



## Case Study: Salt Lake County

# Citizen Relationship Management Solution Increases Access to Salt Lake County Mayor's Office

### Background

Peter Corroon was elected Mayor of Salt Lake County in 2004, becoming just the second person to hold the position since the county adopted a mayor-council form of government. Based on public feedback received on the previous administration, one of Corroon's key goals in his new role was to foster an open and accessible style in his government to ensure transparency and accountability. As such, the new administration set out to increase its availability to the public and improve the workflow and responsiveness of the seven departments and 27 divisions under its purview.

### Challenge

The Mayor's Office needed to maximize its efficiency and responsiveness to the public. "When our deputy mayor conducted a study of work processes here, it became apparent within the first week that we didn't have a system in place to track requests or view a request's history," recalls Stacey Adams, community relations specialist for the Mayor's Office. "For example, the Sanitation Department was handwriting requests in triplicate. We were really concerned that we didn't know what was going on. If someone said they had complained about a problem five times, we would have no record of that."

### Solution

The Mayor's Office chose to address its objectives by installing citizen relationship management technology to track, route and manage citizen inquiries and requests. After issuing a request for proposals and evaluating the eight responses it received, the Mayor's Office decided Active Network, Government and its Active Citizen Response (ACR) solution was best suited to meet its key requirements.

First, the ACR system from Active is robust enough to perform all necessary functions. Staff can easily record and track the status of requests and share information between departments through a centralized database. The system also captures performance data and generates reports to provide geographical analysis of problems and input on where to allocate resources.

Second, the ACR system offers an online component that enables the public to make inquiries and monitor the status of requests via the Internet instead of by phone. According to Adams, citizens often call the wrong government agency about their problems because they do not understand the division of city and county responsibilities; she estimates that "93 percent of calls fielded by our office have nothing to do with the Mayor or his immediate staff." An online portal that accurately

### Customer at a Glance

**Customer:** Salt Lake County, UT

**Solution:** Citizen Request Management

**URL:** [www.slco.org](http://www.slco.org)

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– Stacey Adams, Community Relations Specialist, Mayor's Office of Salt Lake County

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### Key Benefits of Hosted Technology:

- ▶ **Updates and new software versions are automatically installed and ready to use immediately upon release**
- ▶ **Avoid major upfront investments for computer hardware, software licenses, and Web servers**
- ▶ **Save time with minimal set-up requirements**
- ▶ **Enhanced security and reliability**
- ▶ **Web-based access to your data and system any time you want**
- ▶ **No license fees**
- ▶ **No ongoing maintenance fees**
- ▶ **Fully maintained infrastructure**

directs inquiries could produce huge time savings, especially in a county in which 70 percent of residents are Web-enabled.

Third, Active is able to host the system on its own servers. A hosted solution can help the Mayor's Office avoid the substantial upfront expense of buying a server themselves, but the primary draw is the flexibility it offers. "The more we thought about it, the more we realized a hosted solution was the way to go. Our IT department was going to be evolving, and we didn't want to be stuck with something on our server if the department completely changed down the line. Plus, Active has updates coming out all the time, so we were confident that we'd always have something dynamic and current, instead of having something three years down the line that didn't fit our needs anymore."

### Implementation

The success of the ACR system was greatly dependent on building enthusiasm among the staff who would be using the system, but this objective was not without its challenges. "This project originated with the Mayor and the Deputy Mayor, and we didn't want users to feel this was being forced on them from above," Adams explains. "We wanted to build support from the ground up."

One of the first steps to building that support came during Active's Business Process Review, when Active's consultant was able to engage staff in a dialogue on how the system could be integrated with their work processes to improve workflow.

"We have a really diverse team, and it took a while for everyone to get up to speed. Not everyone is technical, and not everyone understood what the benefits were, so we had to work to get buy-in," Adams says. "We feel like we hit the jackpot with Active's consultant. He was a phenomenal resource. He took everyone from A to Z so they could see the benefits."

When a committee was formed to oversee the implementation of the system, the Mayor's Office wanted to empower ground-level staff with the responsibility for making it a success. The only member of the committee from the Mayor's Office was a secretary, with the rest of the group comprised of representatives from the six divisions involved in the first phase of the roll-out. "Leadership roles were distributed among the people who wanted to use the system. Some people immediately saw the benefits, so we asked them to promote it," Adams says.

These "super users" supplied input to Active on how to configure the system to meet the needs of their divisions, and also acted as cheerleaders for the project to their co-workers. The hard work of the super users was instrumental in the ACR system's successful launch in May 2007.

### Results

"Everything has been going very well. Everyone was up to speed, and we've had no complaints from users," Adams says. "We feel very lucky. We got a fantastic product and have gotten a lot for not much money. I'm sure Active's got bigger clients, but we never felt like they were giving us less. We really appreciate that."