

Citizen journey Mapping Playbook

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Clark County



INDEX

PURPOSE & SCOPE	3
OBJECTIVES	3
CITIZEN JOURNEY FRAMEWORK	3
Core Journey Stages	3
Key Journey Metrics	4
MAPPING PROCESS & IMPLEMENTATION	4
- Step 1: Define the Scope	4
- Step 2: Develop Citizen Personas	5
- Step 3: Select Methodologies & Data Sources	6
- Step 4: Map the Citizen Journey	6
- Step 5: Implement Findings & Optimize Services	6
CITIZEN DATA COLLECTION PROTOCOLS	7
DEPARTMENTAL COLLABORATION FRAMEWORK	7
METHODOLOGY SELECTION GUIDE	7
Methodology Overview	8
ETHNOGRAPHIC RESEARCH	8
INTERVIEWS AND FOCUS GROUPS	9
OBSERVATIONS	9
SURVEYS AND QUESTIONNAIRES	10
SERVICE BLUEPRINTING	11
DOCUMENT ANALYSIS	12
DIGITAL TRACKING AND ANALYTICS	12
CO-DESIGN METHODOLOGY	13
Which methodologies to use	14
DEPLOYMENT & CONTINUOUS IMPROVEMENT	15
Playbook Usage	15
Future Enhancements	15
CITIZEN JOURNEY VISUALIZATION	16
Examples	16
STANDARDIZED TEMPLATES	18
1. Citizen Persona Template	18
2. Journey Mapping Template	19

PURPOSE & SCOPE

This playbook is a comprehensive guide for Clark County analysts and service designers to map, evaluate, and optimize citizen interactions with public services. Through structured methodologies and strategic implementation, this document enables seamless service delivery, efficient resource allocation, and enhanced citizen experiences.

OBJECTIVES

The primary objectives of this playbook are to:

- Standardize the citizen journey mapping process.
- Identify key friction points and inefficiencies.
- Provide actionable methodologies for journey analysis.
- Facilitate interdepartmental coordination to streamline services.
- Establish a data-driven approach to service design.

CITIZEN JOURNEY FRAMEWORK

Core Journey Stages

1. **Awareness** – How a citizen learns about the service.
2. **Consideration** – How they evaluate available options.
3. **Application/Request** – How they initiate service engagement.
4. **Service Delivery** – How they experience the service.
5. **Post-Service & Feedback** – How they provide feedback or request further support.

Key Journey Metrics

Stage	Citizen Interaction	Service Touchpoints	Pain Points	Improvement Opportunities
Awareness	Initial discovery of service	Digital ads, community events, social media	Lack of visibility	Targeted outreach, AI-driven information dissemination
Consideration	Evaluation of service options	FAQs, call centers, peer recommendations	Confusing process, long response times	AI chatbots, comparative service tools
Application/Request	Formal service engagement	Online portals, forms, physical offices	Complex applications, long forms	Simplified workflows, multilingual support
Service Delivery	Receiving the service	Automated systems, in-person processing	Delays, lack of real-time tracking	Digital tracking, live updates
Post-Service & Feedback	Service evaluation & support	Surveys, feedback portals	Low response rates, poor follow-up	Incentivized feedback, data-driven adjustments

MAPPING PROCESS & IMPLEMENTATION

- Step 1: Define the Scope

- Identify the service to be mapped (e.g., permits, business licensing).
- Determine the primary target audience (citizens, business owners).
- Establish key success metrics (efficiency, satisfaction, adoption rates).

- Step 2: Develop Citizen Personas

A customer persona represents the type of customer you are mapping for. This will help you understand the customer's needs, goals, motivation... The persona will be used during the mapping process to ensure the decisions are aligned with real citizen needs.

A persona represents the ideal customer type based on real data.

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Elements include:

- **Demographics:** Age, occupation, background.
- **Motivations & Pain Points:** What drives engagement and what hinders progress.
- **Digital vs. Physical Service Use:** How they interact with government services.

- Example

TEVIN BROWN

AGE	39 years old
GENDER	Male
COUNTRY	United States
ETHNICITY	Black or African American
EDUCATION	Business Administration
OCCUPATION	Operations Manager at a local logistics company
MARITAL STATUS	Married, father of two

BIOGRAPHY

Tevin served in the U.S. Army for 10 years, completing tours in Iraq and Afghanistan. After his honorable discharge, he returned to Clark County and pursued higher education. Now working as an Operations Manager, James balances work, family life, and community involvement. He's deeply rooted in his community, often volunteering for local veteran support groups.

