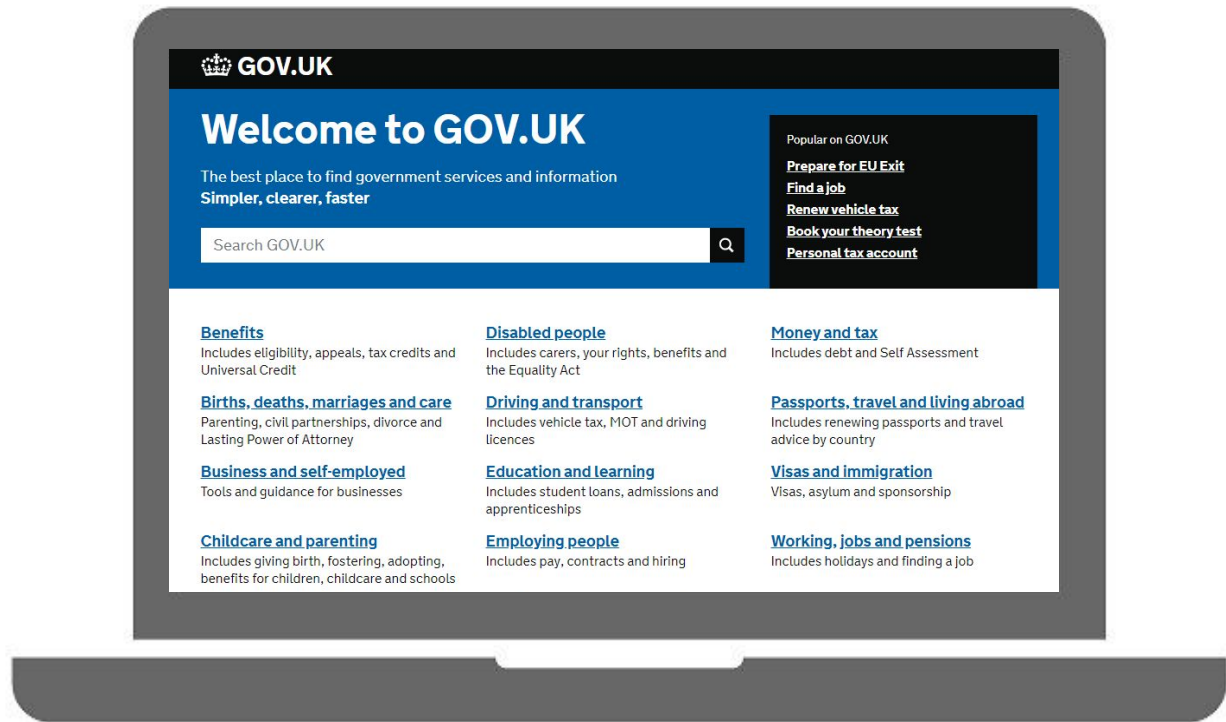**Start building and delivering**

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Source: https://www.gov.uk/

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780 services
Download cost per transaction and volume data (CSV)

1.03bn completed transactions per year
total for 384 services out of 780

Department	Service name	Completed transactions per year ▾
Department for Transport	Vehicle tax: checks by individuals	659,734,690
Home Office	Passenger arrivals at the UK border	136,200,000
Department for Transport	Vehicle tax renewals	47,055,169
Department for Environment, Food & Rural Affairs	Cattle Tracing System	20,028,090
Department for Transport	Check driving information	17,606,215
Department for Work and Pensions	State Pension: existing claims	12,896,460
Department for Business, Energy & Industrial Strategy	Requests to Land Registry for official copies of records	10,904,848
Department for Transport	Vehicle registration certificate changes	10,382,205
Department for Transport	Change of registered keeper: notifications	9,464,222
Department for Transport	Vehicle tax: checks by third parties	6,985,406
Home Office	Domestic applications for UK passports	6,483,713

Source: https://www.gov.uk/performance/services

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Cabinet Office

Government Digital Strategy

November 2012

01 Executive summary

02 Introduction

03 What the strategy is about

04 The potential for more people to use government digital services

05 What we have already done

06 Developing digital transactions

07 Assisted digital

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Digital Service Standard

1 Understand user needs. Research to develop a deep knowledge of who the service users are and what that means for the design of the service.

2 Put a plan in place for ongoing user research and usability testing to continuously seek feedback from users to improve the service.

3 Put in place a sustainable multidisciplinary team that can design, build and operate the service, led by a suitably skilled and senior service manager with decision-making responsibility.

