

City of Allentown Citizen / Customer Relations Management 311 System Feasibility Study

"Making City Government More Responsive, Accountable and Cost Effective."

December 2016



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INDEX

Background **Page 3**

What is A Customer / Citizen Relations Management / 311 System and how would it work? **Page 4**

Discovery Team Feasibility Study Approach & Analysis **Page 7**

- Discovery Team
- Research
- Data Gathering / Knowledge Base
- Interviews
- Site Tours
- Building & Equipment
- Staffing, Cost & Funding Sources Analysis
- Assumptions
- COA 311/CRM Center Operating Budget
- COA 311/CRM Center Capital / Up Front Requirements

Conclusion and Recommendation **Page 16**

Next Steps **Page 17**

Appendices **Page 20**

Background

First established in 1973, the City of Allentown (COA) 911 System has received and dispatched citizens' requests for Police, Fire, EMS, Animal Control, Parking Authority, and Public Works assistance. In 1993 the 911 Center was relocated from City Hall to the 1st floor of 1304 W. Fairmount St.

The State has mandated that, as of June 2019, the City of Allentown 911 system is to be decommissioned. The Emergency calls receive and dispatch will be transferred to Lehigh County 911 system. This transition is currently being coordinated / negotiated between the City of Allentown and County of Lehigh.

As a result of investigation of repurposing the 911 facility / property the City discovered that the transfer of 911 (Emergency Call Handling) frees up applicable City of Allentown facilities, related equipment, and other human & financial resources thereby creating an opportunity to significantly improve customer (citizen) services and more fully develop inner and intra departmental efficiencies through a Customer Relations Management (CRM) / 311 (Non-Emergency Call Handling) System.

In April 2016 Mayor Ed Pawlowski & City Managing Director Fran Dougherty created a "Discovery Team" to explore and report back on the feasibility of implementing a Customer Relations Management (CRM) / 311 System, with NO additional tax burden on the citizens of Allentown.

This is the 311 / Customer Relations Management (CRM) System Discovery Team Feasibility Study Report.

What is a Customer (Citizen) Relations Management / 311 System and how would it work?

Citizen / Customer Relationship Management (CRM) systems are operational and software applications that are used to track a City's interactions with citizens on an ongoing basis and allow local governments to manage huge amounts of data and information effectively. It is a management philosophy, NOT merely a technology, CRM is the method that organizations use to manage all interaction with their customers.

These systems streamline how each Department / Bureau handles a customer (citizen) interaction and establishes management best practices & performance measurement. It also networks the process and outcome, communicates the results to the customer (citizen), and seeks customer (citizen) satisfaction monitoring. The results of which would be available to appropriate City managers and decision makers for quality assurance, operational improvement and accountability. Data would also be available to residents illustrating tax dollar application.

A **311 System** is a Federal Communications Commission (FCC) designated **ONE** phone number (similar to 911) access tool for **ALL NON-EMERGENCY** calls to the City. This replaces the need for citizens to find and dial an appropriate 10-digit phone number to contact a specific City Service. These Centralized Customer service systems are designed to enhance a citizen's customer service experience by saving citizens time and making local government services easy to access. This improves customer service relations with citizens by:

- Getting a timely phone response
- Getting immediate human interaction and follow up
- Eliminating / Minimizing dropped calls
- Preventing caller from being passed from one department to another (run around)
- Providing a way to let Citizen know how and when the incident they reported was addressed.
- Encouraging and providing a way of getting Citizen Satisfaction feedback

A 311 Center may also be set up to serve other non-phone citizen interaction such as:

- Walk-In Traffic
- Web self-service
- Web chats
- Mobile Applications
- E-Mail
- Social Media (e.g. Facebook, Twitter, etc.)
- Text Message
- Phone self-service

How would a CRM / 311 system work?

