Customer Relationship Management (CRM) Software Implementation for Miami-Dade County

311 Services Expansion to Municipalities in Miami-Dade County

Project report for: Government Information Center
Miami-Dade County
Florida

Submitted by: Class of PAD 6710 (IT and E-government) [Spring 2008]
School of Public Administration
Florida International University
Miami, Florida

22 April 2008
This report is a product of my students in the PAD 6710 (IT and E-government) class of Spring 2008 in the School of Public Administration, Florida International University. It summarizes the student’s findings with respect to two assignments:

1. Customer Relationship Management (CRM) Software Implementation For Miami-Dade County
2. 311 Services Expansion to Municipalities in Miami-Dade County

Students worked on the projects in two stages: first, the analysis, and second, the presentation of findings. The students present some noteworthy findings and recommendations. The group projects received clearance from FIU’s Institutional Review Board. They are, briefly, as follows:

**CRM Software Implementation For Miami-Dade County**
The students examined case studies of CRM use in different local governments. One group conducted a survey of a few local governments. Then, they developed a matrix for use in the Miami-Dade county.

Although some groups have recommended certain softwares, the intent was not to identify specific softwares for use by the county. Rather, the emphasis is on the matrix and central features of the softwares. Interestingly, while some groups adapt commercial off the shelf softwares, some groups recommend considering open source. Given Miami-Dade’s extensive in-house capacity, this may be worth pondering.

**311 Services Expansion to Municipalities in Miami-Dade County**
Students identified some of the large cities in the Miami-Dade county to examine their web services and other services related to 311. Interestingly, most cities have yet to adapt an extensive 311 type of service. This may suggest a potential for inter-governmental cooperation and centralizing some key 311 services. Understandably, political and other factors that may affect such cooperation is out of the scope of this project.

I must thank Judi Zito (Director), Assia Alexandrova (E-Government Solutions Manager), and Michael Sarasti of Government Information Center, Miami-Dade County. They were enthusiastic in providing the class with the opportunity to work on the above two projects.

Sukumar Ganapati
Assistant Professor
School of Public Administration
Florida International University
Miami, FL 33199
Groups

**Project 1. CRM Software Implementation For Miami-Dade County**
Group 1: Dasilva, Ana Margarita; Gonzalez, Jose L.; Iratzoqui, Amaia; Reyes, Antuanet
Group 2: Londono, Elizabeth; Martin, Michele Lynn; Martinez, Isidro; Reyes, Karen
Group 3: Almarales, Yelenia; Moatamedi, Amir F; Pineda, Ana J
Group 4: Brookes, Ermine A; Jean-Louis, Nahum; Payne, Crystal Dannette; Williams, Priscilla E

**Project 2. 311 Services Expansion to Municipalities in Miami-Dade County**
Group 1: Diaz, Jessica P; Hyde, James M; Juriga, Laurence R
Group 2: Cepero, Yasmany; Cotton, Katrina Denice; Garcia, Carlos T.; Julot, Rousseline
Group 3: Almaguer, Natalia; Babilonia Beltran, Kristin M; Rodriguez, Joel I; Salvo, Vanesa del Carmen
Group 4: Carr, Dana Charvette; Espinoza, Erick; Lopez, Kathy; Simon, Laurane
Group 5: Arce, Mercy Stella; Farinas, Stephen; Garcia, Oscar Ernesto; Hernando, Carmen
Group 6: Laskis Iii, John Paul; Owen, David Brian; Perez, Maggie A; Valle, James J
Project 1: CRM Software Implementation For Miami-Dade County

Issue:
Miami-Dade County is exploring implementation of new Customer Relationship Management software to manage its customer service channels – e.g. the miamidade.gov portal and its 311 call center. For purposes of the software evaluation process, we will need matrix of critical features for our local government call-center function, which we can use when comparing software packages. The matrix must be comprehensive, and include items related to interoperability with existing county systems, user-friendly interface, diversity of functions covered, reporting, customizability, etc. The matrix must be detailed, and it must be Miami-Dade County specific. Some requirements will be provided, and you are encouraged to address your questions to County GIC staff in order to formulate a highly-specific features list.
Other than the features matrix, some recommendations of specific software products will be expected (no more than three, in prioritized order). The justification for such recommendations must be based on the features matrix. Any additional materials provided e.g. a grading scale, references from other government organizations (regarding the quality of the software), screenshots, demos, etc., will be valued highly. Market analysis of the government-focused CRM solutions space is also a required deliverable of the project.
GROUP 1  
Customer Relationship Management (CRM) Software Implementation For Miami-Dade County 311

Ana M DaSilva  
Amaia Iratzoqui  
Jose L Gonzalez  
Antuanet Reyes

–Finding 1: Managing a 311 center with a CRM solution provides accessibility and flexibility to citizens and employees, and allows city officials to hear from their constituents.

–Finding 2: In our COTS assessment, we found that the most important aspects of the CRM solutions for 311 centers were user friendliness, security, reporting features, interoperability, functionality, and cost-effectiveness.

–Finding 3: Managing a 311 center with a CRM solution is two-fold: citizens gain access to an easy-to-remember point of contact for government information and services, while governments gain leverage and visibility into cross-departmental data, enhance service delivery, and reduce administrative costs.
• CRM is about developing a better understanding of customers, predicting with excellent accuracy customers’ needs, and directing all functional resources to address these needs with customized and personalized products and services. (Gandossy et. al, 2006)

• CRM has helped different organizations increase the value of existing customer bases, strengthen competitive advantages, and enhance customer satisfaction. (Gandossy, Tucker & Verma, 2006)

• Government implementations have primarily concentrated in two of areas of CRM:
  – adding value to existing customer bases;
  – enhancing customer satisfaction.
At the core, CRM technologies can be classified in three general areas in accordance to government functionality:

1. **Operational**: technologies that manage constituents activities in call-centers, and field service databases.
2. **Collaborative**: technologies that support field service applications, enabling different sectors of constituents to work across a single service channel.
3. **Analytical**: technologies that provide filtering features which helps analyze data obtained during customers’ interactions to find or generate useful citizens information (data mining).
A CRM solution involves 4 categories of applications:

1. Customer Relations Automation
2. Marketing Automation
3. Customer service and support
4. Employee Relationship Management
CRM Application and Implementation Model (McKendrick, 2000)

- Increased:
  - satisfaction
  - loyalty
  - revenue

- Improved:
  - management
  - satisfaction
  - loyalty
  - Reduced costs
Basic Principles of CRM

According to the Financial Planning Consultants Group (2008), a CRM system has several basic components: (Financial Planning Consultants, 2008)

1. **Defining your present constituent base.** At this stage, there are several characteristics that are important such as demographics, employment, industry/occupation, location.

2. **Determine whether the citizens experience when interacting with your representatives is of high quality.** Use high tech to maintain high touch.

3. **Nurture Constituents.** You must provide high quality information/service to the citizens in order to gain trust and confidence.

4. **Market to qualified prospects.** A prospect is someone that needs your service, and who is also approachable.

5. **Adjusting for the Internet.** When developing a CRM process for your agency, you should embrace the internet by making constant reference to your website. Also, your website should encourage direct contact.

6. **Newsletter/Publications continue the Reinforcement.** Periodic newsletter, or public notifications should strengthen the integration of marketing media.

