

A woman with long dark hair, wearing a headset with a microphone, is seated at a desk in a call center. She is looking towards the left of the frame. In the foreground, the back of a man's head and shoulder is visible, also wearing a headset. The background is slightly blurred, showing other people and office equipment.

IT Insights Report

INVESTING IN THE CITIZEN EXPERIENCE

State, county and municipal leaders share their views on efforts to improve citizens' customer experience; and the roles modern infrastructure and connectivity play in supporting those efforts.

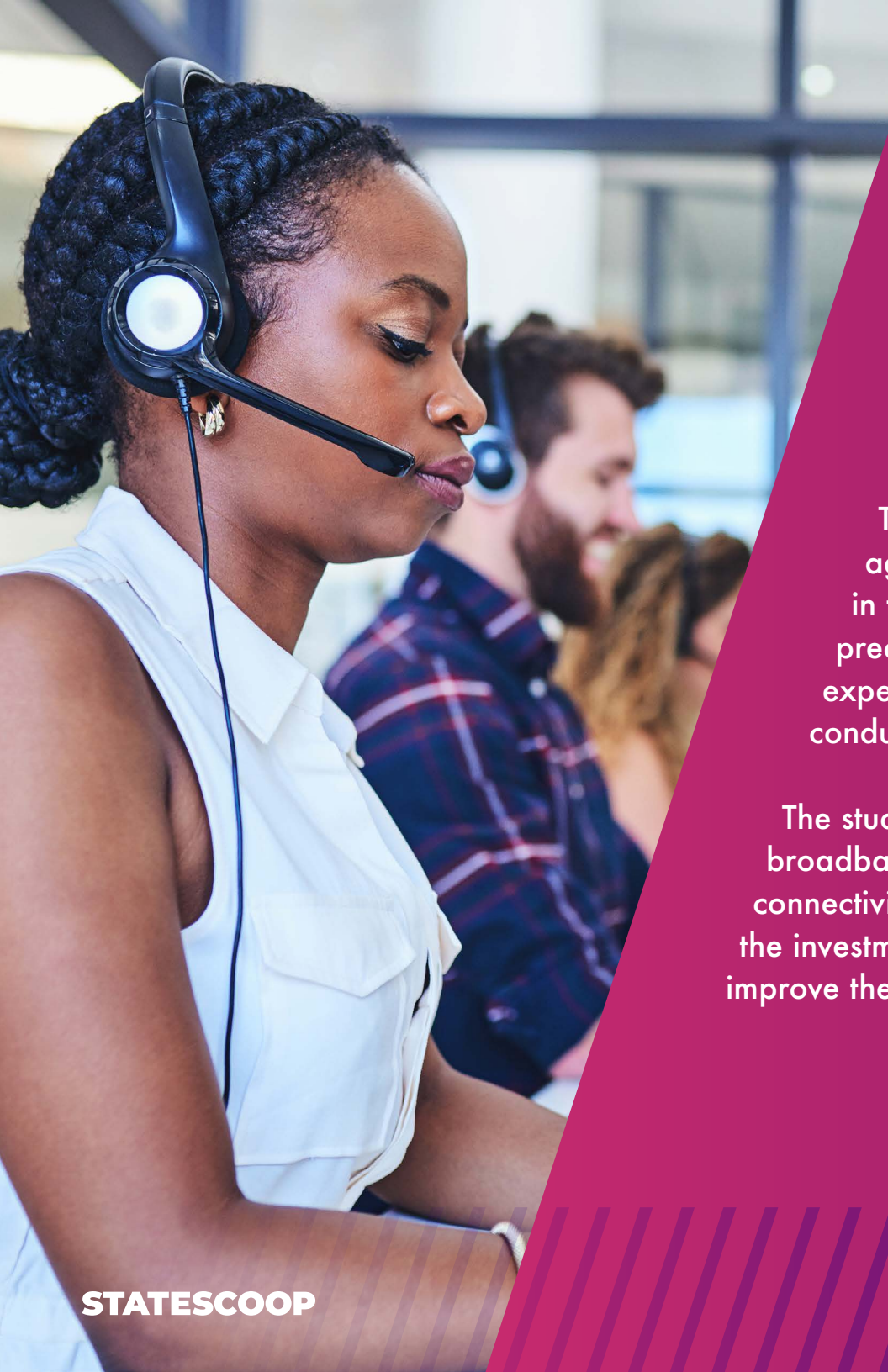
PRESENTED BY

STATESCOOP

SPONSORED BY

COMCAST
BUSINESS

Powering Possibilities™



EXECUTIVE SUMMARY

State, county and municipal government agencies recognize the critical importance of improving the “user experience” of their customers for various services.

To better understand perceptions and the progress agencies are making around customer experience in the public sector, StateScoop surveyed 175 prequalified government program, customer experience and IT decision-makers in an online survey conducted in July-August 2022.

The study also explored perceptions about the role of broadband and wireless infrastructure and network connectivity in delivering customer services – and the investment strategies officials are considering to improve the delivery of public services.

EXECUTIVE SUMMARY

Customer experience (CX) monitoring

At the state level, 7 in 10 state government agency respondents said they have a dedicated office, or executive, to monitor customer experience. In contrast, fewer than half of county and municipal government respondents had either – although 68% of them said they still collect CX information.

CX metrics tracked

State, county and city respondents reported tracking similar types of CX metrics. The measures most often tracked include the friendliness/politeness of customer service reps and the time to resolve issues.

Annual customer requests

When looking at the annual volume of customer service requests, 8% of state respondents – and 5% of county/city respondents – said their agency handles 250,000 or more requests per year (or about 1,000 per day). Among both state and county/city respondents, roughly 3 in 10 said their agencies handle 10,000-50,000 requests per year. A quarter of state respondents and 4 in 10 county/city respondents said their agency handles 10,000 or fewer requests annually.

Perceptions of CX satisfaction

More than half (56%) of respondents believe their agency scores higher in customer satisfaction than the American Customer Satisfaction Index national average for local government.