4 Build the service using the agile, iterative and user-centred methods set out in the manual.

5 Build a service that can be iterated and improved on a frequent basis and make sure that you have the capacity, resources and technical flexibility to do so.

6 Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them.

7 Evaluate what user data and information the digital service will be providing or storing, and address the security level, legal responsibilities, privacy issues and risks associated with the service (consulting with experts where appropriate).

8 Make all new source code open and reusable, and publish it under appropriate licences (or provide a convincing explanation as to why this cannot be done for specific subsets of the source code).

9 Use open standards and common government platforms where available.

10 Be able to test the end-to-end service in an environment identical to that of the live version, including on all common browsers and devices, and using dummy accounts and a representative sample of users.

11 Make a plan for the event of the digital service being taken temporarily offline.

12 Create a service that is simple and intuitive enough that users succeed first time.

13 Build a service consistent with the user experience of the rest of GOV.UK including using the design patterns and style guide.

14 Encourage all users to use the digital service (with assisted digital support if required), alongside an appropriate plan to phase out non-digital channels/services.

15 Use tools for analysis that collect performance data. Use this data to analyse the success of the service and to translate this into features and tasks for the next phase of development.

16 Identify performance indicators for the service, including the 4 mandatory key performance indicators (KPIs) defined in the manual. Establish a benchmark for each metric and make a plan to enable improvements.

17 Report performance data on the Performance Platform.

18 Test the service from beginning to end with the minister responsible for it.

The UK's Digital Transformation Journey

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£3.5 billion saved

Spend controls: check if you need approval to spend money on a service

Published by: Standards and assurance community
Last updated: over 2 years ago

Page contents:
– Why some services must get spend approval
– How GDS decides which services need approval
– When your service is considered a digital service
– When you need approval for digital services
– When your service is considered a technology service
– When you need approval for technology
– Technology spending that counts as part of your total spend
– Projects that usually won't be approved
– Apply for approval

If you want to spend money on a digital or technology service, you may have to get approval from the Government Digital Service (GDS).

This process is known as 'spend controls'.

You'll need to follow different guidance if your department has signed up to the new pipeline process. Check with your digital or technology lead to find out.

Why some services must get spend approval

GDS requires services to get spending approval to make sure they're built in line with the Technology Code of Practice.

The UK's Digital Transformation Journey

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2019

25 departments
10,000 people trained every year

Other governments have followed in their footsteps...

CITIES

STATES

NATIONS

San Jose's Digital Transformation Journey

2016

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The Smart City Vision challenges us to be a "User-Friendly City"

- Create digital platforms to improve transparency
- Empower residents to actively engage in the governance of their city
- Make the City more responsive to the complex and growing demands of our community.

San Jose's Digital Transformation Journey

2016

- Call to action
- **Start building and delivering**
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✉

Subject: My San Jose Alpha Launch
Date: June 16, 2017

Hi all Alpha Users:

In our 6 weeks we have been able to:

- Roll out **2 Versions**
- Fixed **52 Bugs**
- Added **31 features**
- Submitted **9165 requests**