EXAMPLE

Currently if an Allentown resident wants to report a pothole in the street, this would be the process:

1. Resident must try to determine which Department / Bureau handles potholes (In this case it is Department of Public Works (DPW) / Streets Bureau)
2. Resident must look up from phone book, City web site, or internet, and dial that 10-digit telephone number (In this case it is 610-437-8775)
3. Resident must report the pothole location and specifics (e.g. size)
4. DPW/Streets Bureau employee enters pothole location and specifics into the DPW computer work order system.
5. DPW / Streets Bureau work order issued to streets work crew to repair pothole
6. DPW / Streets Bureau enters project completed info into work order system
7. There is no follow up or customer satisfaction follow up with initiating resident

With a centralized 311 / CRM System:

1. The Allentown resident would Dial 311
2. A cross-trained 311 operator / customer advocate would utilize a computer drop down menu (like that currently used by 911 operators) for pothole and record location and specifics of pothole as well as resident information. They would also ask resident if they wanted to be notified when pothole was repaired, and if so by what method of communication (e.g. phone call, e-mail, text, etc.)
3. The 311 operator / customer advocate would then utilize the CRM software to initiate a "ticket," which would interact with current DPW software to issue a Work Order to DPW / Streets Bureau for crew to fix the pothole.
4. DPW / Streets Bureau enters completed project info into work order system which automatically notifies 311 Center
5. 311 Center automatically notifies resident of issue resolve
6. 311 Center may also conduct a Customer Satisfaction Survey at that time or at a later date.
7. Because CRM software can be networked with City Geographical Information System (GIS), management reports can be created showing historic pothole activity and used as management information for street repair and replacement planning.

What are the benefits over the existing process?

- Citizen ease of access
- Citizen immediate and timely interaction
- DPW / Streets Bureau employee freed up to handle more technical issues
- Centralized tracking of ALL calls and issue completion

- Ability to get back to the resident regarding resolution of issue raised and “Close the Loop”
- Ability to conduct customer satisfaction survey and measure same
- Ability to network information for tracking, follow-up, accountability, creating management reports, and developing reports

Application – What are most common call issues?

City Services most often requested by Citizens:

- | | |
|-------------------------------------|---------------------------------------|
| • Trash & Recycle Collection | • Parks & Recreation |
| • Property Maintenance | • Health Department |
| • Building Permits & Inspections | • Tax Information |
| • Planning & Zoning Issues | • Mayor and City Council Info |
| • Street Light Maintenance | • Animal Control Investigation Issues |
| • Police & Fire Prevention Services | • Human Resources |
| • Graffiti Questions & Clean Up | |
| • Tree Down | |

Contacts addressable by the 311 Center Operator / Customer Advocate are usually about 65-75% **Informational** (e.g. when is garbage pickup in my neighborhood?) and the remaining 25-35% are **Service** related (e.g. pothole repair).

While most incoming contacts can more than likely be addressed by the 311 Operator / Customer Advocate using the “Knowledge Base” drop down menu available, a portion of the incoming contacts may need more technical advice and therefore will be transferred directly to that Department / Bureau for follow-up (e.g. specifics advice about building construction / obtaining a Building Permit).

Discovery Team Feasibility Study

Approach & Analysis

Discovery Team

Was Established April 2016 by Mayor Ed Pawlowski & City Managing Director Fran Dougherty. Members are:

- Vicky Kistler, Director Health Bureau
- Matt Leibert, Director Information Technology
- Casandra Magliane, Office Manager Public Works
- Craig Messinger, Director Public Works
- Ken Mohr, Mohr Management Resources (Team Facilitator)
- Ed Pawlowski, Mayor
- Steven Ridgway, Operations Manager of Communications
- Dennis Wetherhold, Operations Manager of Technical Services

Research

Currently as many as 265 US Cities / Counties have one form or another of a 311 / CRM System.

