



# Madison 311: Feasibility Report Findings & Next Steps

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# Background



# Purpose of the Report

To learn about the feasibility of the City developing a 311 CRM system to serve residents and business in the City of Madison.

# Who was interviewed?

- City staff, representing a variety of service request types
- Dane County 911 Center staff
- United Way 211 staff

Any regional considerations were outside the scope of this study.

# What was discovered?

## Report a Problem

Report non-emergency issues to City staff. In an emergency, please **call 911**.



Refuse & Recycling  
Carts



Parking  
Enforcement



Traffic  
Enforcement



Diseased &  
Damaged Trees



Report a Different  
Problem

# Feedback from City Staff

- Providing everyone access, not only easy access, but equal access to City government
- Reporting and tracking issues
- Providing multiple channels of engagement for residents
- Offering a tool for navigating City Hall
- Capturing data for measuring performance excellence
- Using 311 as a forecast engine
- Gaining resident satisfaction

# Providing Better Services: Accountability and Alignment

- Accountability, no tracking number for resident
- No measurement of time to complete
- There is not an ability to see if others have reported the same issue
- Inconsistency in responses, too many reporting channels that do not funnel to a centralized customer service system
- Accessing City Hall and knowing the “system”
- Disparity in service delivery
- City seems unresponsive
- Work may be delayed, underway but not visible, or never performed at all because the request was lost
- Language barriers

# ICMA Identified Benefits

- Reducing the frustration of residents due to misdirected calls
- Reducing City leaders workloads
- Serving as an equalizer in service delivery among City neighborhoods
- Creating efficiencies benefitting both residents and City staff
- Enabling City to better connect with residents through multiple communication channels
- Educating the public on City's processes and how they work would be of tremendous benefit
- Making informed decisions by gathering better data through a 311-CRM System

A central port of entry into City services would be especially beneficial for City residents and might be less intimidating, making City services more accessible, equitable and requiring less work on the part of residents to find answers to questions



# Current State



# ICMA and City Staff Identified Software Infrastructure

## Identified Software Systems:

- **Cityworks**, asset management system, used for tracking maintenance conducted on public infrastructure
- **Accela**, permitting and licensing system, used for resident and business permitting
- **Tyler**, financial system, backbone of payment processing

Systems that would support the infrastructure of a 311 CRM system

# Identified Practices – Performance Excellence

## Vision

Our Madison – Inclusive, Innovative, & Thriving

## Mission

Our Mission is to provide the highest quality service for the common good of our residents and visitors.

## Values



### Equity

We are committed to fairness, justice, and equal outcomes for all.



### Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



### Well-Being

We are committed to creating a community where all can thrive and feel safe.



### Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.



### Stewardship

We will care for our natural, economic, fiscal, and social resources.

# Next Steps



# ICMA Recommendations

Experience has shown that the 311 Implementation Project Organization Structure is a key indicator for the success or failure of any 311 Contact Center project. To ensure that the project is successful:

- Develop appropriate structure and communication channels
- Place the project at the highest level of visibility within the City's organization
- Have executive sponsorship with authority to make decisions across organizational boundaries
- Develop a top implementation team that is commanded by a strong experienced leader and staffed by the best functional and technical resources available

# Next Steps – Developing a Roadmap

- Determining scope of services to be offered, identifying the phases of implementation
- Identifying the 311 Contact Center Staffing Model
  - Staffing to “average”
  - Days/hours of service
- Identifying a technology model
- Identifying a facility model

# Next Steps - Identifying service silos and/or conflicting processes and systems

- Services that are paper-based (PDF form) processes to automated digital workflows
- Agency-based processes that should be incorporated into enterprise-wide software systems
- Duplicative services
- And much more

# Next Steps – Determining the Operations of a 311-CRM

- Centrally located or agency centric
- Staffing: Hiring a Contact Center Manager and Project Manager
- Hours and days of service
- Location within the current City structure or if makes sense to create a new agency



# Estimated Project Costs



# Estimated 311-CRM Annual Operating Costs

Description	Estimated Annual Cost
Personnel – based on average staffing	\$2,137,500
Additional office costs (phones, printers, supplies, training, etc.)	\$50,000
Facilities (2,500 square feet @ \$12.00)	\$30,000
Annual software licensing and maintenance costs	\$300,000
Annualized cost of hardware (computers, phones, switches, monitors, etc.)	\$100,000
<b>Total</b>	<b>\$2,617,500</b>

These are 2019 Annualized Operating Costs

# Equalizer

Cities that have implemented 311 systems have found them to be a **great equalizer** for residents to contact City Hall. 311 systems can be anonymous, easily reachable by anyone, and remove a barrier of interacting with government because a resident does not know who to contact or how the system works.



Questions?