Contemplating 311?
Questions You'll Want to Ask
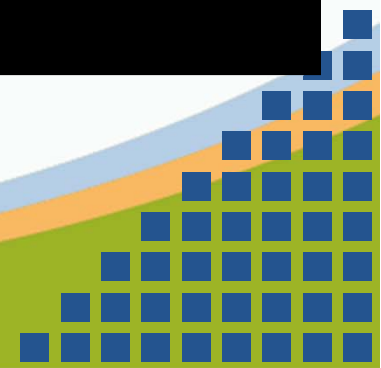
Cory Fleming, Program Director, 311/CRM

ICMA Conference Presenter
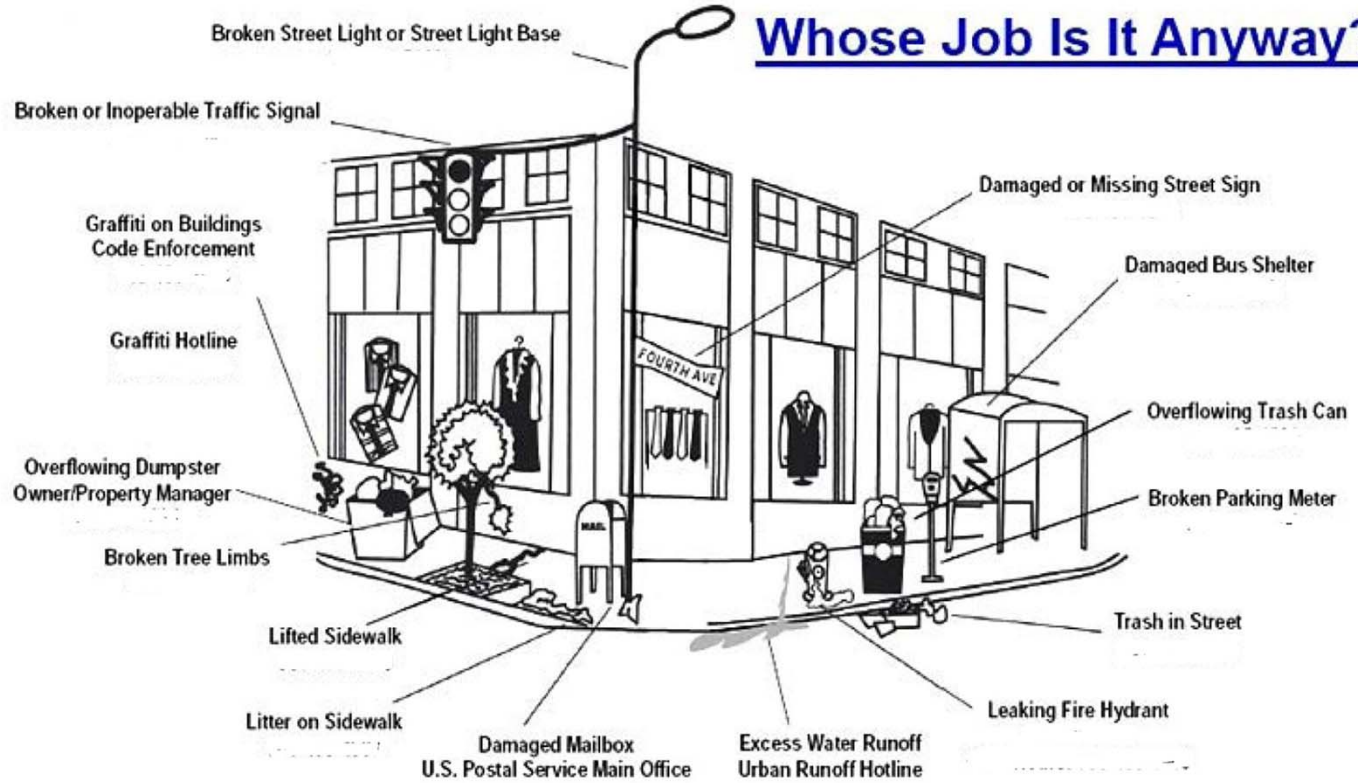
Mecklenburg County
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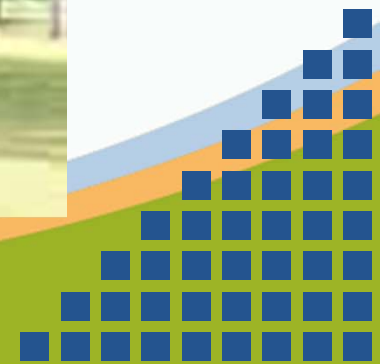# Why consider a
Centralized Customer Service System?

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Whose Job Is It Anyway?

A Tree

???

