**TLG and LMC 2016 Case Study Application**

**Future Ready Communities**

**DUE:** September 4, 2015

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**COVER PAGE**

1. Case Study Title: Reinventing Enterprise Public Service Delivery: Atlanta 311

2. Case Study Category (Select only one, selection identified by highlighting your choice): Planning for Your Future Creating an Inclusive Community Reinventing Local Government ✓ Community Networks

Blinders

3. Jurisdiction Name: Atlanta, GA

4. Jurisdiction Population (US Census): 447,831 from the 2013 Census

5. Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto- forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES ✓ NO

6. Project Leader (Primary Contact for case study notification):

Name: Joann R. Butler Title: ATL311/CRM Director Department: Office of the Mayor Phone Number: 404-546-7311 eMail: jrbutler@atlantaga.gov US Mail Address, including zip code: 150 Garnett St., SW Atlanta, Ga 30303 Twitter Account: #atl311

List additional presenters contact information below:

1. Presentation title and description of the innovation. *100 word maximum.*

Innovations in Public Service Delivery with Customer Relationship Management (CRM).

As a Mayoral initiative, Atlanta 311 (ATL311) was undertaken by the Innovation Delivery Team (IDT) to improve citywide customer service. The City of Atlanta has implemented the ATL311 CRM System an omni-channel solution.

Included as part of the solution is a smart portal at [www.atl311.com](http://www.atl311.com), a 24/7 channel providing self-service utilizing HTML5 technology, reducing the need for constant updates/releases for maintaining various mobile and laptop operating systems (OSs).

The primary objective of this initiative is to provide “1-Voice” for customers and improve customer service intake and delivery.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

In 2012, the City of Atlanta received a public service grant from Bloomberg Philanthropies. The grant provided funding for two initiatives, one to improve customer service and one to develop solutions for homelessness. The Office of the Mayor hired and incubated the Innovation Delivery Team (IDT) to head the initiatives.

Ultimately, the solution for customer service improvement was 3-1-1, an enterprise consolidation effort of people, process and technology, with the focus on non-emergency requests for information and services. The 311 initiative was originally conceived, nurtured and realized in the City.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

ATL311 has proven to be innovative Citywide. The program required significant change and end-user adoption: across the people, process and technology.

ATL311 services the following supply chains:

* Government-to-Government;
* Customer- to- Government; and
* Government- to- Customer

The program provides leaders access to “never before collected” data. “1-Call” solutions of the future will require business intelligence and analytics to quickly ascertain “root cause” issues and drive results. The City of Atlanta will reduce waste, drive economies of scale and completely transform the customer experience.

Additionally, ATL311 provides a proven and award winning methodology and framework for the “1-Call” solution.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. *200 word maximum.*

As a CRM solution, a successful implementation had to focus on knowledge management. The “brain” of the system is composed of a knowledge base, which is real-time and constant.

ATL311’s solution encompasses design elements and reengineered business practices, providing the following:

* Total cost of ownership;
* Knowledge management;
* Call center consolidation;
* VoIP computer telephony integration (CTI);
* Enterprise geophysical information system (GIS) integration;
* Enterprise service and work order management system integration; and
* Omni-channel access – including phone, web portal and mobile

The program required rigorous governance with effective sponsorship, alignment and leadership. Requiring, top down Executive alignment communicating the priorities; driving the effort; and removing barriers to success. The ATL311 program required all stakeholders to shift their paradigm.

Additionally, hosting the solution has allowed ATL311 and the City’s Department of Information Technology (DIT) to not expend internal or external resources and budget necessary to care and feed a large, citywide initiative; creating tremendous efficiency gains. The City is moving forward with an 8th major release of the system, providing more rapid functionality deployment, which would not have been possible with the traditional on-premise, maintained solution.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The primary initiator was the Office of the Mayor, lead by the Innovation Delivery Team, which ultimately planned and created the organization that now houses Atlanta 311.

The primary stakeholders are the City’s primary service delivery Departments, including: Water, Public Works, Finance, Public Safety and Courts. Other stake holders include Council and the Law Department.

ATL311 maintains the knowledge base, “the brain”. However, the Departments are the content owners as outlined and agreed upon in the memorandum of understanding. Additionally, each participating Department has an assigned Relationship Manager (RM) that provides the necessary content changes to their assigned CRM Business Analyst in ATL311. These relationships are critical to ensure necessary and accurate content is available in the call center and real-time on the portal.

With our high volume, service delivery Departments, we have utilized these Teams to continue to drive business process improvements to streamline and bring about greater efficiencies. With Public Works and Water, we have implemented standing Customer Service Optimization meetings to discuss issues, concerns and calendaring. These standing meetings have significantly improved communications, resulting in better outcomes and ultimately improved customer service.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

Opus Group, LLC (Opus) partnered with the City to configure Oracle Siebel Public Sector CRM solution as an end-to-end solution across “customer facing” lines of business.

Opus configured the following functionality, modules and components:

* Omni-Channel Request Intake for Constituency (Call Center, Web Portal, Mobile)
* Call Center Operations
* Analysis and Reporting (Business Intelligence & Analytics)
* Legacy System Integration

The solution is hosted, which is unique and innovative in the 311 community. We challenged Opus to build and maintain the solution in a hosted cloud environment.

Opus Group, LLC

8251 Greensboro Drive, Suite 300

McLean, VA 22102

Office: 703.677.9821  
[www.opusgroupllc.com](http://www.opusgroupllc.com/)

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. 2*00 word maximum.*

The Atlanta 311 program, including methodology and framework, is replicable within other jurisdictions. As Joann Butler’s second successful implement of 311 utilizing the “Blueprint”, she has now confirmed the model works for County and City municipal government organizational structures.