7. **Bring it all together.** It starts with the realization that you cannot service your constituents the same way you have done in the past. You must service your citizen base upward, with a broader range, and with more efficiency. Let technology work for you.
A CRM solution fulfills the following company goals:

- Enables companies to identify and target their best customers.
- Facilitates clear identification of organization’s objectives and goals by helping to detect specific customer service needs.
- Optimizes customer related information shared by multiple employees.
There were four CRM off-the-shelf software solutions evaluated: Surado, Entellium, PeopleSoft and Microsoft Dynamics. A matrix tool based on engineering principles as well as software evaluation principles was used. These are the general findings:

<table>
<thead>
<tr>
<th>Evaluated Principle</th>
<th>Capable Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interoperability</td>
<td>All</td>
</tr>
<tr>
<td>Useability</td>
<td>All</td>
</tr>
<tr>
<td>Functionality</td>
<td>Entellium, Surado, MS Dynamics</td>
</tr>
<tr>
<td>Cost Effective</td>
<td>All</td>
</tr>
<tr>
<td>Market Share</td>
<td>All – Best: Entellium, PeopleSoft</td>
</tr>
<tr>
<td>Support</td>
<td>All – Best: MS Dynamics</td>
</tr>
<tr>
<td>Maintenance/Longevity</td>
<td>MS Dynamics, PeopleSoft</td>
</tr>
</tbody>
</table>
## Commercial Off the Shelf Software Evaluation (COTS)

<table>
<thead>
<tr>
<th>Evaluated Principle</th>
<th>Capable Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>All</td>
</tr>
<tr>
<td>Scalability</td>
<td>All</td>
</tr>
<tr>
<td>Security Features</td>
<td>Best: MS Dynamics, PeopleSoft, Entellium</td>
</tr>
<tr>
<td>Reporting Features</td>
<td>All</td>
</tr>
<tr>
<td>Affordance Features</td>
<td>All except for PeopleSoft</td>
</tr>
<tr>
<td>Mapping</td>
<td>All</td>
</tr>
<tr>
<td>Visibility/Feedback</td>
<td>All</td>
</tr>
<tr>
<td>Licensing Issues</td>
<td>Best: MS Dynamics, PeopleSoft</td>
</tr>
<tr>
<td>GIS Capabilities</td>
<td>MS Dynamics</td>
</tr>
</tbody>
</table>
Background:

With 311, citizens gain access to an easy-to-remember point of contact for government information and services. On the other hand, governments gain leverage visibility into cross-departmental data, enhance service delivery, and reduce administrative costs. In summary, 311 call centers enhance constituent services while improving government efficiency. Examples of such implementation can be found in the cities of Albuquerque, NM; DeKalb, GA; Denver, CO; Kansas City, MO; and New York City, NY.
Case Study: CRM Systems to Support 311 Centers (PR Newswire, 2006)

- **Issue #1**: The cities of Albuquerque, NM and Denver, CO experienced a rapid increase of calls to each of their 911 systems due to rapid population growth, which led to system failures from the high volume of non-emergency calls.

- **Solution #1**: The city governments decided to implement 311 call centers in order to divert the excessive number of non-emergency calls.

- **Issue #2**: New York City was looking to make government information more accessible to its 8 million constituents.

- **Solution #2**: New York’s Department of Information Technology and Communications decided to implement a 311 system in order to manage the accessibility of this information.

- **General Comment**: All cities that implemented 311 call centers decided to manage the 311 solutions with CRM systems.
Case Study: CRM Systems to Support 311 Centers
(PR Newswire, 2006)

Results:

• New York’s 311 center with the help of its CRM solution now successfully manages an average of 40,000 calls per day in more than 170 languages, which shows the system’s functionality and flexibility.

• With the new CRM solution, the city of Albuquerque is now able to handle 45,300 calls per month. The answering rate is 99.34% in less than 7 seconds.

• In the city of Denver, the 311 CRM system has made the local government more accountable to its citizens by providing the capability to assign a tracking number to each case which in addition can be monitored online.
Conclusion

• In conclusion, the most important aspect to remember from all CRM implementations in 311 centers, as far as the different government officials are concerned, is that in addition to the CRM systems providing accessibility and flexibility to constituents and county employees, it allows city officials to hear from their citizens, to identify and solve problems, to improve processes, and target resources.

• In our COTS assessment, we found that the most important aspects of the CRM solutions evaluated were user friendliness, security, reporting features, interoperability, functionality, and cost-effectiveness.

• Not all CRM solutions provided GIS capabilities.

• Microsoft Dynamics and PeopleSoft offer the best licensing solutions.
References


References


GROUP 2
Customer Relationship Management Software Implementation
Karen Reyes
Isidro Martinez
Michele Martin
Elizabeth Londoño

Summary Findings/ Recommendations
- Our research shows that Lagan 311 is cost efficient and has the shortest implementation time.
- Motorola CRM/CSR, which is currently used in Miami Dade County and in Baltimore, Maryland, showed to be a best alternative in comparison to other software, that were cross studied as part of our questionnaire.
- Having a CRM Software that takes little to no time to start up is key in serving a community which receives over 1 million calls per year.
- In Conducting this study the methodology used is as follows: Brochures, Websites, Case studies and Questionnaires
311 Call Center’s Timeline

- Initially implemented by the Baltimore, Maryland’s Police Department on October 2, 1996
- The original intent of 311 was to alleviate the number of non-emergency calls incurred by 911 operators.
- Other cities, beginning with Chicago, began using 311 for ALL non-emergency county services and including a customer service element to the program
- The Federal Communications Commission designated 311 as a national number to handle non-emergency calls to alleviate the burden on 911 operators, in 1997 (Gentile, 2007).
- FIRST PORTAL - built in 2003, the 311 call center (phone portal) provided assistance to group together more than 700 government telephone numbers.
- SECOND PORTAL – the Customer Services Advocacy Unit (CSA) unit was created in order to facilitate integration of a varied collection of service requests.
- THIRD PORTAL – where 311 saw themselves for 2006 Office of Strategic Business Management (OSBN) follow the CSA
  - Making itself more accessible
  - The problem with this is that it is kiosk based, therefore we need to excessive better accessibility to customer service advocacy.

RECOMMENDATION

- The CRM tool, used in combination with an accountability management program such as Baltimore’s CitiStat program, is invaluable in providing good customer service through the 311 Call Center.

- The CRM software is a critical component to this in providing the tracking and reporting mechanisms for follow up and resource deployment. However, accountability on the service delivery side is essential to the success of any customer service program.
311 Call Centers In Our Nation

- Red Flags are Counties with 311,
- Blue Flags are Municipalities with 311,
- Yellow Flags are Cities or Counties in the planning or implementation stage,
- Green Flags are 311 Government Information Centers in Canada

Source:
Lagan Front Link CRM Software

- Lagan enables the front-end CRM environment to be integrated with the wide range of existing departmental systems - seamlessly and without the need to invade, replace or modify them.
  - According to Miami Dade County’s website and previous dashboard (2006), the ability to merge departments is a major criteria for their new software.
- Lagan has showed growth over the last few years, hence why it has been used by multiple cities, counties and States.

Why We Recommend LAGAN CRM Software

- According to our Study Lagan has the shortest implementation time.
  - **How satisfied are you with the time it took to deploy the CRM Software in your City/County?**
    - 8 of the 12 respondents reported to be generally or completely satisfied with the set up time of the software
    - 2 out of 2 respondents for Lagan reported complete satisfaction with the time needed to implement the software.
    - Both respondents reported to have deployed their systems in under 6 months.
      - Fort Wayne, Indiana deployed in 2 months
      - Hartford, Connecticut deployed in 4 months
    - 1 out of 3 respondents for Motorola reported complete satisfaction with the time needed to implement the software.
      - Their respondents reported to have deployed their systems in 12 months.
      - Baltimore, Maryland and Knoxville, Tennessee deployed in exactly 12 months
      - Miami Dade County did not provide a response to this question.
- Call time is a major dependant on the right Customer Relationship Management Software.
  - After conducting our own Secret Shops, the average call time was 3 to 5 minutes long. This may be an area where there is room for improvement
Customer Relationship Management Goals

Why is CRM useful and applicable to 311?
• To better assist government, a customer relationship management (CRM) software implementation would assist call centers in collecting data and characteristics of customers by applying information to specific functions such as Software and the web (Gentle, 2007).

• Cities may have the necessary technology but may still face challenges in relation to their customer service quality.
  – There is available technology to address CRM, yet employees not providing proper customer service (Dovey & Eggers, 2008) can be the downfall to any Government initiative.

• Best described by the city of Baltimore and Buffalo as a “one-stop shopping center” for access to:
  – County services,
  – County information and
  – Non-emergency police assistance.

• Citizens can contact the Government Information Center (311) to:
  – Express needs for services,
  – Follow up on previously requested services,
  – Request information on upcoming county events and gather information on county programs or
  – Place an online service request for all of the above.

