

November 18, 2011

TO: Members of the MAG 3-1-1 Business Plan Committee

FROM: Jane Morris, City of Phoenix, Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF TENTATIVE AGENDA OF THE
MAG 3-1-1 BUSINESS PLAN COMMITTEE

Tuesday, November 29, 2011 , 10:30 a.m. - 12:00 p.m.
MAG Office, Suite 200 - Ironwood Room
302 North 1st Avenue, Phoenix

A meeting of the MAG 3-1-1 Business Plan Committee has been scheduled for the time and place noted above. Members of the Committee may attend the meeting either in person or by telephone conference. For those using transit, the Regional Public Transportation Authority will provide transit tickets for your trip.

Please be advised that under procedures approved by the MAG Regional Council on June 26, 1996, all MAG committees need to have a quorum in order to conduct business. A quorum is a simple majority of the membership, or 10 people for the MAG 3-1-1 Business Plan Committee. If you are unable to attend the meeting, please make arrangements for a proxy from your jurisdiction to represent you.

If you have any questions regarding the 3-1-1 Business Plan Committee agenda items, please contact Audrey Skidmore at (602) 254-6300.

3-1-1 BUSINESS PLAN COMMITTEE TENTATIVE AGENDA

COMMITTEE ACTION REQUESTED

1. Call to Order

The meeting of the 3-1-1 Business Plan Committee will be called to order.

2. Call to the Audience

An opportunity will be provided to members of the public to address the MAG 3-1-1 Business Plan Committee on items not scheduled on the agenda that fall under the jurisdiction of MAG, or on items on the agenda for discussion but not for action. Members of the public will be requested not to exceed a three minute time period for their comments. A total of 15 minutes will be provided for the Call to the Audience agenda item, unless the MAG 3-1-1 Business Plan Committee requests an exception to this limit. Please note that those wishing to comment on action agenda items will be given an opportunity at the time the item is heard.

3. Approval of the October 25, 2011 Meeting Minutes

4. ICMA Presentation on 3-1-1

Cory Fleming of ICMA will provide information on the benefits and challenges of 3-1-1 and guidance on discussion points that should be considered.

5. Review of 3-1-1 Models

Committee members will review and discuss the merits of various 3-1-1 models and attempt to narrow the list of models under consideration.

6. Agency Call Center Update

Judy Melton from City of Scottsdale will provide an update on the City's efforts. Other members of the committee will be given a opportunity to discuss what they have determined about their internal call handling as it relates to 3-1-1.

7. Request for Future Agenda Items

Topics or issues of interest that the 3-1-1 Business Plan Committee would like to have considered for discussion at a future meeting will be requested.

Adjournment

2. Information and discussion.

3. Review and approve the minutes of the October 25, 2011 meeting.

4. For information, discussion and possible action.

5. For information, discussion and possible action to select a subset of models for further study.

6. For information and discussion.

7. For information and discussion.

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
3-1-1 Business Plan Committee
October 25th, 2011
MAG Offices, Ironwood Room
302 N. 1st Avenue, Phoenix, Arizona

MEMBERS ATTENDING

Jane Morris, City of Phoenix, Chair	Shelley Hearn, City of Tempe
David Stevens, Maricopa County, Vice Chair	Paul Luizzi, City of Goodyear
* Brenda Buren, 9-1-1 Oversight Team	Carmen Martinez, City of Avondale
* Michael Celaya, City of Surprise	Patrick McDermott, City of Chandler
# Michael Ciccarone, Town of Fountain Hills	* Gary Neiss, Town of Carefree
Alex Deshuk, City of Mesa	Vicky Scott, City of Peoria Police Department
Melanie Dykstra, Town of Gilbert	Brent Stockwell, City of Scottsdale
Diane Goke, City of Glendale	Pat Timlin, City of El Mirage
# Dee Hathaway, Town of Buckeye	# Gino Turrubiarres, Town of Guadalupe

* Not present

Participated by video or telephone conference call

1. Call to Order

The 3-1-1 Business Plan Committee meeting was called to order by Vice Chair Stevens at 10:10 a.m. Vice Chair Stevens stated that public comment cards were available for those members of the public who wish to comment. Transit tickets were available from Valley Metro for those using transit to come to the meeting. Parking validation was available from MAG staff for those who parked in the parking garage.

2. Call to the Audience

Vice Chair Stevens noted that, according to the MAG public comment process, members of the audience who wish to speak are requested to fill out the public comment cards and stated that there is a three-minute time limit. Public comment is provided at the beginning of the meeting for items that are not on the agenda that are within the jurisdiction of MAG, or non-action agenda items that are on the agenda for discussion or information only. Vice Chair Stevens noted that no public comment cards had been received.

3. Approval of September 27, 2011 Minutes

Vice Chair Stevens asked the committee for any comments on the September 27, 2011 minutes. Chair Morris noted a typographical error on page 5 of the minutes. Carmen Martinez motioned for the approval of the minutes with Diane Goke seconding the motion. The September 27, 2011 minutes were approved unanimously.