MOTIVATIONS

- Building a stable life for his family after years of deployment.
- Giving back to the veteran community.
- Seeking financial security and opportunities for professional growth.

GOALS

- Buy a family home within the next year.
- Start his own consulting business to help veterans transition into civilian careers.
- Stay healthy and fit, maintaining the discipline from his military years.

LIKES & HOBBIES

- Outdoor activities (hiking at Red Rock Canyon, fishing at Lake Mead)
- Coaching his kids' soccer team
- DIY projects and home improvement
- Attending local veteran meetups

SKILLS

Leadership & Team Management	<div><div></div></div>
Problem-Solving	<div><div></div></div>
Logistics & Operations Planning	<div><div></div></div>

PERSONALITY

Disciplined	<div><div></div></div>
Resilient	<div><div></div></div>
Empathetic	<div><div></div></div>

DIGITAL SKILLS

- Proficient in Microsoft Office and logistics software
- Moderate skills in social media (mostly for community involvement)

- **Step 3: Select Methodologies & Data Sources**

Using the methodologies listed in Section 6, gather relevant data through:

- Field studies and ethnographic research.
- Surveys and structured interviews.
- Digital tracking of user interactions.
- Historical service request analysis.

- **Step 4: Map the Citizen Journey**

Construct a detailed journey visualization that includes:

- **Stages:** Awareness → Consideration → Application → Service → Feedback.
- **User Actions:** Steps taken within each stage.
- **Pain Points:** Where delays or issues occur.
- **Opportunities for Enhancement:** Service redesign recommendations.

- **Step 5: Implement Findings & Optimize Services**

Once mapped, the journey should inform:

- **Process Redesign:** Service modifications for efficiency.
- **Technology Integration:** Digital transformation opportunities.
- **Interdepartmental Collaboration:** Aligning agencies for seamless citizen experiences.

CITIZEN DATA COLLECTION PROTOCOLS

To build an accurate journey map, analysts must collect:

- **User Intentions & Goals:** What citizens seek to accomplish.
- **Barriers & Challenges:** What prevents successful service completion.
- **Service Expectations:** What features users expect from government services.
- **Behavioral Insights:** How users navigate service touchpoints.
- **Satisfaction Metrics:** Post-service evaluations and improvement suggestions.

DEPARTMENTAL COLLABORATION FRAMEWORK

For effective citizen journey mapping, agencies must:

- Establish **data-sharing protocols** for real-time decision-making.
- Utilize **centralized tracking systems** for seamless service handoffs.
- Conduct **regular cross-agency workshops** for optimizing processes.
- Implement **performance dashboards** to measure service efficiency.

METHODOLOGY SELECTION GUIDE

To ensure a structured approach to journey mapping, analysts must consider:

- **Primary Goal:** Understanding user behavior, improving efficiency, or measuring satisfaction.
- **Data Type:** Qualitative (observations, interviews) vs. Quantitative (surveys, analytics).
- **Customer Involvement:** Direct (focus groups), passive (tracking), or indirect (historical data review).
- **Resource Availability:** Budget, personnel, and technological constraints.

Methodology Overview

1. **Ethnographic Research:** – Observational studies of citizen interactions.
2. **Interviews & Focus Groups** – Direct insight into user experience.
3. **Observations** – Tracking interactions in service environments.
4. **Surveys & Questionnaires** – Quantitative assessment of satisfaction and efficiency.
5. **Service Blueprinting** – End-to-end mapping of workflows.
6. **Document Analysis** – Pattern identification within service logs.
7. **Digital Tracking & Analytics** – Monitoring website & portal usage.
8. **Co-Design Methodology** – Engaging users in service prototyping.

ETHNOGRAPHIC RESEARCH

Involves in-depth observations of customer behavior and interactions within public service settings to understand their experiences.

When to use: Most useful in the awareness stage for analyzing how citizens behave in real-world interactions.

Steps and Phases:

1. **Define Focus (Preparation):**
Define the research objectives, identify target citizen groups, and choose observation settings.
Focus on where citizens discover services.
2. **Conduct Observations (Application):**
Conduct field observations, engage in contextual inquiries or informal interviews, and record behaviors and pain points.
Watch how citizens find information.
3. **Analyze Data (Result):**
Analyze qualitative data to identify challenges faced during the discovery phase.
Identify service improvement areas and develop insights for policy changes.
4. **Propose Improvements (Result):**
Suggest changes to make services easier to find based on the findings.