• Without 311, citizens are left fumbling with the many departments in our county and their numbers simply to get transferred to voicemails or reach non-attended phones.

• Most importantly, the 911 Emergency Department would be alleviated from the influx of non-urgent calls.
Statistical Summary Findings

- **What CRM Software do you use?**
  - 3 respondents use Motorola software
  - 2 respondents use Lagan software
  - 1 respondent uses Oracle/People Soft
  - 1 respondent uses TC 3 software
  - The final 3 respondents did not provide an answer to this question.

- **Do you consider your CRM Software Customizable to a 311 Public Sector Environment?**
  - 8 out of 12 responded Yes
    - Of these respondents 2 out of 2 reported Lagan as a customizable software
    - Motorola received only 2 out of 3 respondent reporting that it is a customizable software

- **Do other public organizations typically use your same CRM Software?**
  - 6 of the respondents reported that their CRM Software was used by other public organizations.

- **Is the maintenance cost of the CRM Software License affordable?**
  - 7 of the 12 respondents reported that their Software is affordable.
    - Of these respondents 2 out of 2 reported Lagan as an affordable software
    - Only 2 out of 3 respondents for Motorola reported that it is an affordable software

- **How satisfied are you with the level of complication of the software?**
  - 8 of the 12 respondents reported to be generally or completely satisfied with the level of complication of their software.
    - 2 out of 2 respondents were completely satisfied for Lagan
    - 1 out of 3 respondents were completely satisfied for Motorola

- **How satisfied are you with the ability to manage the software in-house?**
  - 7 of the 12 respondents reported to be generally or completely satisfied with the ability to manage the software in-house.
    - 2 out of 2 respondents reported to be generally satisfied with Lagan’s in-house management of the Software
    - 2 out of 3 respondents to be completely satisfied with Motorola’s in-house management of the Software
Statistical Summary Findings Continued

• The results show that almost all of the CRM systems evaluated have operational functions with typical systems such as contact management call center applications, field sales and field service reports and panoramic customer views.

• Results of implementing a CRM Software
  – Improvement in customer/citizen satisfaction levels.
    • Call time
    • On hold time
  – Lower cost
  – Connect people with government
  – Tracking of services request
  – Customer friendly
  – Compatible with other mediums (Telephone, Fax, Web, Email, Text Messaging, and database applications)
  – Supports current operating systems (NT, Windows, Linux, Solaris, OS 390)

<table>
<thead>
<tr>
<th>City</th>
<th>CRM Software</th>
<th>Call Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albuquerque, N.M.</td>
<td>Oracle</td>
<td>1370</td>
</tr>
<tr>
<td>Hampton, VA</td>
<td>Lagan</td>
<td>750</td>
</tr>
<tr>
<td>Miami-Dade County, FL</td>
<td>Motorola</td>
<td>2195</td>
</tr>
<tr>
<td>Minneapolis, MN</td>
<td>Lagan</td>
<td>1633</td>
</tr>
<tr>
<td>Denver, CO</td>
<td>Oracle</td>
<td>3200</td>
</tr>
</tbody>
</table>

Source: American City and County Journal

CRM Cities and Counties Feedback Regarding Our Questionnaire

• “Our CRM Environment allows us to collect important metrics and report our performance back to the citizens and governmental leaders. These metrics helps the city to identify trends which allows us to be proactive in problem resolution. It extends our service corridor by operating 24/7. It lowers the per transaction cost and improves consistency” -Fort Wayne, Indiana

• “We now have a level of transparency we didn't have before. We know what type of service requests come in and how they are handled, how long it takes, etc” -Hartford, CT
Case Study: Hampton, Virginia “Lagan”

**Strategic Goals**
- Increase access to citizens
- Improve responsiveness and delivery of services and provide tangible results for citizens
- Provide service request for all departments within the city

**Major Problems**
- Operator sending information to the wrong department, which in turn the department had to re-enter the same information as previously collected. This created a delay in the service being provided.
- Multiple service request were created: the call agent initialized a service request which then was sent to the appropriate department, where a second service request was re-entered with the same information.

**Solution: Lagan Front Link**
- Compared to conventional options the system takes less time to deploy and uses less resources. Has a multi-functional platform.
- Software can provide call history, and tag questions posed by citizens
- Automatically creates service request by department due to the call agents ability to use only one database
- Has the capacity of providing assistance 24 hours a day, 7 days a week, and it is set up to accommodate a staff as minimal as 16 call agents. Although the city receives approximately 700 calls each day through the system, the software has proven to accommodate to even larger numbers.
Case Study: Baltimore City’s “CitiTrack”

Baltimore’s Strategic Goals
- Make the city safer and cleaner
- Create a stable and healthy neighborhoods
- Make city government responsive, accountable and cost effective

Major Problems:
- Citizens were unable to track the compliance of requests
- Experienced loss of data or data being sent to incorrect departments due to error
- These reasons caused for long delays in the implementation of solutions and residents became frustrated and bothered.

Solution: Citi Track System
- Tracking of a service request from when initially placed, during the process and until its solution, it also measures the process of customer satisfaction with the received service
- Provides 300 pre-programmed options of the city’s requirements and its services
- Has the capacity of handling 5,000 calls via means of 75 customer service agents, seven days a week, 24 hours a day
Strategic Goals
• To recommend Miami Dade County a CRM Software that has a multi-platform composition that enables itself to be tailored to different environments or city departments.
• It would also be important to have a CRM System that enables customer-facing processes to be integrated seamlessly with a wide range of existing departmental systems.

– Ft. Wayne Mayor, Graham Richard, praised the benefits of the city’s innovative public/private partnership with Lagan on June 14 at the official opening of Lagan’s new North American headquarters in Bethesda, Md. "We are confident the citizens of Fort Wayne will find our new 311 call center an efficient and accessible program that will benefit our community," he said. "Providing excellent customer service assists us in our efforts to retain and gain quality jobs and provide the best quality of life possible."

– By implementing this new CRM Software the city of Miami and Miami Dade County can find major improvements with the expediency of their calls, compatibility with other software's, the software would be easy to upgrade and implement, and it will be more cost effective.
Solutions

• One of the most frustrating problems that a call center faces is the numerous calls at one time, and the process of answering all calls and filtering them to the correct destination.

• In a call center there are a number of employees that will provide information in different methods. If there were a central database that provided the call agent with the information directly, discrepancies would significantly be reduced.

Vision:

• With an adaptable and reliable Customer Relationship Management Software, citizens of Miami-Dade county will be offered the following guarantees:
  – Timely and Accurate Answers
    • Via a single call to the 3-1-1 center
    • 24 hours a day/7 days a week/365 days a year
    • Live operator services or internet based services
  – Compatible Venues:
    • E-mail Responses, Fax and Web Service Requests
  – Various Languages For A Multicultural City
  – Taking Action
    • Easier to document service request
    • Conducting Follow-Ups and Tracking of Service Requests
  – And Most Importantly Assisting 9-1-1
    • Reducing Non-Emergency Calls
    • Handling high call volume during natural disasters/emergencies
References

  http://findarticles.com/p/articles/mi_m0EIN/is_2005_June_27/ai_n14699215


- “Getting a Grip” American City and County. August 1, 2006.  
  http://americancityandcounty.com/features/government_getting_grip/

  http://americancityandcounty.com/technology/government_help/

- 311 Map.  


- Baxandall, Philneass nad Euchner, Charless. CAN CITISTAT WORK IN GREATER BOSTON?  
GROUP 3
Customer Relationship Management Software Implementation
   Yelenia Almarales
   Amir Moatamedi
   Ana Pineda

Summary Findings
➢ City of Albuquerque: CRM launched in July 2005, they found very beneficial to implement ArcGIS, since it allows them to track cases geographically. This has improved the performance of their Police and Fire departments. In the upcoming years, the City will implement Oracle PeopleSoft ERP software.

➢ Orange County, FL: The county uses Magic software, however they feel they should have invested in Motorola CSR; long term costs of Magic software implementation, development and maintenance proved to be higher than Motorola as per their research and benchmarking.