4. Review of 3-1-1 Models

Audrey Skidmore, MAG Information Technology Manager, gave an overview of possible 3-1-1 models for the committee to discuss. Sample calls to Miami-Dade 3-1-1 and New York City 3-1-1 were played for the committee.

Chair Morris commented that the icons on the visual diagrams should be consistent and easier to understand. The icon representing IVR should be a computer or something automated to better represent an IVR. Chair Morris also noted there is no icon that represents Tempe. Ms. Skidmore stated the community department icon represented Tempe. Chair Morris and Shelley Hearn stated that Tempe is a call center and asked that a different icon be used to represent Tempe.

Chair Morris stated that the idea behind the audio was to show that sometimes 3-1-1 will refer callers to 9-1-1, require button pushes, and refer to other agencies. Ms. Skidmore stated in each case the only button she was required to push was '1' for English.

Brent Stockwell stated that from a customer service perspective he really liked the New York City response. Mr. Stockwell noted that there are two things that the committee must keep in mind which are the interaction between the customer and 3-1-1 and the role the jurisdiction in supporting the interaction between the customer and 3-1-1.

Ms. Skidmore stated that she was on hold less than five minutes on each call. She also stated that New York City had a message stating it was their busiest call volume time when the call was made. Alex Deshuk stated that from City of Mesa customer service perspective five minutes is unacceptable and is not something to strive for going forward. Paul Luizzi asked if the hold time was due to the advertisements being run during the call. Ms. Skidmore stated the advertisements were trying to push the user to the website or answer frequently answered questions.

Vicky Scott asked for clarification between 2-1-1, 3-1-1, and 4-1-1. Ms. Skidmore stated that 2-1-1 is community information referral relating to human services, 3-1-1 is for municipal services and non-emergency fire and police, 4-1-1 is directory assistance.

5. Allocation of 3-1-1

Ms. Skidmore gave an overview of how 3-1-1 is allocated. Ms. Skidmore stated she spoke with the Arizona Corporation Commission which is delegated the responsibility from the Federal Communications Commission. The Arizona Corporation Commission has delegated this responsibility to the telecommunications companies in Arizona. Ms. Skidmore stated that 3-1-1 is provisioned by requesting it from the telecommunications companies and is on a first-come, first-serve basis. Ms. Skidmore stated that the County has provisioned 3-1-1 and the only reason the Corporation Commission would become involved is for conflict resolution.

David Stevens gave a brief overview of how the County acquired 3-1-1 in 2007 and stated that 3-1-1 was put on hold for various reasons. Mr. Stevens stated the County would like to use 3-1-1 and work collaboratively.

Alex Deshuk stated he heard Qwest (CenturyLink) in the presentation by Ms. Skidmore, and asked about the other phone providers. Mr. Deshuk asked about Cox Communications and whether the county has obtained their tariff. Mr. Deshuk also asked about cell phone providers and how will all the carriers be consolidated in this effort. Ms. Skidmore stated that each carrier must be approached individually. Mr. Deshuk asked what the county has done so far. Mr. Stevens informed the committee that Maricopa County has CenturyLink only. Ms. Skidmore stated if there is a decision to go forward all other carriers must then be approached. Chair Morris stated that Mr. Deshuk could ask the question of the 9-1-1 and 2-1-1 representatives that will present during the meeting. Mr. Deshuk stated there are many ways to distribute 3-1-1, city, county, or state. Ms. Skidmore stated that Pinal County and Pima County have already provisioned 3-1-1 and they would have to agree to give up their provisioning if an overlapping agency wanted the number. Brent Stockwell asked Ms. Skidmore to verify that if there was a dispute, the Corporation Commission would get involved. Ms. Skidmore acknowledged that the Corporation Commission would get involved only in a dispute.

Jane Morris asked David Stevens if each model would work for Maricopa County in terms of provisioning, or would any of the models lead to a dispute that would need to be resolved by the Corporation Commission. Mr. Stevens stated he would like to more carefully review the models but on first review each model seemed to have merit.

6. Overview of the Regional 9-1-1 Model

Liz Graber, Maricopa Region 9-1-1 Administrator, gave an overview of the Regional 9-1-1 model. Ms. Graber explained the wireline model which has been in use since 1985. Ms. Graber detailed the wireless model which was implemented in Maricopa County in 2004.

Alex Deshuk asked Ms. Graber how 9-1-1 receives their funding. Ms. Graber stated that funding is through the monthly phone bill and is 20 cents, which is the lowest in the country. The funding is administered to 9-1-1 to pay three items; networking costs, maintenance, and equipment. Chair Morris asked what the current 9-1-1 budget is. Ms. Graber stated for the Maricopa Region the budget runs approximately \$10 million. The networking component alone costs just under \$7 million annually.

Vicky Scott commented that not all areas of Arizona are at the same level of equipment and networking. Ms. Scott stated that most of the state is on the same wireline model, but wireless varies throughout the state. Ms. Scott stated that some funding ceased to exist this year and therefore Maricopa County was unable to go with Phase 2 cellular provisioning.