State of network infrastructure and performance

Over half to two-thirds of respondents said their infrastructure meets common requirements for customer service. A greater share of state respondents versus county/city leaders rated their enterprise infrastructure (21%) and wireless capacity (29%) as the “best available.” A greater proportion of county/city respondents versus state leaders rated their call center platforms (17%) as “best available.” About 1 in 4 respondents in both groups rated their broadband capacity as “best available.”

State respondents more often than their county/city counterparts rated their network speed (31%) and scalability (24%) as “best available” when handling users’ experience during peak usage.

EXECUTIVE SUMMARY

Infrastructure by size of populations served

A higher-than-average proportion of respondents at agencies serving 50,000-499,000 people said their broadband capacity (30%), network speed (30%) and call center platforms (18%) were the “best available,” compared to those serving larger or smaller populations. Agencies serving populations of more than 500,000 ranked higher for having the best available enterprise infrastructure (22%) and network scalability (24%) than those serving smaller populations.

Engagement and customer service capabilities

At the state level, more respondents described their call scripting (13%), customer relationship software (19%), natural speech recognition (17%), automatic call distribution (21%), computer telephone integration (28%) and contact center analytics (26%) as the “best available” compared to the county/city respondents.

Technology investments to improve CX delivery

More than half of city respondents (60%) and nearly half of county (47%) said they are concentrating investments on faster, higher-capacity broadband connectivity to improve CX delivery in the next 1-2 years. Half of state respondents said they are focused on cloud-based contact centers.

Top priority to optimize CX

Not surprisingly, more than half of state respondents said moving to modern, cloud-based customer service platforms are getting the greatest investment priority.

The majority of city (57%) and county (69%) respondents said their workforce is the top focus as they’re upgrading the skills of customer service representatives.

Managing network infrastructure

Responses differed when asked who the respondents trusted most to establish, manage or support their network infrastructure: 47% of state respondents named their in-house staff first, compared to county/city respondents who said named managed network service providers first (38%).

WHO WE SURVEYED

StateScoop surveyed **175 prequalified state** and local government leaders in a survey conducted online in **July - August 2022**

Respondent by agency type:

State government	41%
City government	33%
County government	26%

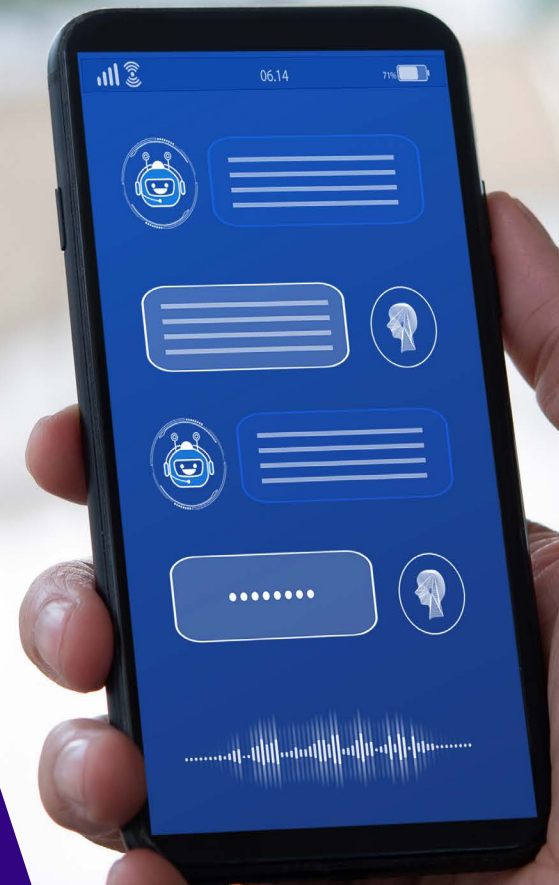
Respondent by population served:

Less than 10,000	11%
10,000 - 49,999	23%
50,000 - 249,999	21%
250,000 - 499,999	11%
500,000 - 999,999	10%
More than 1,000,000	24%

Respondent breakout by job title:

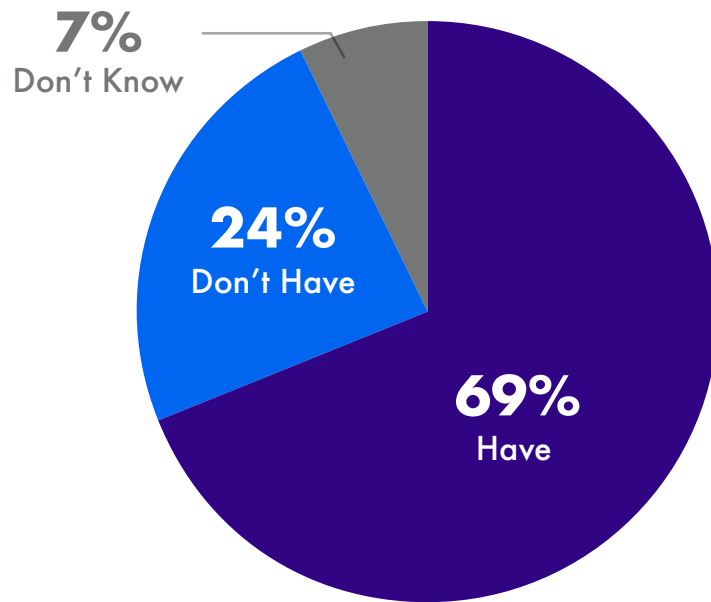
C-suite	23%
Business/program leader/manager	33%
Chief information, technology, IT security data official	7%
Customer experience/service manager or personnel	10%
IT systems/network administrator/operations manager	22%
Other (IT influencers, managers, etc.)	4%

MEASURING CUSTOMER EXPERIENCE



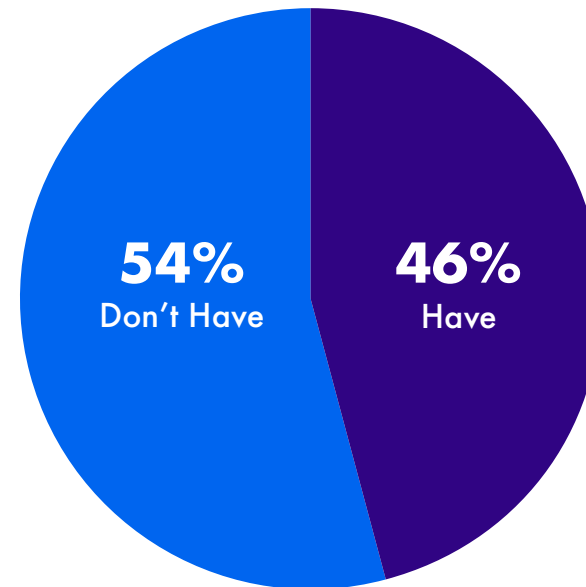
Respondents whose agencies have an executive or office responsible for monitoring customer experience