INTERVIEWS AND FOCUS GROUPS

Direct conversations with customers to gather qualitative insights about their journey, pain points, and expectations.

When to use: Most useful in the consideration and post-service & feedback stages for understanding citizen feelings.

Steps and Phases:

1. **Define Questions (Preparation):**

Define interview objectives, recruit diverse participants, and develop structured or semi-structured questions.

Focus on how citizens evaluate service options and their satisfaction.

2. **Conduct Interviews (Application):**

Conduct one-on-one interviews or focus groups, gather qualitative insights, and record responses.

Engage in direct conversations to understand citizens' journey, pain points, and expectations.

3. **Analyze Data (Result):**

Identify common themes and challenges in the feedback.

Develop actionable recommendations based on insights.

4. **Generate Insights (Result):**

Offer recommendations to improve services based on the gathered feedback.

OBSERVATIONS

Tracking customer interactions in real-time to assess challenges and opportunities in service delivery without direct interference.

When to use: Most useful in the application/request and service delivery stages for analyzing in-person interactions.

Steps and Phases:

1. Define What to Observe (Preparation):

Define the scope and purpose of observations, choose service locations for real-time tracking, and determine observational metrics.

Focus on where citizens struggle or take time in service interactions.

2. Conduct Observations (Application):

Monitor citizen interactions and behaviors without intervening.

Document service inefficiencies and bottlenecks.

3. Record Behavior (Application):

Document where difficulties arise, track delays, and pinpoint areas of service friction.

4. Identify Pain Points (Result):

Analyze the collected data and use it to suggest workflow and service design improvements.

Present findings to stakeholders to improve the service.

SURVEYS AND QUESTIONNAIRES

Structured data collection methods to measure customer satisfaction, emotions, and specific problems they face.

When to use: Most useful in the post-service & feedback stage to analyze citizen satisfaction.

Steps and Phases:

1. Design Survey (Preparation):

Define survey objectives, focus areas, and design structured questions with a mix of quantitative and qualitative data.

Choose distribution channels (email, online, in-person).

2. Distribute Survey (Application):

Deploy the survey to target citizens, ensuring anonymity and unbiased responses.

Track participation rates to get diverse feedback.

3. Analyze Data (Result):

Analyze statistical and sentiment data to identify key satisfaction drivers and problem areas.

Identify recurring issues and satisfaction levels.

4. Propose Changes (Result):

Use survey findings to recommend improvements and optimize the service.

SERVICE BLUEPRINTING

A structured mapping approach that integrates front-end customer interactions with back-end processes to improve service delivery.

When to use: Most useful in the application/request and service delivery stages to understand the workflow in the process.

Steps and Phases:

1. Identify the Service Process (Preparation):

Map all steps from the customer's initial interaction to final service delivery.

Collaborate with service providers to identify front-end and back-end processes.

2. Map Customer and Internal Processes (Application):

Include both customer-facing and internal processes to get a full view of the service flow.

Identify pain points and inefficiencies in citizen interactions.

3. Analyze the Flow (Application):

Identify areas where the process breaks down or slows down.

Suggest process redesigns to streamline service delivery.

4. Make Recommendations (Result):

Propose changes based on findings to improve service delivery and increase citizen satisfaction.

DOCUMENT ANALYSIS

Reviewing existing records (e.g., complaints, service requests, feedback forms) to identify recurring issues in customer journeys.

When to use: Most useful in the awareness stage to understand how information is communicated and past issues.

Steps and Phases:

- 1. Identify Relevant Documents (Preparation):**

Collect service complaints, feedback, and requests to identify recurring citizen concerns.

Define the scope of the document review.

- 2. Analyze (Application):**

Analyze documents for trends, service gaps, and issues.

Cross-check findings with existing service data.

- 3. Propose Solutions (Result):**

Suggest improvements to address recurring issues such as simplifying forms or improving FAQs.

Create reports for service optimization.

DIGITAL TRACKING AND ANALYTICS

Using online tools and customer data to track digital interactions, such as website visits or online applications.

When to use: Most useful in the consideration, application/request, and service delivery stages for analyzing citizen interactions with digital services.

Steps and Phases:

- 1. Set Up Tracking (Preparation):**

Implement digital tracking on websites and service portals.

Define key digital metrics (website visits, application usage, etc.).

2. Collect Data (Application):

Monitor interactions, click rates, and drop-offs on digital platforms.

Track performance of online service portals.

3. Analyze Data (Result):

Identify patterns in how citizens use digital services, including where they abandon tasks.