Chair Morris asked how many cell phone providers are contracted with 9-1-1. Ms. Graber stated that wireless companies are entitled to collect money to recover costs through a state statute, but not all wireless opt to participate. Ms. Graber stated there are seven wireless companies but not all send a bill to be reimbursed. Ms. Graber also stated that four companies currently participate in cost recovery.

Chair Morris asked if every cell phone connects to 9-1-1 the same way in Maricopa County. Ms. Graber stated that, yes, every cell phone does connect the same.

Patrick McDermott asked if the cell phone reimbursements were part of the \$10 million budget. Ms. Graber stated it was included as part of the networking costs. Ms. Graber stated the \$10 million budget is the overall budget for the 9-1-1 centers in the region.

Brent Stockwell asked what volume of calls coming into 9-1-1 were wired compared to wireless. Ms. Graber stated that in the Maricopa Region about 70% of 9-1-1 calls originate from wireless.

Vicky Scott noted that a major difference between wireless and wired is that 9-1-1 is not able to detect the exact location of wireless calls. The location given for wireless calls could be within a couple blocks or a couple miles depending on the location of the caller.

Chair Morris asked if there is any information on how many calls received by 9-1-1 are non-emergency calls. Ms. Graber stated there is no information but many managers of the 9-1-1 centers agree the amount is lower than 30%.

Vicky Scott stated that every agency has a ten digit number to get to the police department and calls to these numbers are considered 9-1-1 calls from a reporting standpoint. There are two different ways to get to the police and many calls come through the ten digit number. Ms. Scott stated that calls to Peoria 9-1-1 are almost even between emergency and non-emergency.

Alex Deshuk stated that City of Mesa has done a study of dispatch versus non-dispatched calls. The study revealed that 75% of calls were non-dispatch calls. Chair Morris asked when the study was done. Mr. Deshuk noted that the study was done in the last year on approximately 1 million calls. Mr. Deshuk stated there is a huge opportunity for further analysis on moving the non-dispatched calls out of the call center.

Chair Morris stated it may be appropriate to ask member agency fire and police whether it is dispatched or non-dispatched. Mr. Deshuk noted that fire is either Phoenix or Mesa while Police departments are more disbursed around the valley. Ms. Graber noted there are 25 Public Safety Answering Points (PSAPs) with 21 being primary law enforcement, the other four PSAPs are fire with the two primary being Mesa and Phoenix.

7. Status of 2-1-1 in Arizona

Catherine Rea Dunning of Community Information and Referral Services (CIR), gave an overview of 2-1-1 in Arizona. Ms. Dunning noted that CIR assisted nearly 650,000 Arizona residents with human service information and referral through the 24/7 help line and website. She noted that 2-1-1 is designated by the Federal Communications Commission (FCC) for 24/7 access to information and referrals for health and human services. CIR was designated by the Arizona Corporation Commission as the lead agency to provide 2-1-1 services for all Arizona. Ms. Dunning stated that 2-1-1 had its' soft launch on October 3, 2011 and will have its' public launch on February 11, 2012.

Shelley Hearn asked if the cell phone connection for 2-1-1 is as complicated as the 9-1-1 connection process. Ms. Dunning stated that the cell phone connection for 2-1-1 is much easier because they do not have the GPS location requirement. Ms. Dunning also noted that callers close to stated lines may get connected to another state due to their location. Ms. Dunning noted that all

but two cellular carriers are on board with 2-1-1 and that negotiations are under way with the two remaining carriers. Chair Morris noted the key difference between the 9-1-1 and 2-1-1 model is that 9-1-1 is for emergency response and provides caller location. Ms. Dunning noted that if there is an emergency they direct them to 9-1-1.

Vicki Scott noted that 9-1-1 is trying to direct the call to the proper agency which is why they have the location tagging. Ms. Scott stated this avoids having to transfer the call.

Patrick McDermott asked if the \$1.6 million on the presentation was for the current 2-1-1 system, and asked what the \$800,000 was for. Ms. Dunning stated the \$1.6 million was for the system to go state-wide and the \$800,000 was for the current INR operations only. Mr. McDermott asked Ms. Dunning to identify the current source of funding. Ms. Dunning stated there is a mixture of state and county funding, contracts, and Valley of the Sun United Way is the largest source of funding. Mr. McDermott asked if 2-1-1 goes state wide will all counties fund it. Ms. Dunning stated not at this time, but she hopes they will. Chair Morris asked if the funding was by donation, or was there a fee for service. Ms. Dunning stated there was no federal dollars for 2-1-1. Chair Morris asked if the service is free for the customers calling in. Ms. Dunning replied that it is free for those calling into the service.

Diane Goke asked if the call trends given in the presentation were only for the time period since the October 3 starting date. Ms. Dunning replied that the numbers are from fiscal year 2011 and included the ten digit number. Ms. Goke also asked if the calls on the map provided were all calls or just utility calls. Ms. Dunning stated that only the utility calls were on the map.