The International City/County Management Association (ICMA) has established a 311/CRM Technical Assistance Service division to assist existing and prospective member 311/CRM systems. The Discovery Team utilized several of ICMA 311/CRM publications, associates, and staff to research other governmental 311/CRM systems and benchmark to City of Allentown. Some of the most useful publications are:

- Customer Service and 311/CRM Technology in Local Governments: Lessons on Connecting with Citizens
<http://icma.org/Documents/Document/Document/30738333>
- Philly311: Engaging Citizens Serving Customers
<https://www.google.com/url?q=https://icma.org/Documents/Document/Document/301418&sa=U&ved=0ahUKEwig-fL8lojQAhWGGJiYKHawLBNcQFggKMAI&client=internal-uds-cse&usq=AFQjCNGqSd7hI3fPbDVG35jQfs98ioRCoQ>
- Call 311 Recommended Practices for 311/CRM Data Reporting
<https://www.google.com/url?q=https://icma.org/Documents/Document/Document/302546&sa=U&ved=0ahUKEwig-P2pm4jQAhWDPiYKHQvDAw8QFggIMAI&client=internal-uds-cse&usq=AFQjCNHMyikECWVOs9SuDiwBMbDCtEkm1A>
- 311/CRM Systems: Changing the Face of Local Government Customer Service
http://www.mohrnr.com/PDF/311-CRM_Systems.pdf

- 311 Synergy Group Comparative Survey
<http://www.csforms.org/311/Presentations2015/ComparativeSurvey.pdf>

The Discovery Team utilized these publications and subsequent site tours and data discovery to develop a comparison of five (5) municipalities 311/CRM Centers as a basis of developing a similar model for the City of Allentown (**Appendix 1 - ICMA City Comparisons**)

Data Gathering / Knowledge Base

Current City of Allentown Non-Emergency Phone Inquiries

The current City of Allentown phone system is not able to track the number or duration of phone calls to / from a specific phone, Department / Bureau, Service, etc. This makes it difficult for us to quantifiably determine the Citizen / Customer interaction by Departments, Bureaus and Services. Allentown 911 was able to provide an overall number of Non-Emergency Calls of approximately 112,138 in 2014. (See chart below).

COA 2014 CALLS RECEIVED	
GRAND TOTAL	210,033
EMERGENCY	97,895
911 Wireline	17,449
911 Wireless	78,216
Ringdown / Hotlines	2,163
Text to 911	67
NON EMERGENCY	112,138
Non-Emergency	105,064
Administrative	7,074
Population	118,032
Non-Emergency Calls / Cap	0.95

Knowledge Base - The foundation to any 311 / CRM system is the development and maintenance of a municipality's information Knowledge Base. This is a listing of most frequently asked citizen / customer inquiries and questions with their answers and related information. It would serve as the base for a Call Center computer drop down menu, similar to those used in the 911 Call Center. The City of Allentown currently has a web-based phone listing on the City Website <http://www.allentownpa.gov/Contact-Us/Phone-Listing> for citizen / customer self-service inquiries.

The Discovery Team utilized this list as a start to create a Knowledge Base of current City of Allentown most frequently asked question categories, Department / Bureau / Location,

Communication Channels, and existing Management systems regarding each issue (**Appendix 3 – City of Allentown Knowledge Base**).

In the development of a 311 / CRM system these 260+ questions would be more fully developed and the number of individual questions and answers expanded significantly. The care, maintenance and updating of this Knowledge Base would be paramount.