➢ PeopleSoft Software: This product offers real-time analytics and reporting, a 360-degree view which consolidates customer information from across the call center into a single user interface, multi-channel interaction which addresses high volume of incoming unstructured and structured emails and other requests types.

➢ Siebel Software: This product enables responsiveness by providing an end-to-end industry-specific process integrations and functionality and improved and expanded Web Services to enable development of customer user interfaces and web channel.
Miami-Dade County, Florida – 311 Center Facts

- **Current CRM software**: Motorola CSR for the service request component. Avaya Call Management System
- **Most popular calls**: Stray dogs and missed garbage pick-ups
- **Call volume**: 801,132 calls in 2004-2005
- **311 consolidated**: 10,000 topics for 35 cities, including 21 public works departments
- **Cost**: $16 million to launch
- **Annual Operating Budget**: $12 million dollars
- Portal & 311 server are sources for information for stakeholders, the media, public officials and those involve in emergency management.

311 Call Specialists relied heavily on information posted on the County’s web portal in order to provide accurate information in the most expeditious way during the activation period.

During emergencies such as Hurricane Wilma Services staff was activated to provide 24/7 web portal support to EOC operations.

Serving as the Answer Center liaison, Online Services staff coordinated directly with the 311 Answer Center team, providing immediate access to the latest status on County operations.

The Miami Dade County’s 311 Answer Center was launched in late 2004 and it became the first in the nation to implement a software that would handle calls for the Miami Dade County (county) and the City of Miami (city government).

- The software system is design to manage residents requests varying from garbage pick-ups to business and building permit requests.
- The Citizen Service Representative (CSR) are the ones that complete request orders. Once they take requests, they dispatch the orders to non-emergency staff who will assist the caller.

How does the CSR system works?

Phase I consists of the Citizen Service Representative (CSR) routing all calls, faxes and emails to the designated department where the activity will be track.

The Citizen Service Representative (CSR) are the ones that complete request orders. Once they take requests, they dispatch the orders to non-emergency staff who will assist the caller.
The system creates Historical records in order to establish accountability, while performance metrics can be tracked through time to help managers determine where to deploy resources and improve low performing areas.

CSRs are able to track data that includes but is not limited to the nature of the call/request, location, caller, time and which department responded to the request.

The dept. be able to analyze and identify historical and future trends and determine the geographic concentration.

### Call Center - Weekdays Performance

<table>
<thead>
<tr>
<th>Measure</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming Calls</td>
<td>174,427</td>
<td>196,966</td>
</tr>
<tr>
<td>Week Days Open</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>Daily Average Calls</td>
<td>7,928</td>
<td>7,875</td>
</tr>
<tr>
<td>(Peak Time) Call Agents</td>
<td>82</td>
<td>79</td>
</tr>
</tbody>
</table>

### Call Center - Weekends

<table>
<thead>
<tr>
<th>Measure</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming Calls</td>
<td>15,398</td>
<td>17,664</td>
</tr>
<tr>
<td>Weekend Days Open</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Daily Average Calls</td>
<td>1,924</td>
<td>2,208</td>
</tr>
<tr>
<td>(Peak Time) Call Agents</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Daily Average Calls per Agent</td>
<td>90</td>
<td>92</td>
</tr>
</tbody>
</table>
What is Customer Relationship Management?

- CRM is the practice of intelligently finding, marketing to, selling to, and servicing customers. This is a term used by many companies, Non-Government Agencies and organizations in the public sector to manage their relationships with customers and stakeholders.
- There are three aspects of CRM that can be implemented independent of each other:
  - Operational - automation of customer processes that offers support to a company’s sales or service representative
  - Collaborative - the program communicates to customers without a company’s sales or service representative (self service)
  - Analytical - analysis of customer information for multiple purposes

Why CRM for Government?

- Raise Service Levels
  - Enable constituents to communicate with government at their convenience
  - Be responsive: Provide up-to-date, timely information about processes, procedures and emergencies
- Be More Efficient
  - Reduce information duplication by leveraging information across departments and functions
  - Coordinate information across agencies and present comprehensive view to constituent
- Measure Performance
  - Use data collected from constituents to better serve constituents
  - Use data to make better business decisions
Why CRM for Government?

- Rebuilding Citizen/Constituent Relations
  - public outreach
- Citizen/Constituent Needs
  - provide a unified service center to handle all non-emergency needs (311, 511, etc.)
- Business Services
  - licenses, permits, tax payments
- Economic Development
  - tracking the needs of companies that may want to locate in your jurisdiction
- Employee Services
  - A single service center to handle benefit, payroll and transfer questions
  - IT desktop support
  - Facilities management for offices and housing

With CRM Governments Can Serve More Effectively:

- Provide non-emergency communication in multiple languages
- Offer 365 X 24 X 7 self service access for business services
- Make it easy for constituents to contact agencies with a “One Call For All” call center with automatic routing
- Provide public outreach
- Deliver employee, facilities and IT helpdesk services

Be More Efficient:

- Automatically route and launch processes to resolve customer issues
- Eliminate duplicate processes with a consolidated call center
- Track and measure call resolution times to ensure quick response and excellent service to constituents
- Measure your cost to serve and make adjustments to stay within budget
- Manage reported problems and work crews graphically
City of Albuquerque, New Mexico

Background Information

• The City of Albuquerque implemented Oracle PeopleSoft CRM software in June 2005.
• Implementation has been phased over several years. Phase 2 involved implementation of PeopleSoft CRM Field Services for the Municipal Development Department (MDD), which began taking place early 2006.
• The City has limited the customizations made to the base, out-of-the box software. All customizations made so far have been via PeopleCode. The City will continue to limit customizations future implementation phases.
• The City currently interfaces CRM with its Human Resources system.
• This interface is one-way into CRM for the purpose of providing CRM with employee data. The supplied data currently does not include wage/salary data but such data could be added.
• The City intends to implement Oracle PeopleSoft ERP software over the next one to four years.
• The City currently interfaces CRM with its ESRI-based Geographic Information System via PeopleSoft CRM’s Integration Broker.

PeopleSoft CRM Implementation Facts

• Build-out began in September 2004 and cost $1.1M
• Hired a manager with extensive call center experience
• Relieved 911 of about 17,000 calls in first 2.5 months
• 311 is now used for “one-time” call events
• Nearly 12,000 calls over 3 days for Katrina
• Almost 7,000 calls on Election Day 2005, more than any other day since opening
• Phase 1: On time/On scope/Under budget
• Phase 2: On time/On scope/On budget
• CRM has replaced manual work order tracking for several City functions
  – Saved 0.75 FTE of data entry effort
• Street Maintenance Pothole Repair
  – Major winter storm (16”) in late December 2006 caused 10-fold increase in pothole cases
  – Strategic report clearly showed the increase
  – Daily report allowed supervisor to keep department director informed with push of a button
City of Albuquerque, New Mexico

311 Facts

- 311 (out of calling area 505-768-2000) is a single phone number for all non-emergency City inquiries and services.
- Report issues such as abandoned cars, potholes, graffiti, weeds, and unsafe City drivers.
- Obtain direct referrals to the correct department for any City service.
- A fully staffed 24 hour a day, 7 day a week, 365 day a year resource for all non-emergency needs and questions.
- No more voice mail. Personal service. People will actually answer the phone.
- Timely service. 80% of all calls will be answered within 6 rings.
- Accurate service. All people answering calls will have access to the same information.
- Efficient service. 75% of all calls will be handled without initial referral to another City department.
- Accountable service. Calls will be monitored and tracked to ensure promised services are delivered.
- 311 service is available as of July 1, 2005. There is no charge for 311 service when you call from your home or business phone. Cellular service providers may charge for air-time.