Paul Luizzi asked if other states running the 2-1-1 system are similar or if they are run by municipalities. Ms. Dunning replied most are run by non-profit and some are administered by 9-1-1 and funding is different in each. Ms. Dunning stated that the United Way is the largest contributor nationally to 2-1-1. Ms. Dunning stated that some 2-1-1 centers like Arizona are statewide, while others, like Michigan, are regional.

Carmen Martinez asked what a typical call sounds like and what type of questions are asked. Ms. Dunning stated that most callers are very forthcoming in what they need with utility assistance being the most frequent call. Ms. Dunning stated she could provide audio or video of the calls upon request and welcomed the committee to dial 2-1-1.

Chair Morris asked if the caller talks to a live answer operator immediately. Ms. Dunning stated that not currently, but 2-1-1 has an average wait time of one minute, 18 seconds. Ms. Dunning stated that the caller hears a recording giving an option for English or Spanish after which they go into an IVR system that attempts to get them information they need with the option to go into a hold que for a call specialist. Chair Morris asked if the calls are pushed to another agency. Ms. Dunning stated that depending on their need they are transferred to other agencies.

David Stevens asked if the 2-1-1 system was 24 hours a day, 7 days a week and if the call center was local. Ms. Dunning replied yes to both questions. Mr. Stevens also asked if there was any thought on how 2-1-1 and 3-1-1 would interact. Ms. Dunning replied their second top request last year was for government links, demonstrating that there is a need and mutual clients can benefit. Ms. Dunning stated they already have the municipalities contact information and have considered

how 2-1-1 and 3-1-1 can work closely in the future.

Melanie Dykstra asked what the current staff level is of the 2-1-1 call center. Ms. Dunning replied that there are currently 30 employees.

Brent Stockwell asked Ms. Dunning to discuss the back-end that supports the 2-1-1 system. Mr. Stockwell stated that it is important to understand what is involved in having a centralized call center. Ms. Dunning stated that CIR has currently been operating mostly in Maricopa County and as they look to expand they must bring on good data sharing partners. Ms. Dunning stated CIR has partners in Tucson and the five southern counties and is working on developing partners in the northern counties. Ms. Dunning stated that data collection and maintenance is a tremendous undertaking on top of upgrading their servers and land lines.

Chair Morris asked how many of the 30 people employed are supporting the data end of the 2-1-1 system. Ms. Dunning stated that they have two people supporting the data end of 2-1-1. Ms. Dunning stated that CIR has been in business since 1979 and have a vast resource database.

Brent Stockwell stated that the database that supports this call center is enormous. Mr. Stockwell noted that the municipalities may not have similar resource databases. Mr. Stockwell also noted that if 3-1-1 was to be supported by a consolidated call center the work must be performed to create such a knowledge base.

Chair Morris asked if there was a time frame to bulk up the data to be ready for the public launch. Ms. Dunning stated the public launch is in February and no knowledge base is ever 100%, but they hope to have it mostly complete by the public launch. Ms. Dunning stated that they hope to get responses from providers to come on board with 2-1-1 and it will be trial and error possibly for the first year.

Audrey Skidmore asked what percentage of 2-1-1 calls are resolved through the IVR system. Ms. Dunning stated that 83% of the 8,000 calls in the first two weeks used the IVR to get their questions answered, and that at every point in the que the caller is reminded about the 211Arizona.org website.

Shelley Hearn asked how the staffing was broken down for their 24 hour, 7 day a week operation. Ms. Dunning replied that they have an A and B shift and trends are followed to provide the proper amount of staff.

Vicky Scott stated that during her tenure with Phoenix Fire Department the department used CIR as a referral for people calling about shelter information and other human services needs.

Paul Luizzi asked Vicky Scott if they transferred them directly from 9-1-1. Ms. Scott stated they would give them the 10 digit number.

Chair Morris thanked Ms. Dunning for the presentation. Chair Morris noted there is a white paper from ICMA in the agenda materials discussing 3-1-1 and 2-1-1.

8. Agency Call Center Update

Brent Stockwell asked if it would be helpful at the next meeting to give an update about the efforts Scottsdale is taking. Chair Morris stated that it would be helpful.

9. Request for Future Agenda Items

The following items were requested by the committee for future agenda items.

1. Visual models of 3-1-1 systems
2. What other Arizona counties and the state are doing with 3-1-1
3. Determination of what is technically and fiscally feasible
4. Presentation by the local exchange carrier on boundary limitations and the business model to support 3-1-1
5. Presentation of the impact of HB1322 on 3-1-1
6. Presentation on whether location tagging is technically and financially feasible for 3-1-1
7. Open 3-1-1

10. Adjournment

Chair Morris asked for a motion to adjourn the 3-1-1 Business Plan Committee. Pat Timlin motioned to adjourn the 3-1-1 Business Plan Committee. Carmen Martinez seconded the motion and the motion carried unanimously.

Appendix 1. CRM Readiness Assessment Tool (As adapted from eCRM University)

Rate your readiness to measure CRM

An organization's results will make or break any CRM initiative. Take this self-assessment to find out how prepared you are to keep top management informed and committed to your CRM Program.