Interviews

Utilizing **Appendix 3 – City of Allentown Knowledge Base** to identify City services most likely to interact with Citizens / Customers, the Discovery Team focused on the following Departments / Bureaus:

- Community & Economic Development – Administration
- Community & Economic Development – Building Standards & Safety
- Community & Economic Development - CDBG
- Community & Economic Development - Health
- Community & Economic Development – Planning & Zoning
- Finance – Administration
- Finance – Treasury
- Finance – Purchasing
- Finance – Revenue & Audit
- Parks & Recreation – Administration
- Parks & Recreation – Parks
- Parks & Recreation – Recreation
- Police – Administration
- Police - Communications Emergency Communications
- Police - Communications Technical Services
- Public Works - Administration
- Public Works - Engineering
- Public Works – Solid Waste
- Public Works- Streets

Mohr Management Resources reviewed budget and personnel data as well as interviewed leadership in the Departments / Bureaus (listed above) to:

1. Review Current Operations, Budget, and Personnel
2. Review current process in citizen / customer interaction
3. Review current staff time dedicated to Citizen / Customer interaction for potential application to a 311 / CRM Center.
4. Familiarize the Department / Bureau with the concept of a centralized 311 / CRM system.

Site Tours

In an effort to provide a more detailed and insightful analysis of ICMA illustrated 311 / CRM System Municipalities the Discovery Team conducted site tours of the following:

- **Philly311 Center** services a population of approximately 1.5 million. The Philly311 Center successfully consolidated all non-emergency calls to City hall into one centralized system. They also encourage and facilitate Walk In citizen interaction. Philly311 Center excelled at outreach to the Community for use as well as social media interaction. All Department heads do not report to the City Managing Director, therefore the software system used by the 311 center is not integrated with other Departmental software systems so it only reports (not tracks) contact issues. Likewise the management systems are not integrated all of which minimizes, or prevents, true CRM interaction. Attached is a report of the tour, meeting, and relevant Philly311 information (**Appendix 4 – Philly311 Center Site Tour Summary**)
- **Hampton VA 311 Center** services a population of approximately 145K (similar to Allentown). The Hampton 311 Center successfully consolidated all non-emergency calls to City hall into one centralized system. Their current set up does not facilitate Walk In citizen interaction. They quite successfully integrated the 311 software system into multiple departmental software systems so that each call ticket issued can be tracked for execution and measuring effectiveness relative to performance standards. They were quite successful at engaging and integrating the operations of each department creating a true CRM system. Currently the Hampton 311 Center social media component is nominal, and they plan a major initiative to develop this feature which they feel is critical to future community interaction. This is important as more communities are using 311 centers to proactively alert residents of important community information (e.g. pending snow storm) Attached is a report of the tour, meeting, and relevant Hampton 311 information (**Appendix 5 – Hampton VA 311 Center Site Tour Summary**)

Building and Equipment

Building – The City of Allentown 911 Center & Communications Repair & Maintenance Operations are located at 1304 W. Fairview Street. This 1932 building is located on 9.56 acres of property that is part of the Allentown Parks System, making the potential for separation and sell off of this facility difficult.



The existing **911 Center** is located on the 1st floor (5,300 SF +/-) and its layout, technology infrastructure, and dispatching equipment provides an ideal opportunity for reuse as a 311 / CRM Center. However, its location and lack of parking would minimize potential use for Citizen / Customer Relations Walk-In service.

The City's **Communications Technical Services** division is located on the Ground Level (3,300 SF +/-). It consists of utility garages, workshops, and warehouse servicing the City Communication (e.g. radios, phones, etc.). These services would need to continue beyond the transfer of City of Allentown 911 to Lehigh County. Effective January 2017 this Bureau was transferred from Police Department to Public Works Department.

311 / CRM Center Staffing, Cost, and Funding Sources

Appendix 2 Hampton vs. Philadelphia vs. Allentown Budget Comparison shows the actual Hampton VA and Philadelphia 311 centers budget staffing and total cost breakdown and their respective:

- Budget for Personnel (\$ and % of total budget)
- Total Budget (not including Indirect Personnel Benefits)
- Cost Per Capita
- Cost Per Call
- Contacts Per Capita
- Contacts Per FTE

Appendix 6 Potential Annual Budget and Revenue Return to COA General Fund shows potential Allentown 311/CRM Annual Operating Budget and Allentown General Funds freed up by transfer of 911 Center to Lehigh County as well as Personnel & Benefits Costs of existing COA employees transferred to new 311/CRM Center.