Top 10 reasons why citizens called 311 in Jan. 2008

- Animal Services – 10,438
- Transit (Bus times, etc.) – 8,062
- Solid Waste (Graffiti) – 6,900
- Other Solid Waste Related Calls (6,271)
- Police and Fire – 3,921
- Municipal Development – 3,686
- Water – 2,235
- Solid Waste (Large item pickup) – 2,037
- BioPark (Zoo, Aquarium, etc.) – 1,938
- Department of Finance Related Calls – 1,693

Material retrieved from:
City of Albuquerque’s Website - http://www.cabq.gov/crm/
Implementation of 311 in Orange County, FL

- Native Population of Orange County 1.23 Million
- Population with tourists at peak 3.0 Million
- Jurisdictional limit 907 Square mile
- In August 1999, 911 lag time was blamed for death of a citizen in Orange County.
- Three major hurricanes that battered Orange County, Aug 13-Charley, Sep 5-Frances, Sep 26- Jeanne & implication on 911

Material retrieved from:

“Building a 311 System: A Case Study of the Orange County, Florida, Government Service Center”
Stephen T. Holmes
University of Central Florida
May 2007
Roadmap to better emergency handling

- Improve operational efficiency of 911
- Meet mandatory performance standard of answering 90 percent of all calls within 10 seconds
- Provide low cost alternative to increasing 911 capacity to provide 24/7 service
- Respond to email inquiries within 24 hours
- Consolidate 52 county-operated call centers under 311 which became Government Service Center (GSC)
- Upgrade computer-aided dispatch (CAD) system
- Offload calls to cost-effective self-service option such as Interactive Voice Response (IVR), e-mail, and web access.

Material retrieved from:

“Building a 311 System: A Case Study of the Orange County, Florida, Government Service Center”
Stephen T. Holmes
University of Central Florida
May 2007
Orange County, FL – 311 in operation

Today, Government Service Center (311) is a full-service operation, 7 days a week from 7:00 a.m. until 11:00 p.m.

There are 26 call takers and 5 administrative positions.

90 percent of calls are handled within 45 seconds.

IT cost is the time & effort of software development and consolidation of data-bases.

*Magic* is the software being used and requires customization. It is a work-in-progress!

Currently, the center’s average call handling time is approximately 3 minutes; however, the goal of the GSC is to conform to industry standards recognized by the Statewide 311 Coalition which states that 90 percent of all calls should be closed out in less than 2 minutes.

Government Contact Tracking System (GCTS) is utilized for keeping track of demographic information of callers.

*Knowledge Base* software was purchased to assist the call takers with information about all county-run agencies.

*GEO911* mapping database is used to allow the call takers to map calls to proper jurisdictions using address information.

Material retrieved from:

“Building a 311 System: A Case Study of the Orange County, Florida, Government Service Center”
Stephen T. Holmes
University of Central Florida
May 2007
Software Analysis – PeopleSoft

Major Features:
• Configuration, not customization. Deployment and maintenance are much more cost-effective.
• Routing and Assignment
• Robust knowledge management
  The call rep. are up to speed quickly, and knowledge is shared across the departments for faster problem resolution and lower cost of service.
• Real-time analytics and reporting
  Call reps can track and report inquiries in real time.

Feature Applications: PeopleSoft CTI (Computer Telephony Integration):
• This application enables you to increase telephone calls per agent, decrease average call times, and provide more effective customer service.
• Provides full CTI functions for screen-based telephony, context-sensitive screen pops and data population of PeopleSoft application pages.

360-Degree View:
• The PeopleSoft 360-degree view consolidates customer information from across the call center into a single user interface, providing a role-based view of a customer’s profile, relationships and support, and service request history.
• It also allows call center agents to research an outstanding issue, drill down to specific information, view related cases, or create new interactions. Call center reps are able to handle multiple, often-unrelated customer requests over the course of a single phone call.

Multi-channel Interactions
• Address high volumes of incoming unstructured and structured emails with the ability to classify, route, and respond.
• Real time web collaborations allows call center agents to interact with callers via email or chat.
• Agents can review queues of inbound emails, access complete customer histories and profiles, open and add attachments to email messages, and address complex service issues.

Empower callers: PeopleSoft Self Service
• Find solutions without having to create a case
• Communicate in a real-time with a service agent
• Add notes and attach files to a case
• Review frequently asked questions
• Update account and customer profile information
• Check the status of service requests
Software Analysis – Siebel Business Applications Version 8.0

Siebel 8.0 Advantages:

Empower Users

- Task-based user interface for improved task completion
- Comprehensive enterprise, secure, search capability
- Embedded intelligence and real-time decision for improved user experience
- Improved Handheld and Wireless
- Expanded desktop integration

Enable Responsiveness

- End-to-end, industry-specific process integrations and functionality
- Significantly improved application deployment management
- Improved scalability and manageability
- Improved and expanded Web Services to enable development of custom user interfaces and web channel
- Expanded Fusion middleware certification
- Linux support

Call Center Analytics:

- Real-time analytics and reporting monitors key performance indicators (KPIs), continuous process improvement.
- Identifies issues by comparing real-time data and historical trends. Access to more than 90 detailed reports using leading analytics and intelligence programs that includes voice and historical reports

Voice Reports:

- Calls handled and transferred, abandonment rates.
- Calls to voice mail, average speed to answer (ASA)
- Interactive voice response (IVR) activity, Queue abandonment, call intervals, resolution time

Historical Reports:

- Historical data by time and date, data tracked across communications channels, export for sharing and reporting

Material retrieved from:

Software Analysis – Microsoft Dynamics CRM 3.0

- Microsoft Dynamics CRM would respond faster to customer’s requests. Microsoft Dynamics customer service CRM main functions are but is not limited to:
  - Account and contact management
  - Case and Interaction Management
  - Knowledge-base management
  - Service Scheduling
  - Tracks and Reports Data

- The customer service representative would use Microsoft Outlook since it’s efficient and easy to use.

- The CSR would see all the requests and the requests that need to be “follow-up”. Miami Dade County can customized the database.

- For instance, the screen shot shows “estimating revenue” and Miami Dade County can customized the database to say “length time”

Material retrieved from:
Microsoft Dynamics Website - http://www.microsoft.com/dynamics/crm/product/default.mspx
# CRM Product Matrix

<table>
<thead>
<tr>
<th>SPECIFICATIONS</th>
<th>Microsoft Dynamics CRM 3.0</th>
<th>Oracle CRM</th>
<th>PeopleSoft</th>
<th>Salesforce</th>
<th>SAP CRM</th>
<th>Siebel</th>
<th>SugarCRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platform Independent (Web based)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Server &amp; Client</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer Modules</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Need Ease Modules</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price Consideration</td>
<td>$622+/user</td>
<td>$70+/user/month</td>
<td>$70+/user/month</td>
<td>$65/user/month</td>
<td>N/A</td>
<td>$70+/user/month</td>
<td>$40+/user/month (Hosted)</td>
</tr>
<tr>
<td></td>
<td>$1,244+/Server</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$239+/user/year (On-premises)</td>
</tr>
<tr>
<td>User-Friendly</td>
<td>N/A</td>
<td></td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Least Learning Curve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intuitive Functionality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customization</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Service Request based on request type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intelligent Routing &amp; Assignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct User input</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operator input</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Service Request Entry</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Queueing System &amp; Tracking</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Mapping Locations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPECIFICATIONS</td>
<td>Microsoft Dynamics CRM 3.0</td>
<td>Oracle CRM</td>
<td>PeopleSoft</td>
<td>Salesforce</td>
<td>SAP CRM</td>
<td>Siebel</td>
<td>SugarCRM</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>---------</td>
<td>--------</td>
<td>---------</td>
</tr>
<tr>
<td>Robust Knowledge &amp; Management</td>
<td>√</td>
<td></td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Remote Users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Time Analysis &amp; Reporting</td>
<td>√</td>
<td>√</td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Manage Data</td>
<td>√</td>
<td>√</td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyze Trends</td>
<td>√</td>
<td>√</td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile Capability</td>
<td>√</td>
<td></td>
<td>√</td>
<td>N/A</td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>PDA</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laptop/Wireless</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to Receive/Send Requests</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email/Online Chat</td>
<td>√</td>
<td>√</td>
<td></td>
<td>√</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web Portals</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to Import/Export Data</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HTML Format</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>.TXT</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>.CSV</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# CRM Product Matrix