State Agencies



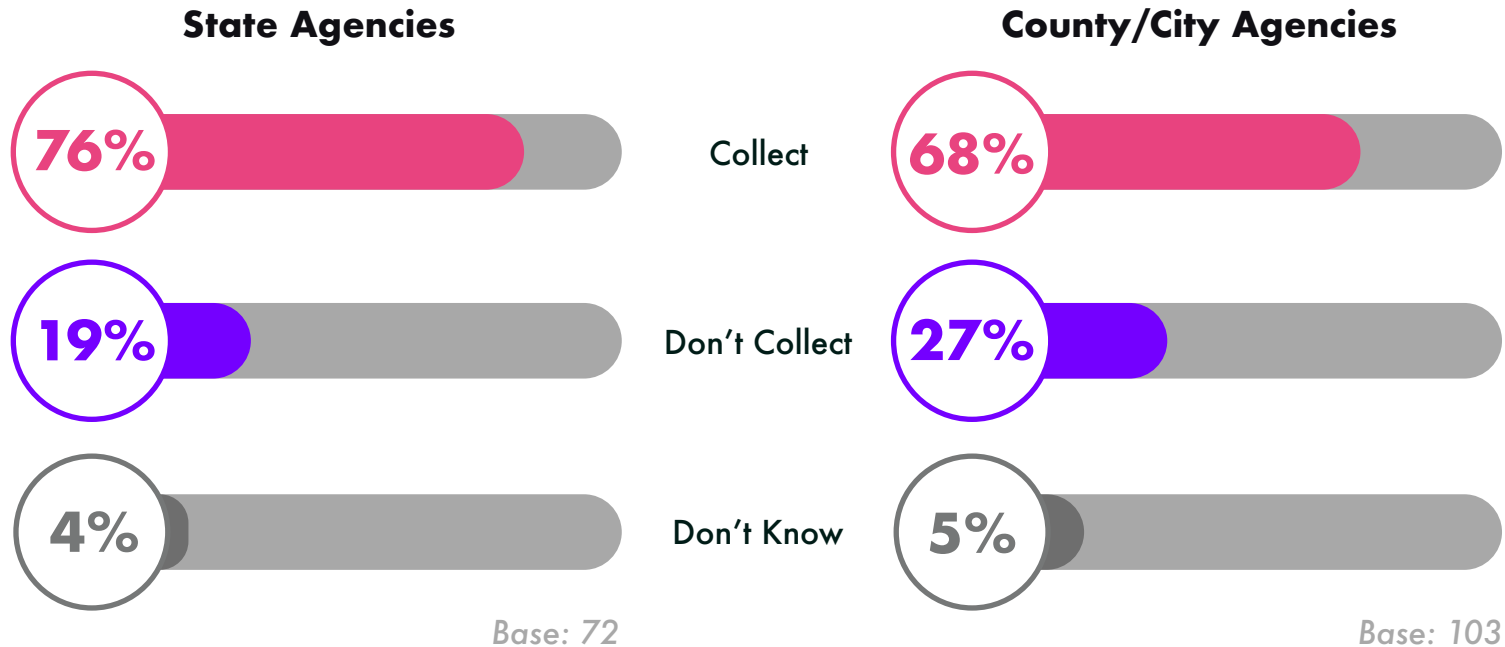
Base: 72

County/City Agencies



Base: 103

Respondents whose agency collects customer experience information from citizens/end-users



TAKEAWAY: Although a majority of county/city agencies don't have a dedicated office or executive responsible for monitoring CX, 2 in 3 respondents reported collecting CX information.