Code Enforcement?
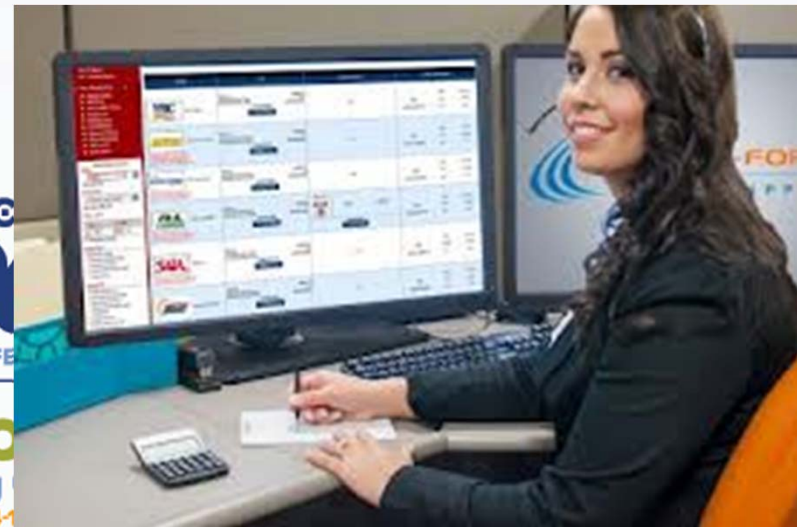
Urban Forestry?

Public Utilities?

Solid Waste?

Parks and Recreation?

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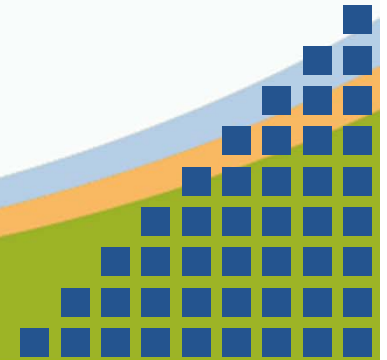Mecklenburg County
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Switchboard vs.
Centralized Customer Service System

Can You Answer These Question?

- How many calls are being received?
- What types of call are being received (information versus service requests)?
- Is the problem resolved?
- How was the issue resolved?
- Is the citizen notified of the resolution of the service request?

- Are other teams aware of the resolution?
- Is the citizen satisfied with the resolution?
- Can a citizen inquire about the status of a service request through a tracking number?

Steps Involved in Establishing a Centralized Customer Service System

Readiness Assessment

- Preparation
- Kick Off
- System Requirement Review
- Data Collection
- Analysis
- Interviews
- Citizen Focus Groups
- Brainstorm/Plan
- Results

Implementation

- Develop Tasks/Responsibilities
- Assign Tasks
- Develop Timeline
- Plan Approval
- RFP Development
- Establish PMO

Project Management

- Project Management
- Organizational Change
- Business Process Reengineering
- CRM Training
- Citizen Communication

Contemplating 311

Rose Minton

ICMA Conference Presenter

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Case Studies of 311 Implementations

Key Elements	Compilation of 2 cities of similar size and implementation results- **IMPLEMENTED FOR 10 YEARS**	Compilation of 2 cities in the same regional area and implementation results – **STALLED FOR LAST 2 YEARS**
Governance and Decision Making	Strong mayoral form of government. The champion was the Mayor	Strong City Manager form of governance. Unclear who the champion is – ACMs not in agreement about funding or the need for implementation
People	Created a new classification and hired experienced customer contact employees	Proposing using established employees in current call center first, then hiring from the outside
Technology	Made sure the CRM could support 311. Chose a Tier 1 product. Fast tracked by using an established purchasing process– no RFP	CRM is in the budget – have not started any definition or evaluation beyond seeing demos
Process	Hired a consultant early (after CRM selection) to ensure a speedy implementation. Consultant implemented CRM and led process workshops	Consultant assistance suspended until project funding is approved
Funding	The mayor ensured funds were made available to support the 311 implementation and operation	Looking to budget the project in the future – no one with authority will provide funding

Director of CharMeck 311

Janice Quintana

ICMA Conference Presenter

Map of 311 Sites by State

Initial Heartburn

- Stake holder uncertainty of the 311 concept
- Citizen skepticism
- Utilizing existing and merging resources
- Lengthy multifaceted training
- Resistance to contact center culture
- Complex integration of software systems
- Underestimated long- term technology needs and management
- Funding

Positive Results of Implementation

- Provided easy access to local government

- Implemented consistent customer service practices

- Allowed department's to focus on their core business

- Simplified and improved service delivery

- Streamlined work order process

- Restructured record management with archived statistics, traceable data and real time reporting

- Encouraged citizen participation

- Created positive interdepartmental partnerships

- Bench marking and sharing best practices with other municipalities

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Questions/Comments?

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