<table>
<thead>
<tr>
<th>SPECIFICATIONS</th>
<th>Microsoft Dynamics CRM 3.0</th>
<th>Oracle CRM</th>
<th>PeopleSoft</th>
<th>Salesforce</th>
<th>SAP CRM</th>
<th>Siebel</th>
<th>SugarCRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyzing &amp; Reporting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance and Maintenance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statistical Reports</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transaction History</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User System Functionality</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to allow for multiple users and distributed system access.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to allow one or more users to view the same record simultaneously.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to allow one or more users to query information and run reports at the same time.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to email service requests to departments that have not been implemented on case management.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System Ability for Integration/Interface Development</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to accommodate necessary interfaces as new external systems are developed.</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to integrate with VOIP or other telephony technology.</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System Security Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ability to Set Up Different Security Levels</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

*Note: ✓ indicates availability, N indicates not available.*
<table>
<thead>
<tr>
<th>SPECIFICATIONS</th>
<th>Microsoft Dynamics CRM 3.0</th>
<th>Oracle CRM</th>
<th>PeopleSoft</th>
<th>Salesforce</th>
<th>SAP CRM</th>
<th>Siebel</th>
<th>SugarCRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to Drill Down on Records History</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Ability to Validate Customers' Identity</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Tracking Requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Update</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Completed</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge Base</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry and updating of Knowledge base (such as Word, PDF forms, etc)</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online Directories (employees' name, departments, ph #, email)</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GROUP 4
Customer Relationship Management software implementation

Crystal Payne
Ermine Brookes
Nahum Jean-Louis
Priscilla Williams

- **Summary Findings and Suggested Action Items**
  Findings:
  Service Stat Data shows an increasing number of re-occurring calls have decreased the process of service requests being fulfilled in a timely manner. There is also an immediate need for accelerated service processes with the cooperation of departments which will increase the quality of closeout calls as well as decrease re-occurring calls.
  In order to fully provide adequate customer service, we decided in an upgraded telephony technology which includes the possibility of an open source CRM platform.

  - **Suggested action to be taken:**
    Coordinate with departments to increase interdepartmental communication.
    Coordinate with departments to maximize the quality of closeout calls and maintain a fluid relationship between the 3-1-1 call center and departments. Integrate an open source CRM to allow flexibility in operation.
CRM Software Implementation

SWOT Analysis of 3-1-1 Government Information Call Center

**Strengths:**
Only local government with multi-jurisdictional service provision in the nation, award winning web portal and government access station website and webcast.

**Weakness:**
Hours of operation, multi-city collaboration, interdepartmental relationships, telephony technology, emergency action support.

**Opportunities:**
Improved resident relationships, collaboration within the enterprise, consistent service delivery.

**Threats:**
Constant staff turnover, current CRM deficiencies, interdepartmental communication.
Finding: The 3-1-1- call center has need of accelerating fulfillment of service requests to various departments for efficiency in the quality of closeout calls. The center is receiving increasing numbers of calls by residents, as such the communication of departments are not as solid and causes a breach in service requests being fulfilled in a timely manner. The 3-1-1 call center is distributing the messages; however, the departments fail to respond in a reasonable time.

311 Fact Sheet

<table>
<thead>
<tr>
<th></th>
<th>Information</th>
<th>Service Requests</th>
<th>Transfers or Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>82.00%</td>
<td>9%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Recommendation: We suggest that the center integrates and improve the telephony technology to various methods of instant communication which will immediately alert departments of a pending service request. Suggestions would be that of instant messaging, digital voice recording, live chat or third party connect.
Finding: Decreasing the quantity of re-occurring calls and avoid in the duplication of service requests. Allowing two methods of contact with the 3-1-1 center even after hours via digital voice recording or an online service request portal.

<table>
<thead>
<tr>
<th>Event</th>
<th>Quarterly Summary Oct-Dec</th>
<th>Quarterly Summary Jan-Mar</th>
<th>Quarterly Summary Apr-Jun</th>
<th>Quarterly Summary Jul-Sep</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALLS (375-1544)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU Calls Received</td>
<td>8888</td>
<td>14100</td>
<td>14552</td>
<td>15597</td>
<td>53137</td>
</tr>
<tr>
<td>CSU Calls Answered</td>
<td>8473</td>
<td>13351</td>
<td>12518</td>
<td>13297</td>
<td>47639</td>
</tr>
<tr>
<td>Perc. CSU Calls Answered</td>
<td>95.33%</td>
<td>94.69%</td>
<td>86.02%</td>
<td>85.25%</td>
<td>89.65%</td>
</tr>
<tr>
<td>Perc. CSU Calls Abandoned</td>
<td>4.67%</td>
<td>5.31%</td>
<td>13.98%</td>
<td>14.75%</td>
<td>10.35%</td>
</tr>
<tr>
<td>Average Talk time</td>
<td></td>
<td></td>
<td>4.435</td>
<td>1.542133</td>
<td></td>
</tr>
<tr>
<td>CALLS (311)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>311 Calls Answered</td>
<td>27844</td>
<td>32339</td>
<td>22608</td>
<td>19207</td>
<td>101998</td>
</tr>
<tr>
<td>Perc 311 Calls Abandoned</td>
<td>6.06%</td>
<td>6.01%</td>
<td>4.17%</td>
<td>6.58%</td>
<td>n/a</td>
</tr>
<tr>
<td>CALLS (switchboard)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calls Received</td>
<td>31932</td>
<td>29188</td>
<td>25672</td>
<td>19851</td>
<td>106643</td>
</tr>
</tbody>
</table>
Recommendation: 311 Service Request Look-up allows customers to check the status of existing Service Requests (SRs) created through the 311 Call Center. It may take up to 24 hours for new SRs to be available and for updates to be reflected. SR data is available for 45 days from the request creation date. After 45 days, call 311 to check the status of your request.
Finding: Increasing the dialogue and verbal knowledge base of 3-1-1 ACS’s (Answer Center Specialists) and improving the interaction of customer service. We found that providing the call specialists with more information will enhance the communication and expedite the call. Calls would be quickly dispatched allowing the fulfillment of service requests.
Dialog Guide/Dialogue Wizard

- Displays customer information and a call guide to assist agents during conversations
- Creates response management scripts designed to maximize exceptional customer service
- Facilitates access to information from databases throughout the center
- Shares information obtained during customer interaction with other enterprise systems, and launches fulfillment activities with that information
- Allows agents to view up-to-the-minute individual and group performance statistics in order to motivate
Finding: Open Source Software (OSS) has been proven over the years to be a reliable and a cost effective alternative to proprietary source. Surveys conducted in this regard have consistently shown that OSS provides more advantages in terms of efficiency, flexibility, security and, cost-effectiveness than its counterpart. In light of the budget shortfall that affects public spending in Miami-Dade County, we propose two Open Source CRM Softwares - Vtiger and the Sugar CRM - which could be used to improve Miami-Dade 311 call center by:

**Accelerating service processes through redesign**

Because there is open access to license code (which is a restriction in proprietary software), the softwares could be modified in such a way to fit the specific needs of the Miami-Dade 311 call center. This will allow both managers and IT specialists the ability to redesign and customize the service in accordance with its priorities. The end result will translate into the elimination of bureaucratic red-tapes and the acceleration of the service process.

**Closeout quality calls (feedback from citizens)**

Both the open source softwares Vtiger and the Sugar CRM allow two way feedback between operators and citizens on the status of their "ticket'/ call. In other words, the citizens will have update reports via-e-mail and Customer Self service portal regarding the progress of the actions taken about his calls. This will also allow citizens to input their suggestions.

**Re-occurring Calls (quantify)**

The softwares also offer a dashboard that allow operators to monitor the progress of the tickets or calls. This features allows operators to identify and eliminate re-occurring calls which could substantially slow down the process.