Customer service metrics tracked

State Agencies

73%

76%

71%

51%

45%

47%

29%

Base: 55

County/City Agencies

76%

64%

57%

54%

43%

40%

27%

Base: 70

Time to resolve issue

Friendliness / politeness of customer service representative

Ease of finding help/information

Percent of requests resolved satisfactorily

Knowledge of customer service representative

Ease of connecting with a customer service representative

Failed / incomplete sessions

CUSTOMER SERVICE REQUEST VOLUME

STATE VS COUNTY/CITY

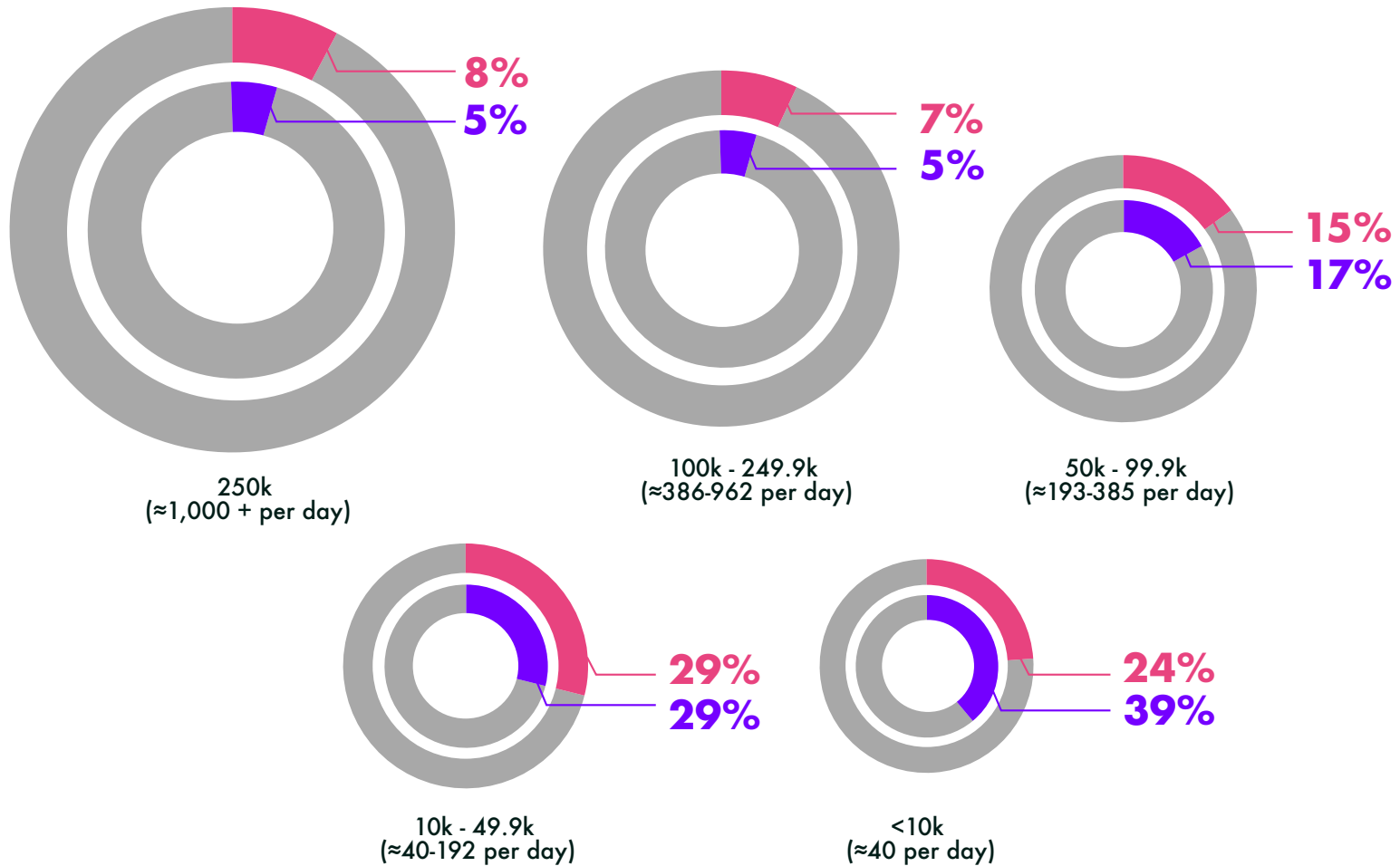
Number of annual customer service requests