Joann’s first implementation utilizing the Blueprint was with Montgomery County, Maryland (MC311), which was a very successful, award winning solution, see [www.mc311.com](http://www.mc311.com). ATL311 implementation utilizing the Blueprint included new technology now available, making the solution more accessible and efficient.

8. What were the costs? What were the savings? *100 word maximum.*

The following details the two-year project budget:

|  |  |  |  |
| --- | --- | --- | --- |
|  | FY13 Budget | FY14 Budget |  |
| Category | Amount | Amount |  |
| Consulting Sevices | 3,830,000.00 | 751,862.49 |  |
| *Portal/Branding* |  | 20,000.00 |  |
| *Temporary Services* |  | 750,000.00 |  |
| Telephony |  | 200,000.00 |  |
| Software |  | 250,000.00 |  |
| Project Mgmt & Training |  | - |  |
| *Training &End User Adoption* |  | 505,480.00 |  |
| Facilities & Equipment | 2,000,000.00 | - |  |
| Total budget to-date | 5,830,000.00 | 2,477,342.49 | *8,307,342.49* |

ATL311 reduced the City’s “total-cost-of-ownership” (TCO), resulting in buying “it” once and sharing the costs.

Total savings projected of $13M - $15M. Additional opportunities include the continue absorption of intake and other functions across the City, including walk-in and case management; making the return-on-investment invaluable.

9. Please describe the most significant obstacle(s) encountered thus far by your program.

How have they been dealt with? Which ones remain? *200 word maximum.*

When accounting for people, processes and technology; our most significant challenges have centered around people and processes.

The ATL311 Customer Service Center (CSC) fosters a culture of accountability and responsiveness, where we practice transparency every day.  We believe customer service starts with the candidate and seek to attract ingenious, highly skilled and experienced customer service professionals who possess a strong passion for public service.

ATL311 spent over a year studying and understanding the City’s customer-facing business processes; working with City Departments and Offices to document their business processes, define their service offerings and develop service level agreements (SLAs).

With that data, we developed *a single view of the customer,* which resulted from the business process re-engineering exercises. The data and artifacts that followed from the business process initiatives provided the key data elements and underlying taxonomy for business intelligence that we use and rely upon today, including the critical components of knowledge management.

Additionally, the City has instituted a monthly cross Departmental meeting entitled Performance Roundtable, in which Departments present on a quarterly basis their actually performance measures against performance goals. This collaborative effort allows rapid sharing of process improvements and innovation that can be utilized across City government.

10. What outcomes did this program or policy have? What baseline data did you collect?

How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

The City developed a single view of the customer resulting from the business process mapping and customer analysis exercises, we assessed and base lined all customer intake. ATL311 spent over a year studying and understanding the City’s customer-facing business processes; working with City Departments and Offices to document their business processes, define their service offerings and develop service level agreements (SLAs).

We worked with experts in business process re-engineering and call center management to create the “future” business state. Taking the time, effort and resources to conduct a thorough analysis of the current business state to significantly improve data quality and the resulting service request (SR) taxonomy, this was critical to on-going content management and knowledge base management.

One of the most significant accomplishments the program has made to improve customer service was to establish SLAs for each service request type offered by the City. ATL311 worked closely with the Departments to document “how long” or “what the expected amount of time” any service request takes to be fulfilled or completed and the various stages. Today, when a customer contacts ATL311, we can now set the customer’s expectation of how long the service request will take to be completed.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

The City of Atlanta posted a press release, when we publicly launched the solution in October 2014.

September 2015, Atlanta 311 received an award for Driving Digital Government Local Government Category for the smart portal, see <http://www.govtech.com/cdg/digital-government-achievement/Best-of-the-Web--Digital-Government-Achievement-Awards-2015-Winners-Announced.html>.

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum.*

The portal address is [www.atl311.com](http://www.atl311.com). Enter a “search” for a City service and relevant article(s) will be presented to the user to determine the best solution in order to provide information or create a service request.

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum.*

Key references include:

* Kristin Wilson – City of Atlanta, Deputy Chief Operating Officer; 404-330-6266
* Pierre Johnson – City of Atlanta, Department of Public Works; 404-330-6184
* Adam Lee – Opus Group, LLC; Project Manager; 1-800-280-6787 Ext 713
* John Park – Opus Group, LLC; CEO; 703-677-9836

14. You’ve been to a lot of conferences. TLG should be a unique experience for everyone.

Describe how your case study presentation will be different than other conference presentations. *200 word maximum.*

 How will you make the session creative and unique?

We have the ability to actually take the “user” through our workflow, displaying the processes as we go. The presentation would be interactive with the user driving. The user interface is user friendly and would provide a quick, hands-on feel to the solution.

 How do you plan to be both entertaining and educational?

To make the presentation entertaining and educational, we could develop a few use cases or scenarios, the user (attendee) would be able to demo the system and “see” the technology in action.

 Include a description of how your session will facilitate group activities and/or interaction.

Since everyone has access to a cell phone, the scenarios would be mobile driven providing the maximum participation.

15. Anything else you would like to add? *200 word maximum.*

The City benefits significantly from cloud hosting the system in a variety of ways, but in this era of cyber hacking and cyber fraud, one of the most important benefits provided is the exceptional security and best practices for regulatory compliance, which substantially reduces our risk.

Platform as a service (PaaS) helps enterprise information technology and developers rapidly build and deploy rich applications using an enterprise-grade cloud platform based on Oracle’s database and application servers.  Oracle provides the networks, servers, storage, and other services that are required to host the City of Atlanta’s 311 solution.

Protecting data privacy is critical and managed by policy compliance and standard operating procedures. The system is accessible and utilizes a user-friendly graphical user interface with a short end-user adoption timeframe from training to use.