Rate each of the following key elements of CRM measurement and rate your current CRM measurement systems based on the following response scale:

- **five points** for a high ranking ("We're good at this; I'm confident of our skills here; I agree with this statement");
- **three points** for a medium score ("We're spotty here; we could use improvement or more experience; this statement is only somewhat true");
- and **one point** for a low score ("We've had problems with this; this is new to our CRM Program; I disagree with this statement").

Be honest. Don't trust only your own perspective; ask others in the organization, at all levels, to join you in this self-assessment of your own CRM Program.

If your score is:

186-255: Implementing a CRM Results Measurement System is most likely to succeed. Focus resources on responses that received "ones and twos" to accelerate the implementation process.

115-185: CRM Results Measurement is possible, but may be difficult to implement. Bring your scores up to speed before attempting to implement the ROI Results Measurement System.

51-114: Implementing change will be virtually impossible without great difficulty. Focus instead on (1) building change readiness in the dimensions above and (2) affecting change through pilot or beta programs that are separate from the overall organization.

Questions

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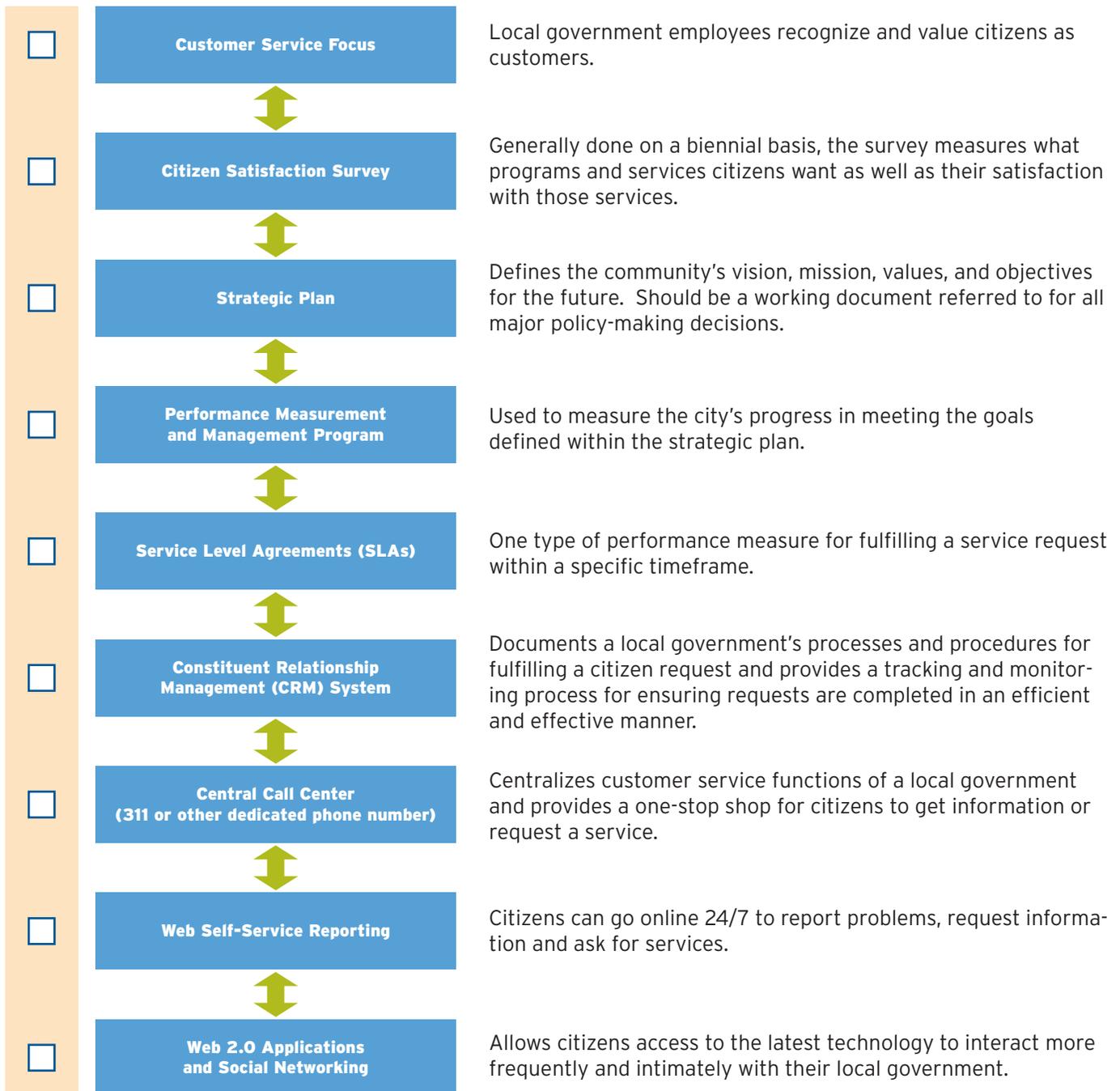
Readiness Scoring