State

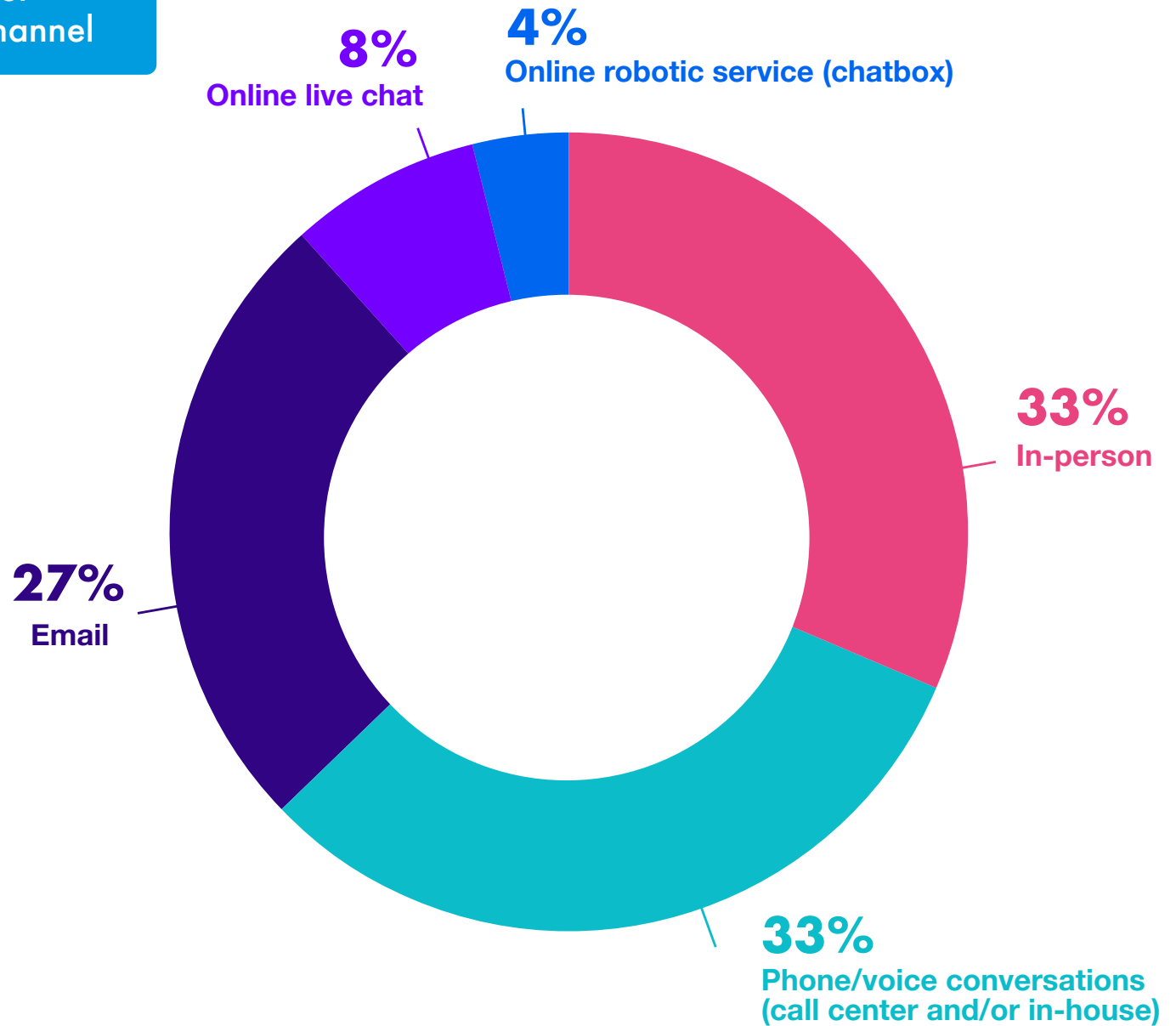
Base: 72, Don't Know: 17%

County/City

Base: 103, Don't Know: 6%



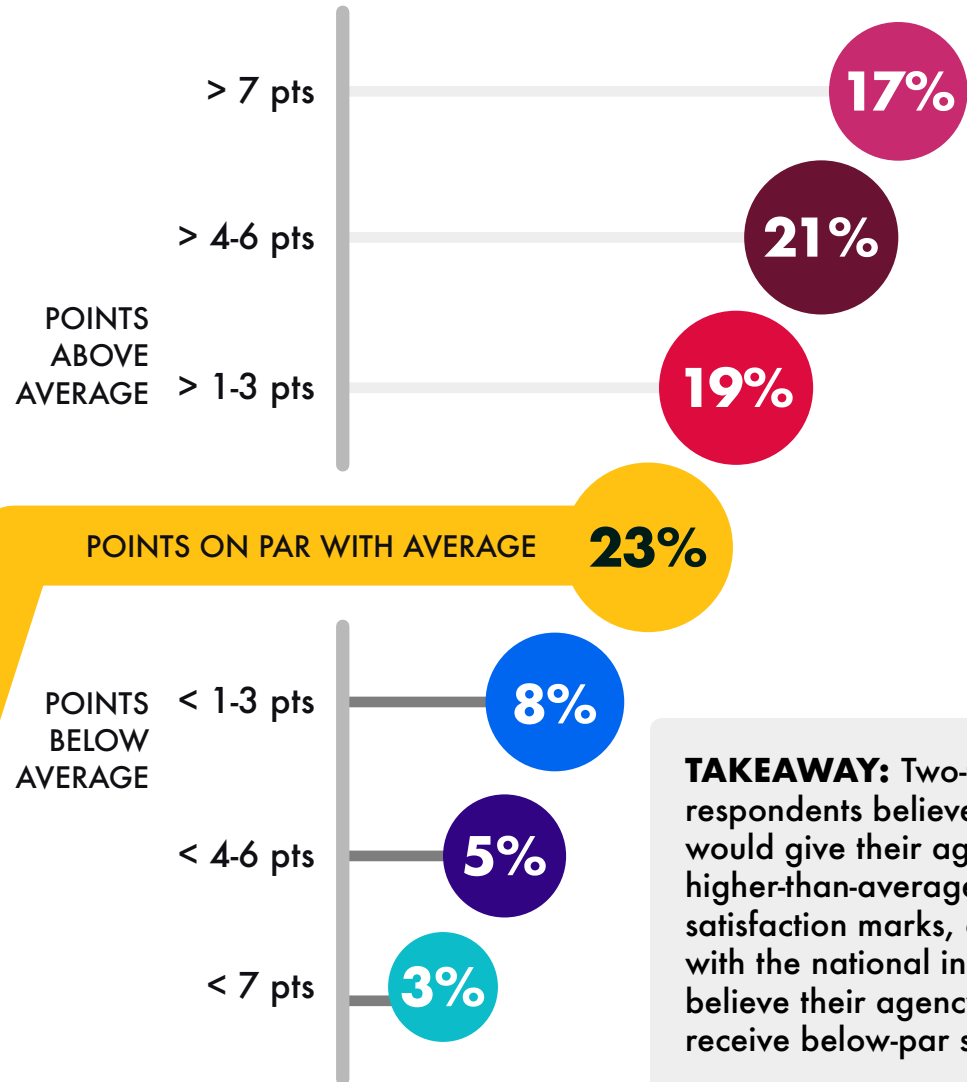
Distribution of customer service requests by channel



Where respondents believe citizens rate customers' experience compared to the national index for local government

The American Customer Satisfaction Index published the following customer experience ratings for different sectors in 2021:

Airlines	78
Banks	77
Online Retailers	77
Consumer Shipping	74
Healthcare (Outpatient)	74
Internet Service Providers	64
Government (Federal)	63
Government (Local)	62



TAKEAWAY: Two-thirds of respondents believe citizens would give their agency higher-than-average customer satisfaction marks, compared with the national index; 16% believe their agency would receive below-par scores.

STATESCOOP

NETWORK INFRASTRUCTURE

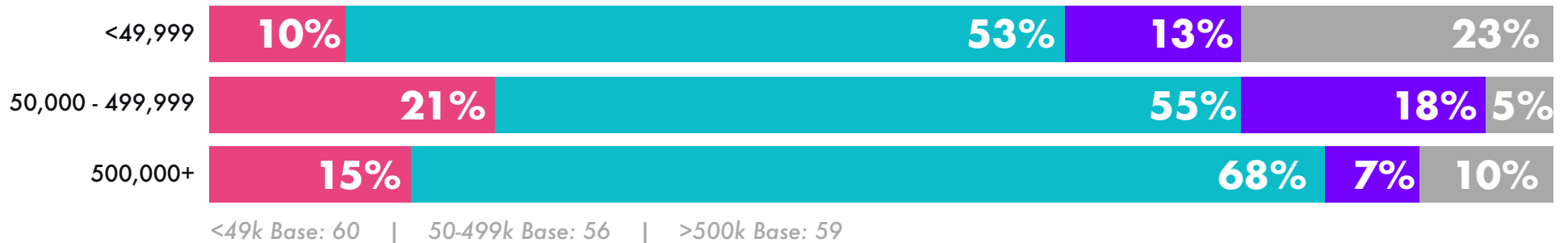


How would you describe the state of your agency's call center platforms to deliver customer service?

State vs County/City



By population served

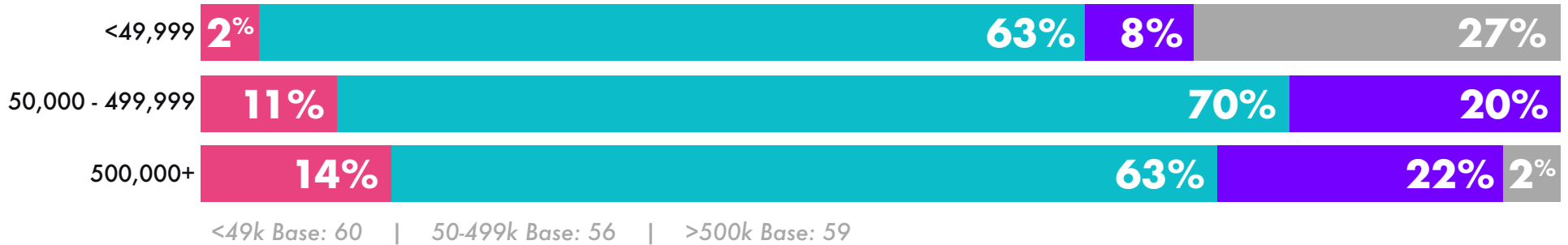


How would you describe the state of your agency's enterprise infrastructure to deliver customer service?