**Verbal Knowledge Base**

An efficient Knowledge Base is created through an effective centralization of data. This allows operators to have open access to information and the progress of ongoing issues.
<table>
<thead>
<tr>
<th>Ticket Management</th>
<th>Knowledge Base</th>
<th>Customer Self-Service Portal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track all trouble tickets</td>
<td>Manage product-wise Knowledge Base in a centralized location for a better resolution of trouble tickets within least possible time</td>
<td>Fully customizable and you can deploy without hassles in your Web site</td>
</tr>
<tr>
<td>Associate trouble tickets with accounts, contacts, products, and other modules to have a better visibility on the trouble ticket</td>
<td>Associate Articles with trouble tickets and products</td>
<td>Secured access to the Customer Self service portal</td>
</tr>
<tr>
<td>Create fully customizable list views as per support’s person requirement</td>
<td>Provide public access to the knowledge base only after approval</td>
<td>Search Knowledge Base articles before submitting trouble tickets</td>
</tr>
<tr>
<td>Provide solutions to the trouble tickets submitted through Customer Portal</td>
<td>Maintain up-to-date Articles in vtiger CRM based on customer suggestions and comments</td>
<td>Constantly improve the quality of Knowledge Base by threaded discussion</td>
</tr>
<tr>
<td>Automatically update the status of tickets through e-mail</td>
<td></td>
<td>Notify trouble ticket update to the customers through E-mail</td>
</tr>
<tr>
<td>Create fully customizable ticket reports</td>
<td></td>
<td>Follow up the trouble tickets by threaded discussions</td>
</tr>
<tr>
<td>Create customer support statistics to help the managers to plan for a better customer support process</td>
<td></td>
<td>Update customer profiles</td>
</tr>
</tbody>
</table>
VTIGER OPEN SOURCE CRM SOFTWARE

Dashboard Tickets by Priority

Tickets by Priority:

- Low: 9 tickets
- Normal: 4 tickets
- Urgent: 2 tickets
- High: 4 tickets

Pie chart showing priority distribution:
- Low: 47.4%
- Normal: 21.1%
- Urgent: 10.5%
- High: 21.1%
SUGAR CRM OPEN SOURCE SOFTWARE
Recommendation: We suggest the use of Sugar CRM because it offers more flexibility with regards to extra technical support to the users. Although, this is an optional fee based service, it is nonetheless, a valuable alternative given the fact that some organizations lack the need of required expertise to effectively accommodate the software to their specific needs.

<table>
<thead>
<tr>
<th>Customer Support</th>
<th>Reporting Capabilities</th>
<th>Platform Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Management</td>
<td>Marketing Analytics</td>
<td>Define teams</td>
</tr>
<tr>
<td>Inbound Email</td>
<td>Sales Trends</td>
<td>Control access</td>
</tr>
<tr>
<td>Knowledgebase</td>
<td>Case Reports</td>
<td>Homepage layout</td>
</tr>
<tr>
<td>Bug Tracking</td>
<td>Customer Profiles</td>
<td>Layout editor</td>
</tr>
<tr>
<td>Self-Service Portal</td>
<td></td>
<td>Create new dashlets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workflow</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Custom fields</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Module Builder.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sugar Exchange</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Module Loader</td>
</tr>
</tbody>
</table>
Project 2: 311 Services Expansion to Municipalities in Miami-Dade County

Issue:
Miami-Dade’s 311 answer center also services other municipalities within the territory of Miami-Dade County. As an example, the center handles calls and service requests covering the City of Miami, and plans to enter a similar agreement with additional cities. In order to complete service level and service load comparisons, we need information from each municipality regarding their:

- Web transactions and other website metrics such as visitors, visits, user sessions
- Most commonly accessed municipal website links and applications
- Most commonly utilized online services
- Most common services requested by citizens by phone
- Most common services requested by citizens online
- Average completion timeframes for common service requests (received by phone and online)
- Most common complaints submitted online
- Webmaster email volumes
- Other call center statistics (e.g. daily calls, and call length), if a call center is in existence in the municipality

It is recommended that groups who engage in the project coordinate which municipalities they will cover to avoid overlap. Each group should collect information from a minimum of 3 Miami-Dade County municipalities. The required data may be found online in some cases, but in most it will need to be researched, and direct communication with municipal staff would be necessary. Since such data may not be immediately available, each group should nonetheless do its best to collect whatever information possible (not limited to the items listed above), which could assist Miami-Dade in its analysis. Demographic information about each municipality must accompany the remaining collected data.
GROUP 1
311 Services Expansion to Municipalities in Miami-Dade County

Jessica Plantada Diaz
Larry Juriga
Jim Hyde

Summary Findings/ Recommendations

– Services should be provided in at least English and Spanish

– Staffing consideration should be given to large seasonal resident population

– Staffing consideration should be given to Miami Beach tourist population, as evidenced by disproportionate number of website hits to residents
City of Miami Beach – Demographics

Total Population 87,933
Median Household Income $44,739
(American Community Survey, 2006)

Gender

- Male: 49%
- Female: 51%

Age

- Under 5 years: 4%
- 18 years and over: 18%
- 65 years and over: 78%

Race

- White: 76,276
- Black/African American: 3,548
- American Indian: 206
- Asian: 1,202
- Pacific Islander: 39
- Other: 1,893

- 53% of Miami Beach residents speak a language other than English at home.

Household Income

- Less than $10,000
- $10,000 to $14,999
- $15,000 to $19,999
- $20,000 to $24,999
- $25,000 to $29,999
- $30,000 to $34,999
- $35,000 to $39,999
- $40,000 to $44,999
- $45,000 to $49,999
- $50,000 to $54,999
- $55,000 to $59,999
- $60,000 to $64,999
- $65,000 to $69,999
- $70,000 to $74,999
- $75,000 to $79,999
- $80,000 to $84,999
- $85,000 to $89,999
- $90,000 to $94,999
- $95,000 to $99,999
- $100,000 to $149,999
- $150,000 to $199,999
- $200,000 or more

Renter vs. Owner Occupied Units

- Owner: 49%
- Renter: 28%
- Vacant: 23%

- Represents seasonal residents.

Housing

- 1-unit, detached
- 1-unit, attached
- 2 units
- 3 or 4 units
- 5 to 9 units
- 10 to 19 units
- 20 or more units
- Mobile home
- Boat, RV, van, etc.

Majority of housing is condo/apartment.
Hosted by internal IT department, City of Miami Beach website portal (offered in both English and Spanish) provides over 60 services for businesses, individuals and county employees.
City of North Miami – Demographics

Total Population 59,880
Median Household Income $29,778
(U.S. Census, 2000)

- **Gender**: 52% Male, 48% Female
- **Age**: 81% 18 years and over, 9% 65 years and over
- **Race**: 32,867 White, 20,842 Black/African American, 1,152 American Indian, 28 Asian, 1,893 Pacific Islander, 191 Other
- **Language**: 60% of North Miami residents speak a language other than English at home.
- **Housing**: Nearly 50% of units rented.
- **Even split between single family and large condo/apartment living.**
Hosted by internal IT Department, City of North Miami’s website portal (offered in English only) provides very limited number of services and forms.
Town of Miami Lakes – Demographics

Total Population 22,676
Median Household Income $61,147
(U.S. Census, 2000)

- **Gender:**
  - Male: 52%
  - Female: 48%

- **Age:**
  - Under 5 years: 32
  - 18 years and over: 649
  - 65 years and over: 6

- **Race:**
  - White: 20,239
  - Black/African American: 635
  - American Indian: 32
  - Asian: 500
  - Pacific Islander: 6
  - Other: 649

- **Renter vs. Owner Occupied Units:**
  - Owner: 67%
  - Renter: 25%
  - Vacant: 8%

- **Household Income:**
  - Less than $10,000: 6
  - $10,000 to $14,999: 8
  - $15,000 to $19,999: 26
  - $20,000 to $24,999: 32
  - $25,000 to $29,999: 34
  - $30,000 to $34,999: 36
  - $35,000 to $39,999: 38
  - $40,000 to $44,999: 40
  - $45,000 to $49,999: 42
  - $50,000 to $54,999: 44
  - $55,000 to $59,999: 46
  - $60,000 to $64,999: 48
  - $65,000 to $69,999: 50
  - $70,000 to $74,999: 52
  - $75,000 to $79,999: 54
  - $80,000 to $84,999: 56
  - $85,000 to $89,999: 58
  - $90,000 to $94,999: 60
  - $95,000 to $99,999: 62
  - $100,000 to $104,999: 64
  - $105,000 to $109,999: 66
  - $110,000 or more: 68

- **Mostly owner-occupied homes.**
- **Most diverse makeup of all municipalities.**

71% of Miami Lakes residents speak a language other than English at home.
Town of Miami Lakes’ Website portal (offered in English only) provides extensive list of services for businesses, individuals and county employees and is outsourced to Innovative Internet Solutions. Citizen Action Center is hosted separately by GovQA.
Website Statistics

Most frequently used services:
- Pay Utility Bill
- File/Pay Resort Tax
- Pay Property Tax
- Pay License Bill
- Citizen Request (requesting trash pickup)

Most frequently accessed pages:
- Check Code Violations
- Property History
- City Directory
- Calendar of Events

Website Hits per Month

<table>
<thead>
<tr>
<th>Location</th>
<th>Hits per Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami Beach</td>
<td>2,200,000</td>
</tr>
<tr>
<td>North Miami</td>
<td>9,000</td>
</tr>
<tr>
<td>Miami Lakes</td>
<td>untracked</td>
</tr>
</tbody>
</table>

Disproportionate to # of city residents.