Optimize website/application usability based on findings.

4. Propose Solutions (Result): Suggest improvements such as simplifying forms or enhancing navigation.

CO-DESIGN METHODOLOGY

Engaging customers in the service design process to collaboratively identify and develop solutions for service improvements.

When to use: Most useful in the application/request and post-service & feedback stages for designing or redesigning services with citizens.

Steps and Phases:

1. Engage Customers (Preparation):

Identify citizen stakeholders for collaboration, define objectives for service co-design, and organize workshops.

Invite citizens to participate in interactive design sessions.

2. Co-Design (Application):

Collaborate with citizens to design solutions that meet their needs and expectations.

Develop prototypes or mockups based on citizen input.

3. Iterate (Application):

Test co-designed solutions, gather feedback, and refine them.

Continuously improve designs based on citizen-driven input.

4. Implement (Result):

Apply the final design and continue gathering feedback.

Measure the impact of the implemented solutions and refine based on feedback.

Which methodologies to use

- **What is the main goal of the journey mapping?**
 - a. Understanding customer experiences? (Ethnographic Research, Interviews)
 - b. Identifying service inefficiencies? (Service Blueprinting, Observations)
 - c. Measuring customer satisfaction quantitatively? (Surveys, Digital Tracking)
- **What type of data is needed?**
 - a. Qualitative insights? (Interviews, Ethnographic Research, Focus Groups)
 - b. Quantitative data? (Surveys, Digital Analytics)
 - c. A mix of both? (Service Blueprinting, Co-Design, Observations)
- **How directly should customers be involved?**
 - a. Direct involvement? (Co-Design, Focus Groups, Interviews)
 - b. Passive observation? (Ethnographic Research, Observations)
 - c. Indirect through existing data? (Document Analysis, Digital Tracking)
- **What resources are available?**
 - a. If time and budget are limited, can secondary data be used? (Document Analysis, Surveys)
 - b. Is there enough time for in-depth studies? (Ethnographic Research, Co-Design)
- **What stage of the service improvement process is this for?**
 - a. Early-stage exploration? (Ethnographic Research, Interviews, Observations)
 - b. Identifying existing pain points? (Surveys, Document Analysis, Digital Tracking)
 - c. Redesigning services? (Service Blueprinting, Co-Design)
- **Is the service digital or physical?**
 - a. Digital services? (Digital Tracking, Surveys, Co-Design)
 - b. Physical services? (Ethnographic Research, Observations, Service Blueprinting)