San Jose's Digital Transformation Journey

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We're piloting a central digital services team…
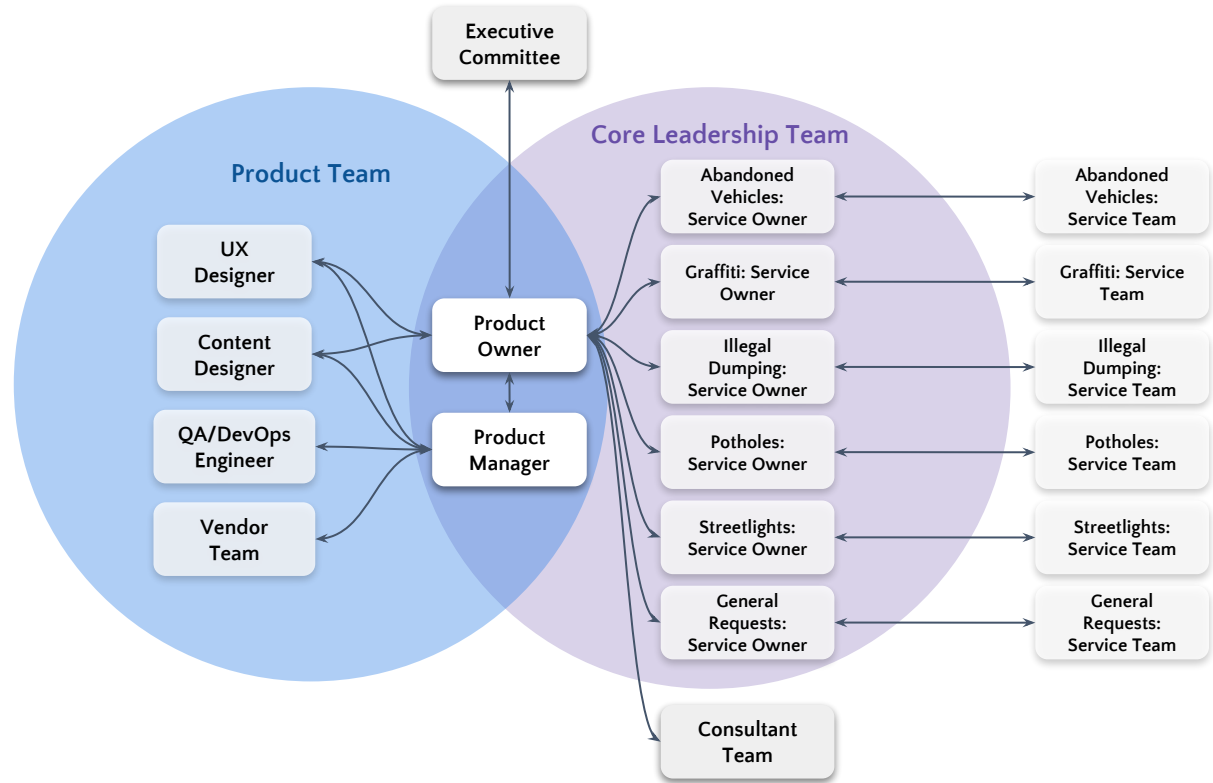

| Product Owner | User Experience Designer | Content Designer | Product Manager |

San Jose's Digital Transformation Journey

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We're proving that building & delivering can be *fast*

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We're proving that building & delivering can be *fast* — when the right conditions are in place.

For example:
- Internal staff with digital skills
- Contracts for ongoing maintenance and iteration

Phone screenshot:

Xfinity Mobile 10:06 AM 86%

🔒 sanjose.custhelp.com

my san jose

Julie ▾

Thanks for your request!

We usually resolve pothole requests in 2 business days.

Your reference ID # is 180605-000061. You can track the status through the My San Jose web or mobile app.

Quick Request

General Request   Graffiti
Streetlight Outage   Pothole
Abandoned Vehicle   Illegal Dumping

CITY OF
SAN JOSE

San Jose's Digital Transformation Journey

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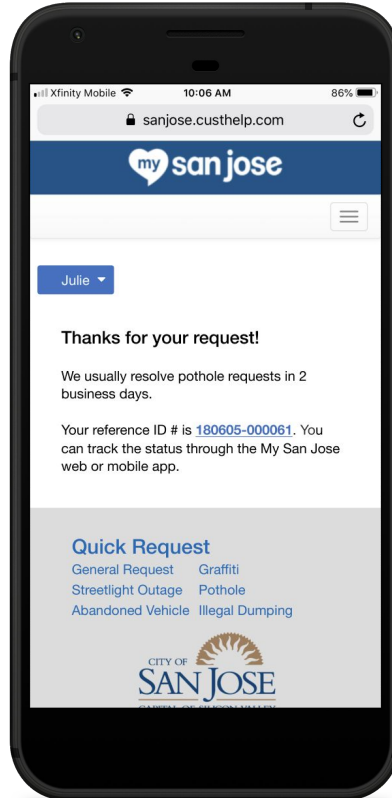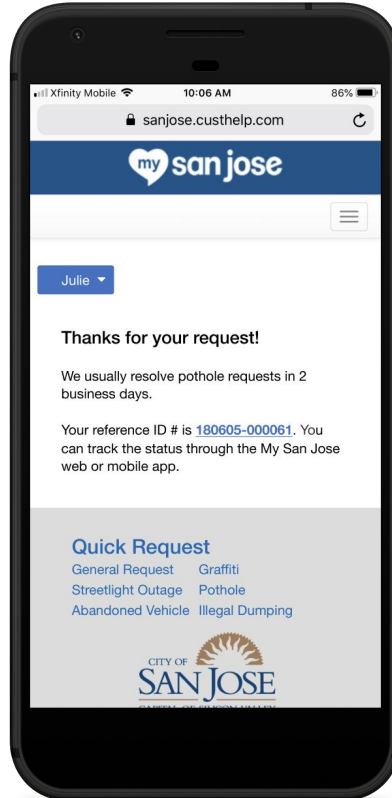
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We're implementing best practices for user-centered design...