How to score: HIGH = 5 points; MEDIUM = 3 Points; LOW = 1 point

Description	Score
We already use CRM performance measures of the sort encouraged by the total quality management approach (order cancellation rates, order fulfillment cycle time, etc.) and these express the economics of the local government.	
Our executives are NOT rigidly turf conscious and are willing to measure critical processes and be accountable for the success of the CRM initiatives.	
We have a continuing program that objectively compares our company's performance with that of competitors and systematically examines competitive trends in our market.	
Everyone involved in the implementation of CRM knows who the customer is, knows their needs, and has direct contact with them.	
Our organization has successfully implemented a Results Measurement Program in the recent past.	
We collect measures linked to organizational improvement goals.	
We define our measures from the customers' "point of view."	
Our measurement system does not focus solely on "bottom-line" financial results.	
This organization uses measurement data to promote continuous improvement and learning.	
Our measurement system does not generate more paperwork than is necessary.	
Our measurement system always gives us the information we need when we need it.	
Our measurement system focuses on continuous improvement rather than compliance and control.	
We are only accountable for measures for which we have control.	
Our measures focus on the "positive" side rather than the "negative" side (e.g., appointments met versus appointments missed).	
Our measurement system contains both objective and subjective measures.	
Everyone understands the measures used to evaluate performance.	
Managers or employees are accountable for measurement accuracy and results.	
We act on measurement results quickly.	
All data collection methods are cost-effective.	
We always communicate measurement results to the appropriate managers and employees.	
Our measures focus on effectiveness (e.g., number of on-time shipments) and efficiency (e.g., response time).	
Measures show change when we make improvement efforts.	
We have a method for screening out measures that we really do not use.	
Our measurement system contains a "well-balanced" blend of key result areas that reflect our mission, vision, and strategic goals.	
Our measurement system provides information that allows us to set clear objectives.	
Objectives are based on a clear understanding of the performance capability of our systems and processes.	
Important work that crosses functions gets measured and does not "slip through the cracks."	
We gather data automatically (e.g., does not require extra manual labor) whenever appropriate.	
Data is gathered close in time to the performance event (e.g., recorded immediately rather than two weeks later).	
We link process measures to citizen's requirements.	
The method to communicate measurement data to employees is very effective.	
We review measurement data at management meetings and we take quality improvement actions.	
Data is presented graphically to help identify important trends.	
We measure citizen satisfaction for each department's performance.	
We measure employee morale and job satisfaction systematically.	
Citizen satisfaction measurements capture key information that accurately reflects their preferences.	
We continually evaluate and improve our measures and the methods used to collect and report performance data.	
We pay as much attention to the "non-financial" measures as we do to the financial measures.	
The organization is committed to a process of continuous improvement.	
Collaboration across internal functions is viewed as a key to effectively serving the market.	
Ability of the organization to adapt to changing market conditions is key to long-term success.	
Incident reports are tracked within the system, shared with other departments, and the metrics are visible to the organization's senior management.	

Elements of Community Readiness for a 311/CRM System

In Place



Leaders at the Core of Better Communities



Recommended Resources on 311

****1. Customer Service and 311/CRM Technology in Local Governments: Lessons on Connecting with Citizens* - A primer on implementing a 311/CRM system

http://bookstore.icma.org/Customer_Service_and_311_CRM_T_P1881C141.cfm

2. ICMA National Study of 311 and Customer Service Technology – All research reports produced by the study (case studies, presentations, white papers, etc.) are available for free download on the website.

<http://icma.org/311>

3. 311 Roundtable Discussion Archives - Files of past discussions on various aspects of implementing a 311/CRM system

http://icma.org/en/Page/100221/311CRM_Roundtables_Archives

4. The Office of Community Oriented Policing Services (COPS) at the U.S. Department of Justice -

<http://cops.usdoj.gov>

5. CS Week's 311 Synergy Group – Professional association of 311 directors and managers

<http://csweek.org/311synergygroup>

6. Association of Government Contact Center Employees – Professional association of government contact center personnel.

<http://governmentcallcenter.org>



Thinking About 311/CRM Systems

www.icma.org/311

ICMA Web Site - Windows Internet Explorer

ICMA RESULTS NETWORKS

JobCenter | PM Magazine | ICMA tv

ICMA | ICMA UNIVERSITY | ICMA PRESS | ICMA RESULTS NETWORKS

ICMA > R & D > 311

RESEARCH & DEVELOPMENT

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 - Federal Partners
 - Foundation Partners
 - Strategic Partners
- SUSTAINABLE COMMUNITIES
 - LGEAN
 - National Brownfields Conference
 - Smart Growth
 - Sustainable Communities Initiative
- HEALTHY COMMUNITIES
 - Leadership for Healthy Communities
 - Common Community Measures for Healthy Communities

311/CRM Technology

Customer Service and 311/CRM Technology in Local Governments: Lessons on Connecting with Citizens

Click here to order a free copy

ICMA National Study of 311 and Customer Service Technology

With funding from the Alfred P. Sloan Foundation, over the next three years ICMA will conduct research and develop resources and tools for communities considering implementation of 311/CRM systems. Working with the Ochs Center for Metropolitan Studies, ICMA will focus on overall system management, including such organizational issues as staff training, as well as citizen engagement and performance measurement and management.