Historically the City of Allentown has annually transferred between \$150,000 and \$1,066,015 from its General Fund for the operation of its 911 Center (**see Table Below**). The lower funded years usually reflect offsetting grants. For this Feasibility Study, we will use the 2017 Proposed Budget General Fund allocation of \$561,300.

COA 911 Fund Budget History						
REVENUE	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 A&E	2017 Proposed
911 Phone Line Services	\$ 688,869	\$ 676,065	\$ 604,677	\$ 403,774	\$2,500,000	\$2,500,000
911 Wireless Subscriber	\$1,289,792	\$1,494,762	\$1,563,157	\$1,727,759	\$1,348,046	\$ -
Interest	\$ 279	\$ 357	\$ 339	\$ 310	\$ 300	\$ 300
Transfer from General Fund	\$ 400,000	\$ 925,630	\$ 855,064	\$1,066,015	\$ 150,000	\$ 561,300
TOTAL REVENUE	\$2,378,940	\$3,096,814	\$3,023,237	\$3,197,858	\$3,998,346	\$3,061,600

Assumptions

Utilizing this information, the Discovery Committee projected preliminary staffing and budget **assumptions** for an **Allentown 311 Center**:

- | | |
|--|------------------------|
| 1. Allentown Population | 120,000 |
| 2. Contacts Per Capita Per Year | 1 |
| 3. Cost Per Contact / Call (not including benefits) | \$4.00 |
| 4. Personnel Costs (not including benefits) | 83% |
| 5. Benefits Using Current 911 Ratio to Personnel Costs | 37% |
| 6. Contacts / Calls Per FTE (or equivalents) Per Year | 13,333 |
| 7. Total Number of 311 Staff | 9 FTE (or equivalents) |
| 8. Existing FTEs Transferred to 311 (50% total staff) | 4.5 FTE |
| 9. Days of Operation | 5 Days Per Week (M-F) |

10. Hours of Operation
 11.2017 - 911 Center General Fund Allocation

10–12 Hrs./Day
 \$561,300

COA 311/CRM Center Operating Budget

Based on the assumptions above, the **table below** illustrates preliminary annual budget expenditures and funding sources for the proposed Allentown 311/CRM Center.

COA 311/CRM CENTER OPERATING BUDGET	
	<u>\$/year</u>
<u>311/CRM COST</u>	<u>\$627,408</u>
Personnel (9 FTE or equivalents)	\$ 398,400
Personnel Benefits (37%)	\$ 147,408
Non-Personnel (e.g. technology licensing fees/service, materials & supplies, community outreach, training, etc.)	\$ 81,600
<u>REVENUE SOURCES</u>	<u>\$834,204</u>
Current COA General Fund Contribution to 911 Center	\$561,300
Personnel Shifted from Existing Operations to 311 Center (4.5 FTE)	\$199,200
Personnel Benefits Shifted from Existing Operations to 311 Center (4.5 FTE)	\$73,704
<u>Net Annual Operational Savings of 311/CRM Returned to COA General Fund</u>	<u>\$206,796</u>

NO NEW CITY FUNDING WOULD BE REQUIRED, as the annual expenses are more than offset by the current 911 Center General Fund savings and the fact that 50% of the proposed 311 Center staffing (and benefits) would be existing employees transferred from respective Departments / Bureaus. This conservative 311 budget returns approximately \$206,796 annually to the City of Allentown General Fund.

An effectively implemented CRM system would set performance standards and streamline Customer / Citizen service within the effected Departments / Bureaus operations further yielding efficiencies and potential savings to the City of Allentown within the respective divisions. These potential savings ARE NOT reflected in this early feasibility budget model.