DEPLOYMENT & CONTINUOUS IMPROVEMENT

Playbook Usage

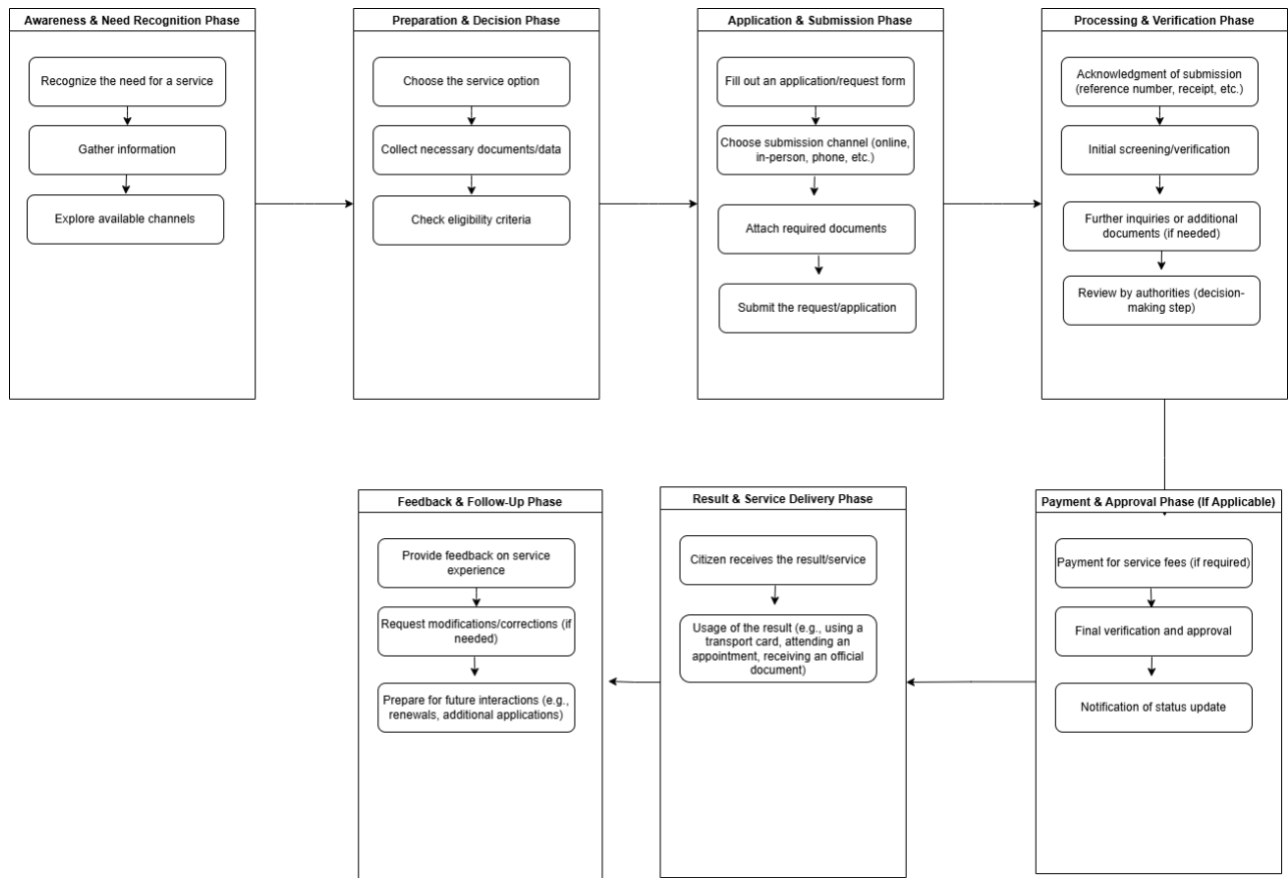
- **Training & Development:** For onboarding analysts and staff.
- **Operational Strategy:** As a framework for service redesign.
- **Policy Alignment:** Ensuring government priorities align with citizen needs.
- **Performance Evaluation:** To assess service effectiveness and user satisfaction.

Future Enhancements

- **Integration of AI & Predictive Analytics:** Automating service insights.
- **Real-Time Citizen Feedback Mechanisms:** To capture and act on sentiment data.
- **Scalability Considerations:** Ensuring frameworks can be expanded across multiple departments.

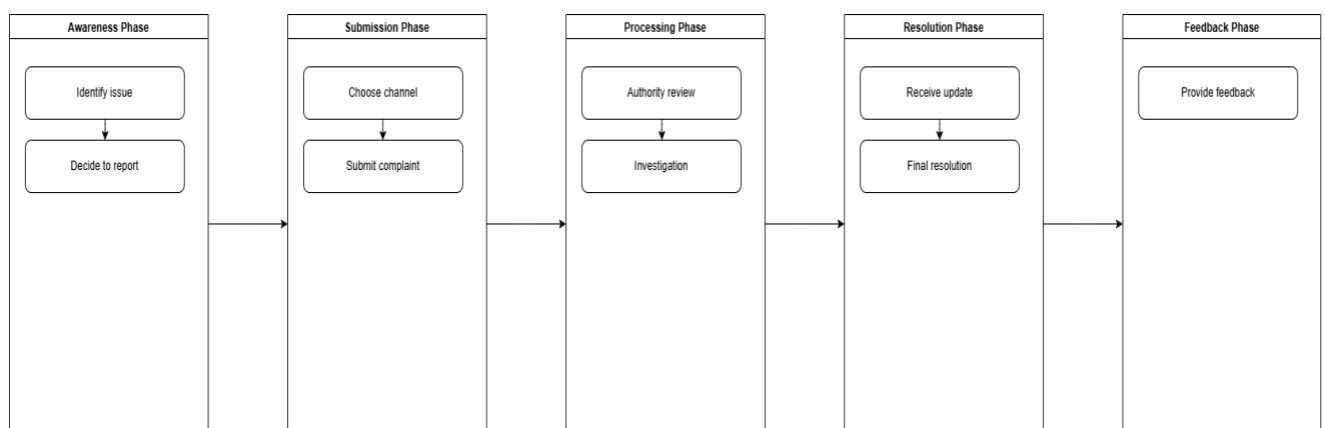
This playbook serves as an essential guide for Clark County analysts to create data-driven, citizen-centered service experiences through structured methodologies and cross-agency collaboration.