In phase one of the study, ICMA conducted the first-ever national study on 311 and related customer service technology used by local governments in the United States. A national survey of local governments, together with information collected from a series of in-depth case studies, helped create a portrait of how local governments are using such systems to respond to citizen needs and to build the local government-constituent relationship.

Want more information? Contact (Ms.) Cory Fleming, project director, at cfleming@icma.org or 202/854-1082

311/CRM Project Coordinating Group

A new group created by several leading ICMA members formed to promote the use of and serve centralized customer service systems--at centers, citizen relationship management and online service requests--and to improve government service delivery and performance.

The 311/CRM Project Coordinating Group:

- Rutgers University's Public Performance Measurement and Reporting Network Community of Practice
- International City/County Managers Association

Done

Trusted sites 100%

start AIM ICMA Web Site - Win...

97% 8:38 AM

Defining 311/CRM



- 311/CRM used interchangeably, but not one in the same
- 311 refers to the phone number and related call center
- CRM is a software application, but also a system



CRM = Constituent Relationship Management

CRM is a **system** – people, processes and technology – for connecting governments with constituents.

Key CRM Components



- Knowledgebase
- Service request initiation, routing & tracking
- Constituent data capture
- Call/contact center
- Self service (online / smart phone)
- Data integration/Data warehouse software
- Matching and addressing software
- Reporting capabilities
- Business analytics software
- Cashiering
- GIS

Financial Impact by Communication Method



- According to two recent studies from IT research firms (*The Gartner Group* and *The Yankee Group*), the average transaction costs per communication method range from:

Channel	Cost Per Transaction
Walk-in	\$9.00
Web Chat	\$7.00-\$7.50
Live Phone Agent	\$4.50-\$5.30
Email	\$2.50-\$3.00
Phone Self-Service	\$0.45-\$1.85
Web Self-Service (on-line)	\$0.24-\$0.65

Where is 311/CRM?

DISPATCH Monthly - Cities With 311 Service - Windows Internet Explorer

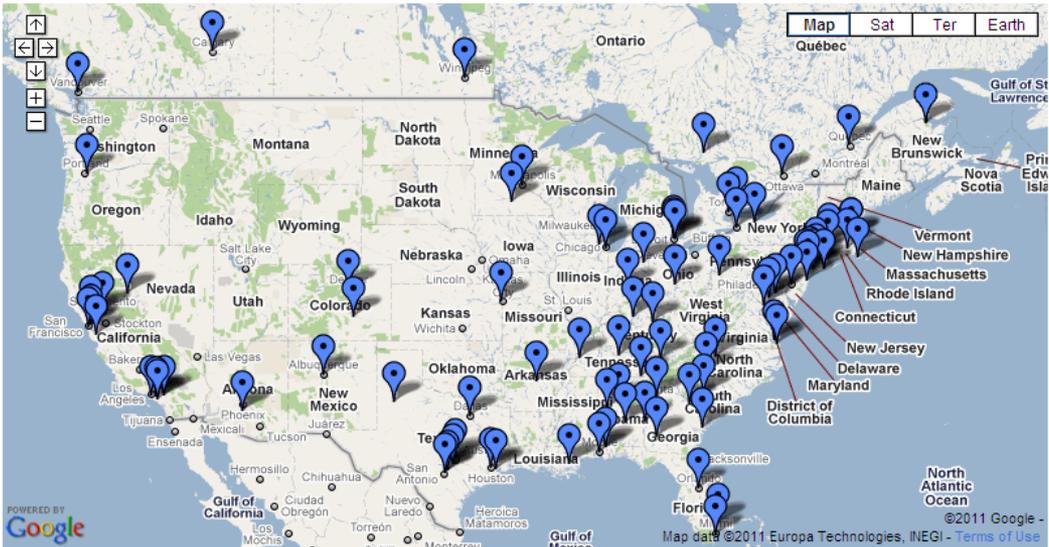
http://www.911dispatch.com/info/311map.html

File Edit View Favorites Tools Help

★ Favorites 311-CRM Technology 311-CRM Technology for Be... The Business Benefits of GI... GIS Group News LinkedIn City of Westbrook GIS Online File Sharing, Send lar... ICMA Annual Conference 2...

DISPATCH Monthly - Cities With 311 Service

Cities With 311 Non-Emergency Telephone Service



Map Sat Ter Earth

View Larger Map

Also check this Harvard University [Web site](#) with a world-wide map of N-1-1 number

Answered

start Search Desktop DISPATCH Monthly - ... Microsoft PowerPoint ... 11:34 AM

Benefits to Citizen



- Easy to remember number
- Single point of contact and resolution of service request or problem
- Ability to track status of service request
- Managing citizen expectations of when work will be done
- New data for neighborhood and community groups to identify emerging “hot spots” and address issues in an integrated fashion.
- Broadens citizen’s ability to engage with local government.