State vs County/City



By population served



How would you describe the state of your agency's **broadband capacity** to deliver customer service?

State vs County/City



By population served

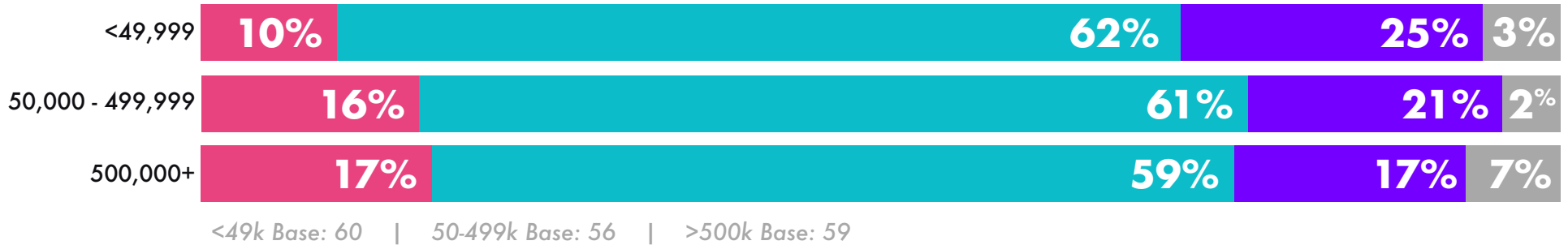


How would you describe the state of your agency's wireless capacity to deliver customer service?

State vs County/City



By population served



■ Short of customer expectations | ■ Meets common requirements | ■ Best available | ■ Don't Know

STATESCOOP

NETWORK PERFORMANCE



NETWORK PERFORMANCE

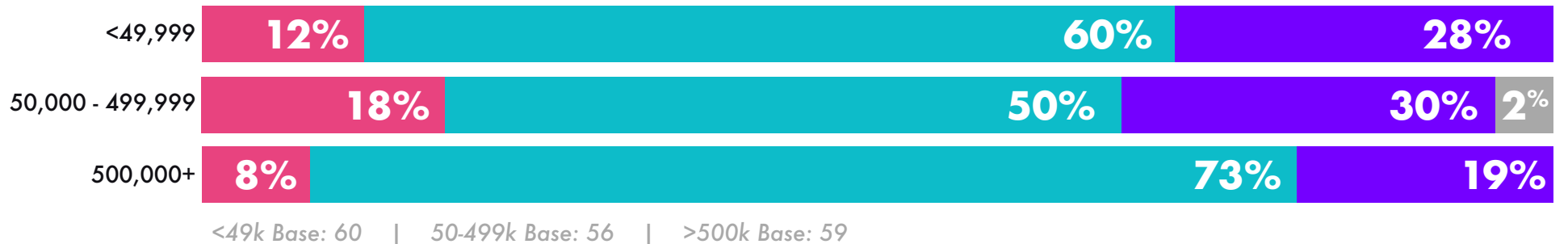
SPEED

How would you describe the speed of network performance to handle users' experience during peak usage periods?

State vs County/City



By population served



NETWORK PERFORMANCE

RELIABILITY

How would you describe the **reliability** of network performance to handle users' experience during peak usage periods?

State vs County/City



By population served



NETWORK PERFORMANCE

SCALABILITY

How would you describe the **scalability** of network performance to handle users' experience during peak usage periods?

State vs County/City



By population served



STATESCOOP



SUPPORTING CUSTOMER ENGAGEMENT



How would you describe the capabilities of your agency's customer service engagement applications?

Call scripting



Customer relationship software



Natural speech recognition



Automatic call distribution



Interactive voice response



State Base: 72 | County/City Base: 103



CUSTOMER SERVICE CAPABILITIES

STATE VS COUNTY/CITY

How would you describe the capabilities of your agency's customer service support applications?