COA 311/CRM Center Capital / Up Front Requirements

(Please note these cost estimates are very preliminary and would be more fully determined in Design & Implementation Phase)

Voice Hardware & Software – Voice Over Internet Protocol (VoIP)

The current City of Allentown's voice (phone) system is outdated, fragmented, and cannot provide detailed management information. In 2015 the City of Allentown budgeted \$400,000 from Short General Obligation Note Series 2015 to acquire a modern Citywide Voice Over Internet Protocol (VoIP) Phone System. Due to a change in senior management overseeing City Communications this system has not yet been acquired and implemented. No additional funds (beyond Short GO Note Series 2015) would be required to currently implement this voice system improvement.

Operations Center

The existing COA 911 Center's layout, technology infrastructure, and dispatching equipment provides an ideal opportunity for reuse as a 311 / CRM Center, with nominal reconfiguration and associated costs.



Data Hardware & Software

Implementing a 311/ CRM System would include (but is not limited to):

- Enterprise-wide licenses
- Deployed in departments
- Knowledge Base (FAQ) database
- Simple-moderate service requests
- Web-enablement
- Training

At this stage in the evaluation it is difficult to determine Allentown's specific need, scope, integration, and cost of applicable Data Hardware and Software. The ICMA examples for Data & Software startup is between \$125,000 - \$450,000 (in 2008 dollars). This represents the difference between one (1) Department Integration and four (4) Departments integration respectively. In most cases these costs are often amortized over time and incorporated into the annual operating budgets through licensing and leasing fees.

Consulting

The COA Launch Team should utilize professional consultants on an as needed basis for the following:

- CRM system analysis and design
- RFQ / RFP
- Project Management
- Voice / Data Hardware Software configuration and integration

At this stage in the evaluation it is difficult to determine these projected costs but for preliminary Feasibility Study purposes we place these project costs between \$80,000 - \$100,000. These onetime costs may be paid for in Year 1 911 General Fund Contribution savings and / or considered a project cost and amortized over time and incorporated into the annual operating budgets.

Conclusion and Recommendations

Current 911 Center transition offers the perfect opportunity for the City of Allentown to make City government significantly more responsive to its citizens, accountable, and cost effective through the creation of a City of Allentown 311/CRM system.

This can be done with NO additional tax burden on the citizens of Allentown by utilizing existing City financial and human resources while at the same time annually returning approximately \$206,796 to the General Fund.

Furthermore, the existing 911 Center's layout, technology infrastructure, and dispatching equipment provides an ideal opportunity for use as a 311 / CRM Center.

The Discovery Team recommends the development of a 311/CRM system as a significant enhancement in Citizen responsiveness and governmental accountability. Furthermore it is economically feasible with vast potential for future payback.

The Discovery Team recommends that the City of Allentown share this Feasibility Study with the City Administration, Council, Stakeholders, etc. for review and feedback. After which the Discovery Team / City Administration will finalize this Phase1 Feasibility Study and proceed to create a COA 311/CRM "Launch Team" to proceed to Phase 2 Design & Implementation.

Creation of a COA 311/CRM System would dedicate existing City funding and human resources to:

- Provide more efficient customer service
- Develop a streamlined approach to service delivery that results in cost savings
- Increase the ability to track service Departments / Bureaus
- Improve citizen access to municipal services and information (especially during emergencies)

Next Steps

(Please note that the timeframe estimates below are very preliminary and would be more fully determined in Design & Implementation Phase)

1. Acquire and Implement Voice Over Internet Protocol (VoIP) System for all City of Allentown (COA) Voice / Data (Q1-2017)

This initiative was previously approved and funded by Allentown City Council. It would modernize the City's voice / data system, provide valuable Customer Relations Management information, and serve as a platform for a 311 / CRM system.

2. Create a COA 311 / CRM "Launch Team" (Q1-2017)

This Launch Team would oversee the Design & Implementation of CRM System targeted to most effected Departments / Bureaus as well as a COA 311 Center. The Team should include key elements of the Discovery Team, and be expanded to include (but not limited to) a representative of City Council, City Controller, Purchasing, Finance / Budget, and targeted Departments / Bureaus, Citizen, etc.