CITIZEN JOURNEY VISUALIZATION

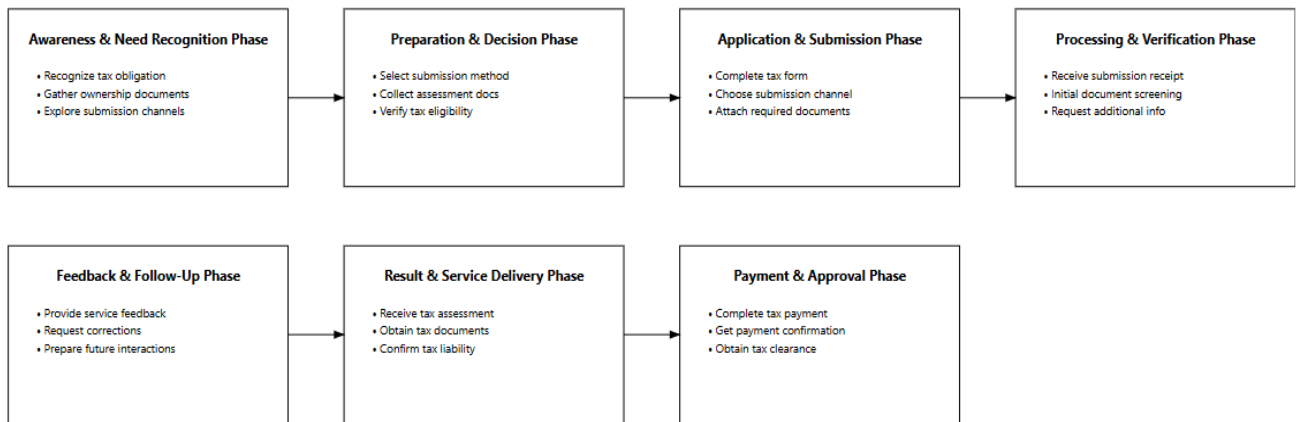


Examples

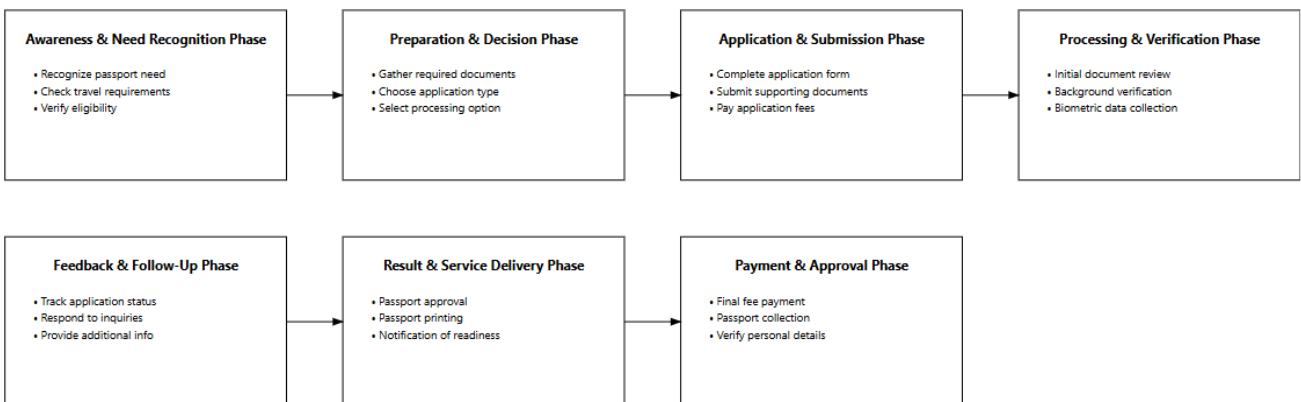
- Customer complaint resolution



- Property tax submission



- Passport collection



STANDARDIZED TEMPLATES

1. Citizen Persona Template

NAME

AGE

GENDER

COUNTRY

ETHNICITY

EDUCATION

OCCUPATION

MARITAL STATUS

BIOGRAPHY

SERVICE NEEDS

GOALS

PAIN POINTS

PREFERRED INTERACTION METHODS

PERSONALITY

-
-
-

MOTIVATIONS

SKILLS

- SKILL 1
- SKILL 2
- SKILL 3

LIKES & HOBBIES

DIGITAL SKILLS

2. Journey Mapping Template

Phase	Citizen Actions	Engagement Channels	Systemic Barriers	Optimization Strategies
Awareness				
Consideration				
Application				
Service Delivery				
Feedback & Follow-Up				