My San Jose Objective & Key Results for Quarter 1, 2019

Build trust with reporters
by setting expectations and demonstrating responsiveness

As measured by...

❑ Each service has a simple definition
❑ Tell reporters the target resolution time
❑ Meet target resolution time for 80% of all requests
❑ Track customer satisfaction for every service request

San Jose's Digital Transformation Journey

...and delving into the complexities of governance for our processes and systems

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My San Jose
Customer Facing Apps
(Owned by CMO/IT)

Citywide CRM System
(Owned by IT)

Work Order Systems
(Owned by each department)

Mobile app

Website

Live support channels
(Owned by IT)

Live chat

Contact center phone

Other call center staff

Oracle integration layer

Oracle Service Cloud (CRM) Application

Contact center agent desktop

Browser user interface

Illegal dumping work orders*

Abandoned Vehicle Work Orders*

Pothole Work Orders*

Streetlight Work Orders*

Graffiti Work Orders AppOrder

Other City Service Teams

San Jose's Digital Transformation Journey

2016

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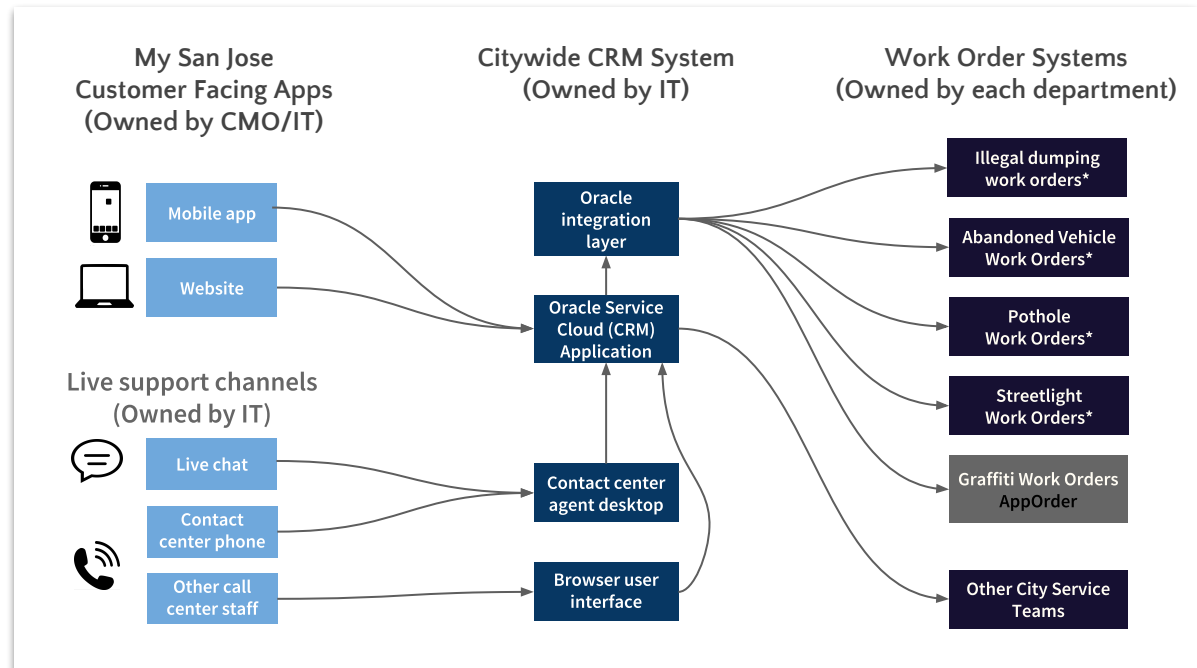Keep building and delivering

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We've piloted a training on how to create user–centered website content...

Digital Services Academy: 10 services, 20 staff from 12 depts

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Upcoming Milestones

❏ Evaluate and pre-qualify consultants for digital service transformation (Target: March – April 2019)

❏ Digital services roadmap (Target: May – June 2019)

What We Need to Do Next

2016

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- Start building and delivering
- Form a central team
- Keep building and delivering
- Inventory transactional services
- **Develop digital strategy**
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Questions for Digital Services Strategy

- ❏ Governance structure
- ❏ Centralized vs. decentralized staffing
- ❏ Benchmarks from local governments
- ❏ Developing common platforms
- ❏ When to choose build vs. buy
- ❏ Growing our procurement toolkit
- ❏ Framework for choosing the right channels for each customer segment

Let's make our plan for the rest of the iceberg