Utilizing the Discovery Team Feasibility Report, begin to engage external consultants and vendors to provide detailed analysis, proposals for cost effective development and implementation of a COA 311 Center and CRM System.

3. RFP(s) / Contract(s) for Vendors / Consultant (s) (Q2- 2017)

If and as needed issue RFP(s) / Contract(s) for vendors / consultants specializing in CRM / Call Center / Voice / Data expertise to assist City in designing optimal system and seeking competitive proposals for vendors to implement CRM / 311 Call Center.

4. Create COA CRM System (Q3-2017)

Utilizing Consultant specializing in Governmental CRM implement a **CRM** system that aims to standardize the COA customer service-related process.

Service Improvement/Analytics Phase - An iterative phased process as city departments join the CRM process in a rolling implementation. Departments define customers, service delivery processes, service level agreements (SLA), best practices, job roles, risks, metrics, and performance reporting tools able to standardize metrics collection and reporting to top City Management.

CRM Adoption - The city departments completing the previous phase will "graduate" to CRM adoption. They will complete the CRM technical analysis, and then implement the CRM functionality using a selected vendor solution. City departments will use a single platform for service requests and will begin reporting performance metrics to top City Management.

Targeted City of Allentown Departments - Bureaus should include (but not be limited to):

- Community & Economic Development – Building Standards & Safety
- Community & Economic Development - Health
- Community & Economic Development – Planning & Zoning
- Finance – Treasury
- Finance – Revenue & Audit
- Parks & Recreation – Parks
- Parks & Recreation – Recreation
- Public Works - Engineering
- Public Works – Solid Waste
- Public Works- Streets
- Public Works – Street Lights

5. COA Personnel, Capital & Operational Budget (Q4-2017)

The consultant should assist the Launch Team in developing the Personnel, Capital & Operating Budget to establish a CRM System & 311 Center to include (but not limited to) the following:

- Facility for call taking/citizen service agents
- Infrastructure, including hardware, storage, server, and related equipment
- Personnel requirements for project implementation, 311/CRM staffing, training and ongoing maintenance. Implementation and Post Go-Live team—
- CRM software applications and related licensing fees
- CRM Knowledge Base development
- Integration interfaces to connect other systems (e.g., existing work-order, e-mail, GIS systems, etc.) to CRM
- Middleware software to “glue” together the different systems involved in the government’s citizen service strategy; middleware is a more sophisticated alternative to traditional interfacing
- Legacy applications and data that need to be converted to the CRM environment
- Voice / Data System Optimization

6. Hire COA Senior Customer/Citizen Relations Management/311 Center Manager (Q4- 2017)

Hire a Senior CRM/311 Manager to oversee start up, training, and ongoing operation of a COA 311/CRM system. This person MUST report to a senior City Executive (e.g. Mayor or City Managing Director) capable of making binding decisions for city departments. The Senior CRM/311 Manger should have extensive experience in setting up and managing Customer Relation Management systems and Call Centers (preferably government based)

7. 311 Call Center Design & Build (Q2-2018)

Utilizing the Consultant, design and build the 311 Call Center. A successful implementation requires the creation and building of 311 Call Center facilities dedicated

to housing the centralized customer service operations and enabled by state of the art telephony technologies as well as the System Integration efforts necessary to integrated the CRM system with the many disparate back-end systems that the business units use.

8. 311 Call Center Implementation (Q3-2018)

Appendixes

Appendix 1 - ICMA City Comparisons

Appendix 2 - Philly vs Hampton VA vs Allentown Budget Comparison

Appendix 3 - COA Knowledge Base

Appendix 4 – Philly311 Center Site Tour Summary

Appendix 5 – Hampton VA 311 Center Site Tour Summary

Appendix 6 – Allentown 311 Center Potential Budget