Benefits to Local Government



- Tracking & reporting - Greater accountability for work being completed
- Return on Investment
 - Minneapolis - Graffiti calls
 - Kansas City – Mowing schedules in parks
 - San Antonio – Bulk item pick-up
- Budgeting & resource allocation
 - Minneapolis - Staffing for code enforcement
 - Indianapolis – PD staff time

Benefits to Local Governments (cont).



- Cross-training - Breaks down silos to better address city issues and challenges.
- Increase capacity to respond to demands in service delivery when growth restarts
- Broadens & deepens citizen engagement

How are 311/CRM Systems being used?

- Customer service
- Citizen engagement
- Performance measurement and management
- Budgeting and resource allocation
- Disaster response and recovery
- Community and economic development

Customer Service



- In many cases, local government does not know how many calls it receives for certain services.
- 311 data allows local government to look at requests for different city services, and disaggregate by geography, day, time, and season.
- Repeat calls allows city to begin to identify service gaps.
- What 311 measures vs. what 311 does not measure in demand for services?

Citizen Engagement



- Training neighborhood leaders – Cupertino, CA
- Gaining perspective on proposed budget cuts – Philadelphia, PA
- Launching new initiatives – Savannah, GA

Performance Measurement and Management



- Number and types of information requests
- Number and types of service requests
- Time to complete service requests, aka Service Level Agreements
- Geographic location of service requests
- Trends in citizen requests over time

Budgeting & Resource Allocation



311/CRM-Driven Results	Municipality
<p>With the help of its CRM system, Chattanooga was able to hold the city's annual expenditure increases to just 1% for three successive years. During that same period, it was able to generate a surplus of \$8 million (on a \$150 million budget) without noticeable reduction in service quality, as evidenced through citizen feedback gathered by CRM. Additional metrics included:</p> <ul style="list-style-type: none">➤ High citizen satisfaction rates (86% rated agent as excellent or good)➤ 74% of citizens rates the handling of their service as excellent or good➤ 60% first call resolution	Chattanooga, TN
<ul style="list-style-type: none">➤ Re-engineered processes, improved management reporting, and implemented and adhered to Service Level Agreements that have reduced the county's fulfillment costs by 25%. Key drivers included: rapid assignment of service requests, quicker turnaround, and improved scheduling and routing.	Orange County, FL
<ul style="list-style-type: none">➤ Review of the number of reported code enforcement violations by one hotel in Indianapolis led to city to not renew its business license, thereby saving an estimated \$500,000 in police runs to the location.	Indianapolis, IN

Emergency Response & Recovery



- 311 originally established to off-load non-emergency calls made to 911.
- ICMA series of in-depth case studies revealed 311 can be more proactive:
 - San Antonio – 311 call agent monitors situational awareness
 - Los Alamos County – recovery from wildfires
 - Minneapolis – responding to I35 West bridge collapse
 - Hampton – responding to and recovery from Hurricane Isabel

Community & Economic Development



- Foreclosure assistance for homeowners
- Business licenses
- Permitting
- Code enforcement

311/CRM Readiness Assessment

Elements of Community Readiness for a 311/CRM System

In Place



Customer Service Focus

Local government employees recognize and value citizens as customers.



Citizen Satisfaction Survey

Generally done on a biennial basis, the survey measures what programs and services citizens want as well as their satisfaction with those services.



Strategic Plan

Defines the community's vision, mission, values, and objectives for the future. Should be a working document referred to for all major policy-making decisions.



Performance Measurement and Management Program

Used to measure the city's progress in meeting the goals defined some within the strategic plan.



Service Level Agreements (SLAs)

One type of performance measure for fulfilling a service request within a specific timeframe.



Constituent Relationship Management (CRM) System

Documents a local government's processes and procedures for fulfilling a citizen request and provides a tracking and monitoring process for ensuring requests are completed in an efficient and effective manner.



Central Call Center (311 or other dedicated phone number)

Centralizes customer service functions of a local government and provides a one-stop shop for citizens to get information or request a service.



Web Self-Service Reporting

Citizens can go online 24/7 to report problems, request information and ask for services.



Web 2.0 Applications and Social Networking

Allows citizens access to the latest technology to interact more frequently and intimately with their local government.

Regional 311 - Discussion Questions



- How informed are citizens in the region about government roles? Do they know the jurisdictional boundaries? Do they know the responsibilities of city vs. county?
- How does each jurisdiction want to use 311 and what do they hope to get out of it?
- Have or will each of the participating jurisdictions completed their own readiness assessments?

Regional 311 - Discussion Questions



- What is the best model (centralized, distributed, a hybrid) for establishing a regional 311 system?
- What kind of governance structure will be established for the contact center?
- How will policy decisions for the new system be made?
How operational management issues be resolved?

Regional 311 - Discussion Questions



- Will there be one central knowledgebase or will each jurisdiction be responsible for creating and maintaining its own knowledgebase?
- How will coordination between the knowledgebase(s) and jurisdictional websites and social media efforts take place?
- FUNDING?

Contact Information



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