Employee engagement/feedback



Computer telephone integration



Mobile apps integration



Contact center analytics



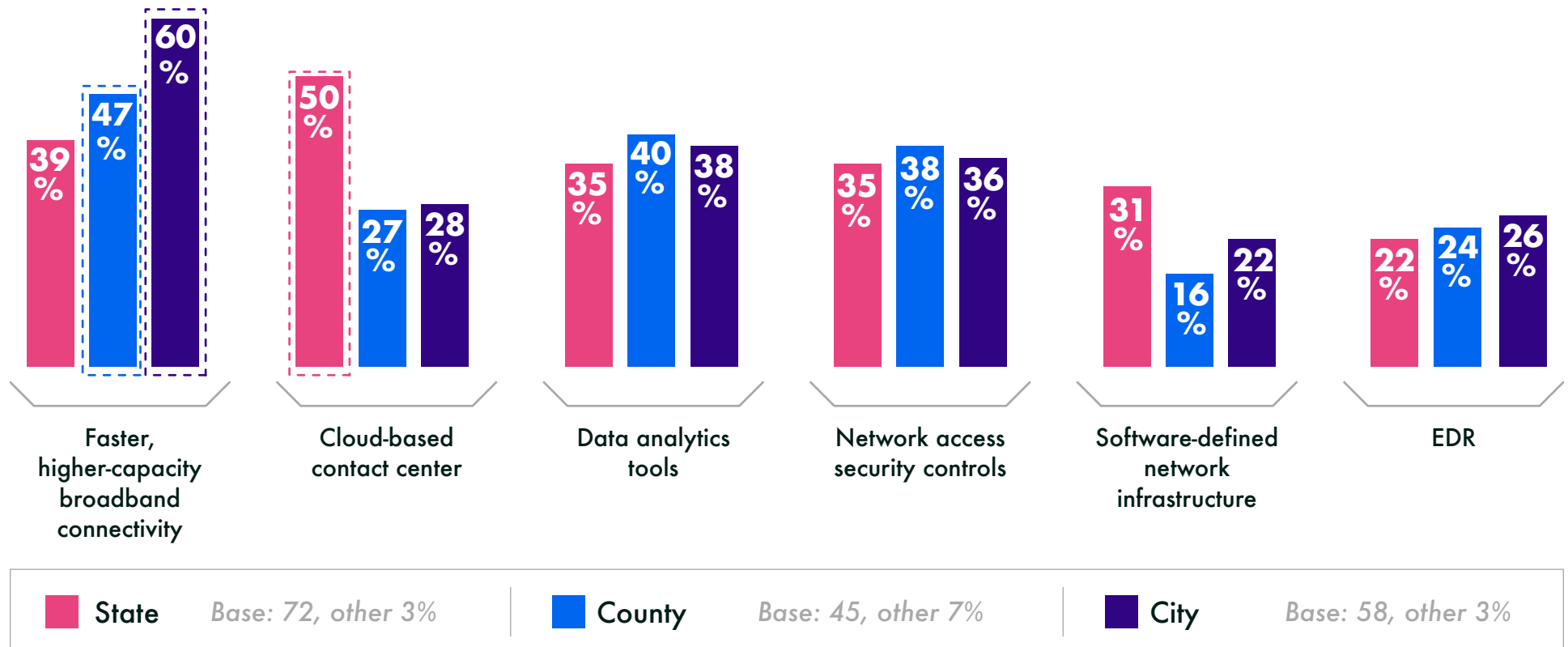
State Base: 72 | County/City Base: 103



TECHNOLOGY INVESTMENTS

STATE VS COUNTY VS CITY

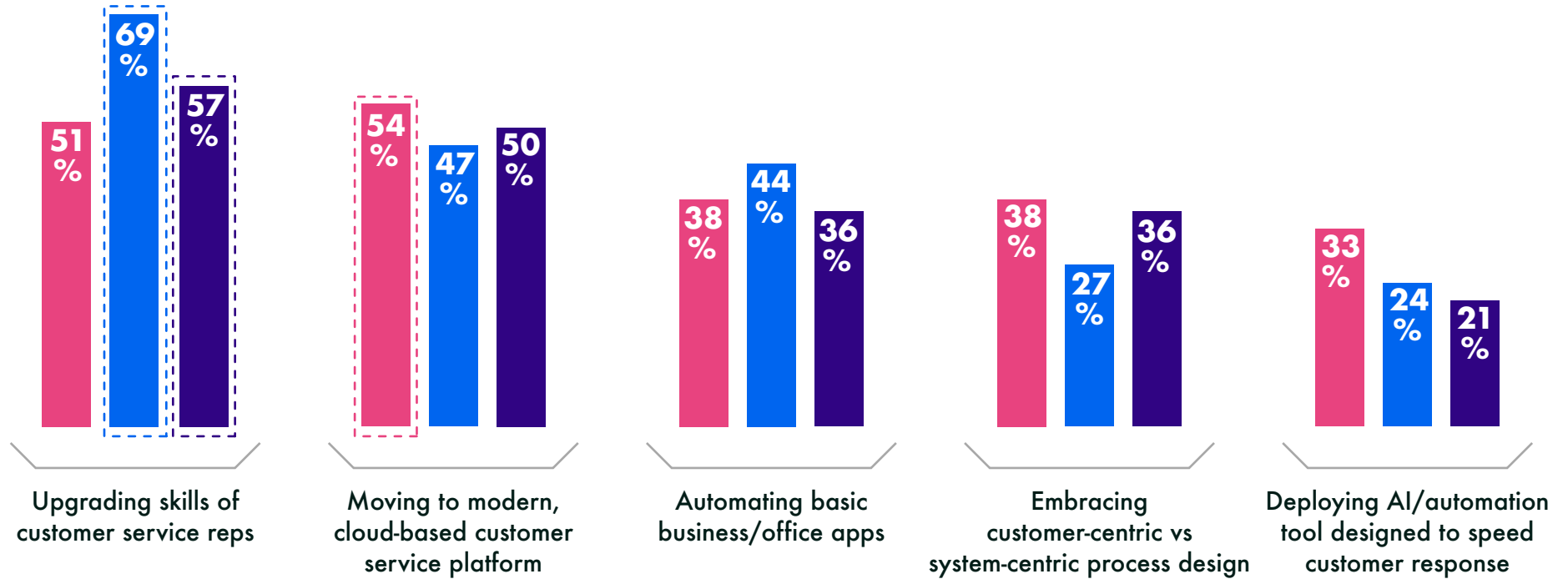
Where are you concentrating your technology investments to improve customer service delivery in the next 12-24 months? (Respondents could select up to 3)



INVESTMENT PRIORITY

STATE VS COUNTY VS CITY

Which of the following are getting the greatest investment priority at your agency to optimize the customer experience of citizens? (Respondents could select up to 3)

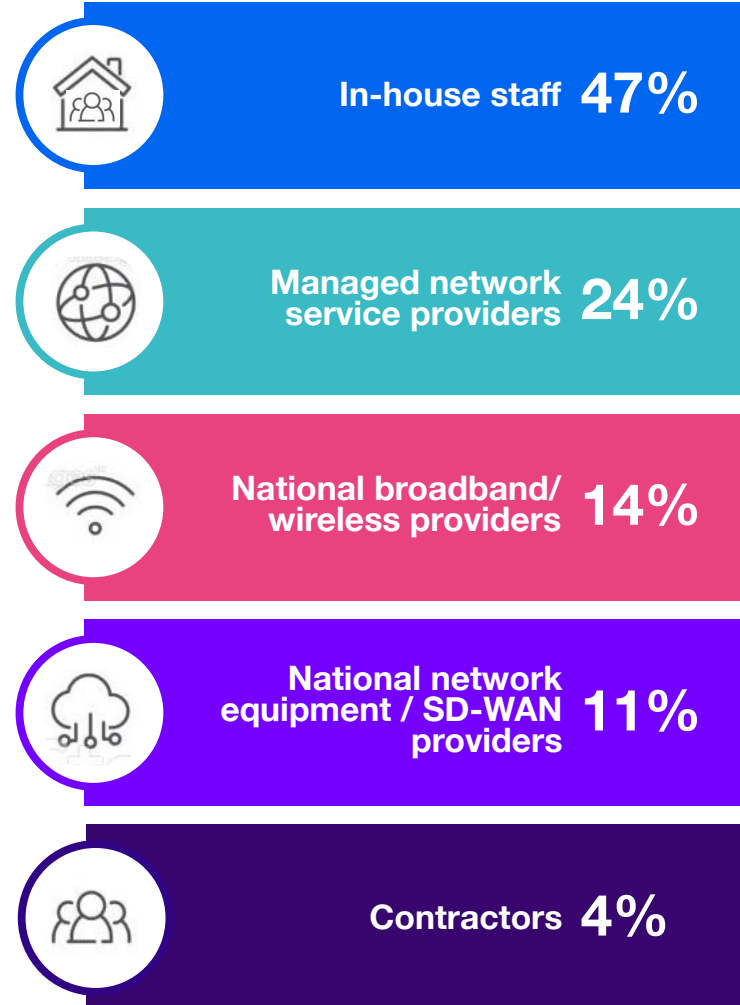


<p>State Base: 72, other 3%</p>	<p>County Base: 45, other 2%</p>	<p>City Base: 58, other 3%</p>
--	---	---------------------------------------

Who state agency respondents trust most to establish, manage or support network infrastructure

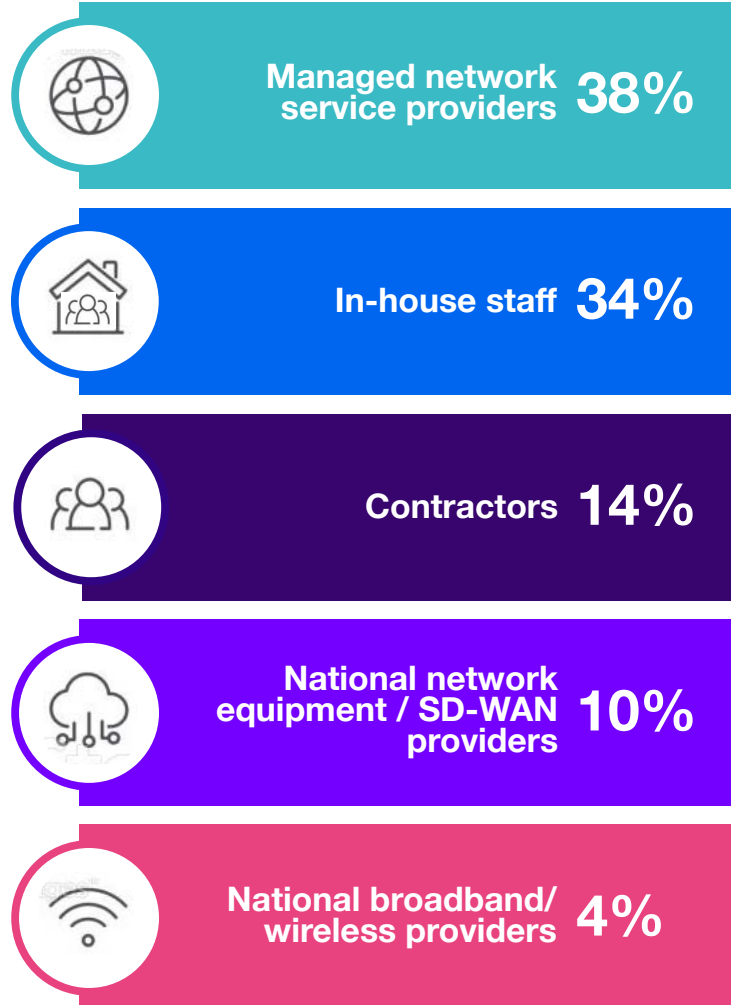


State Agencies



Who county/city agency respondents trust most to establish, manage or support network infrastructure

County/City Agencies



CONCLUSIONS

The citizen experience matters

Customer and citizen experience (CX) is integral to modern service delivery. While 3 in 4 state agency respondents – and 7 in 10 county and city agency respondents – collect CX information, only about half know whether requests were resolved satisfactorily. Fewer than half gather information on the ease of connecting with a customer service representative, suggesting agencies still have a limited view of how their underlying infrastructure contributes to, or inhibits, CX success.

Tackling annual customer requests

Governmental agency respondents reported that they respond to one-third of customer service requests in person, and another third by phone or call centers – with only 12% using online live, or robotic chat – suggests that agencies still have a long way to go to leverage more modern infrastructure and AI-assisted tools to facilitate CX.

CX relies on network infrastructure and performance

Advanced network infrastructure and performance are critical to help improve the citizen experience. Although a majority of respondents maintain that their call center platforms, network performance, and broadband and wireless capacity meet common requirements, approximately 1 in 5 respondents say they do not – particularly those serving larger populations. Customer expectations, meanwhile, continue to evolve. Consequently, so must the CX infrastructure and applications agencies rely upon.

Priorities to optimize CX

Public sector officials appear mindful they need to invest in infrastructure to improve CX. County and city respondents say they are giving the highest investment priority to faster, higher-capacity broadband connectivity. State respondents, meanwhile, say they are concentrating on cloud-based contact centers. But respondents at the state, county and city level all say that faster connectivity, data analytics tools and network security tools are key elements in their CX investment plans over the next 12-24 months.

STATESCOOP

StateScoop is the leading media brand in the state and local government market. With more than 2.3 million monthly unique engagements and 187,000 daily newsletter subscribers, StateScoop brings together IT leaders and innovators from across government, academia and industry to exchange best practices and identify ways to improve state and city government. reports on news and events impacting technology decisions in state and local government. With our website, newsletter and events, we've become the community's go-to platform for education and collaboration.

CONTACT

Wyatt Kash

Senior Vice President Content Strategy
Scoop News Group
Washington, D.C. 202.887.8001
wyatt.kash@scoopnewsgroup.com