Webmaster E-mails per Month

<table>
<thead>
<tr>
<th>Location</th>
<th>E-mails per Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami Beach</td>
<td>2,000</td>
</tr>
<tr>
<td>North Miami</td>
<td>50</td>
</tr>
<tr>
<td>Miami Lakes</td>
<td>20</td>
</tr>
</tbody>
</table>

Consider impact on existing network.
## Call Center Information

<table>
<thead>
<tr>
<th></th>
<th>Miami Beach</th>
<th>North Miami</th>
<th>Miami Lakes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hours of Operation</strong></td>
<td>8:30 a.m. to 6:00 p.m.</td>
<td>8:15 a.m. to 5:00 p.m.</td>
<td>9:00 a.m. to 5:00 p.m.</td>
</tr>
<tr>
<td><strong>Days of Operation</strong></td>
<td>Monday through Friday</td>
<td>Monday through Friday</td>
<td>Monday through Friday</td>
</tr>
<tr>
<td><strong># of Operators</strong></td>
<td>5 FTE</td>
<td>1 FTE</td>
<td>1 FTE</td>
</tr>
<tr>
<td><strong>Function</strong></td>
<td>Call routing</td>
<td>Call routing</td>
<td>Call routing</td>
</tr>
<tr>
<td><strong>Call Volume</strong></td>
<td>5,000</td>
<td>7,000</td>
<td>untracked</td>
</tr>
<tr>
<td><strong>Call Duration</strong></td>
<td>untracked</td>
<td>&gt; 30 seconds</td>
<td>&gt; 30 seconds</td>
</tr>
<tr>
<td><strong>Hosted by</strong></td>
<td>IT Department</td>
<td>IT Department</td>
<td>Town Administration</td>
</tr>
</tbody>
</table>

Closed following budget cuts in December 2007. Historical budget $87K ($75K salary for 3.5 FTE; $12K supplies, logistics and miscellaneous).
City of Miami Beach – Website Services

• City’s website portal (offered in both English and Spanish) provides over 60 services for businesses, individuals and county employees

• Extensive list of web-based transactions available, from passport applications to paying bills and filing taxes

• Most frequently used services are:
  – Pay Utility Bill
  – File/Pay Resort Tax
  – Pay Property Tax
  – Pay License Bill

• Most frequently accessed pages are:
  – Check Code Violations
  – Property History
  – City Directory

• Time for completion of services untracked/unavailable

• Most common complaint submitted online is code violation

• Webmaster receives approximately 2,000 e-mails monthly regarding range of issues

• Portal hosted by internal IT Department

• Website gets approximately 2.2 Million hits monthly

• Average length of the visit = 8 minutes, 42 seconds

SOURCE: City of Miami Beach, IT Department
City of Miami Beach – Call Center Services

- Miami Beach Answer Center (305-604-CITY) closed following budget cuts in December 2007

- Historical budget $87K
  - $75K salary for three full time employees and one part time employee
  - $12K supplies, logistics and miscellaneous

- Prior to closure, Answer Center operated by Community Resource & Information, Neighborhood Services Department

- Hours of operation 8:30 a.m. – 6:00 p.m., Monday through Friday

- Five incoming phone lines

- Handled/answered 5000+ calls per month, routing requests/complaints to appropriate internal department

- Most common complaints/issues:
  - Safety (preventing crime, drugs, gangs, speeding cars/mopeds)
  - Traffic (general congestion)
  - Cleanliness (streets, sewers, etc.)
  - Impact of Construction (overdevelopment, number of high-rises, traffic)
  - Beaches (maintenance, erosion)

- Current structure:
  - Integrated voice response system (IVR)
  - Automated system fields calls to department that would handle request, or to Miami-Dade 311 (based on option chosen in IVR segments)
  - Call volume data unavailable

SOURCE: City of Miami Beach, IT Department
City of North Miami – Website Services

- City’s website portal (offered in English only) provides very limited number of services and forms
- Only web-based transactions provided by the city are online payment of water bill, registration for city recreational activities and citizen requests
- Online forms available for Building and Zoning and Personnel Departments
- Most frequently accessed webpage page is City of North Miami Calendar of Events
- Most frequently utilized service is Citizen Request (requesting trash pickup)
- Time for completion of service requested depends on availability of trash pickup appointment, or if location of pickup was missed by driver
- Most common complaint submitted online is code enforcement
- Webmaster receives approximately 50 e-mails monthly regarding web services
- Portal hosted by internal IT Department
- Website gets approximately 9,000 hits monthly

SOURCE: City of North Miami, IT Department
City of North Miami – Call Center Services

• Hours of operation from 8:15 a.m. to 5:00 p.m.

• One full time operator

• Hosted by IT Department

• Monthly call volume approximately 7,000 calls

• Call center transfers callers to appropriate department to handle requests; all contact completed >30 seconds.

• Most common complaints/issues:
  – Water department
  – Sanitation
  – Billing issues

SOURCE: City of North Miami, IT Department
Town of Miami Lakes – Website Services

• Website portal (offered in English only) provides extensive list of services for businesses, individuals and county employees

• The city’s portal is hosted by Innovative Internet Solutions (outsourced) and the Citizen Action Center is hosted by GovQA (outsourced).

• In 2007, town also entered into contract with 2Advance at $1,000/mo. to increase functionality of website

• IT Resources oversight performed by Assistant Town Manager/Administration Director

• 23 different service requests may be made on-line, as well as limited on-line services and access to forms

• Webmaster receives 20 emails per month from staff requesting web services

• Web-based transactions provided by the city are ability to pay for lien letters online and pay for business taxes

• Website metrics untracked by Town or provider

SOURCE: Town of Miami Lakes, IT Department
Town of Miami Lakes – Call Center Services

- Hours of operation from 9:00 a.m. to 5:00 p.m.
- One full time operator
- Hosted by Town Administration
- Monthly call volume untracked/unknown
- Call center transfers callers to appropriate department to handle requests; all contact completed >30 seconds.
- Estimate of most common complaints/issues:
  - Traffic complaints
  - Parks and recreation
  - Code compliance

SOURCE: Town of Miami Lakes, Administration Department
Summary Findings/ Recommendations

- Coral Gables and Pinecrest have the highest relative median household incomes. This may be indicative of higher internet usage within these communities. Online service request submission may not be as useful in Sweetwater and Homestead.
- Only Coral Gables’ website offers the ability to submit service requests online.
- None of the four cities had an established call center to address service related requests. All pseudo-call centers were operated out of separate departments, placing a burden on that departments resources (i.e. police dispatch, public relations, mayor’s office, secretarial staff)
- With the exception of Coral Gables, none of the cities have established time parameters by which service related requests must be accomplished.
<table>
<thead>
<tr>
<th>City of Coral Gables</th>
<th>City of Homestead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 42,794</td>
<td>Population: 31,909</td>
</tr>
<tr>
<td>Racial Make-Up</td>
<td>Racial Make-Up:</td>
</tr>
<tr>
<td>White: 75.1%</td>
<td>White: 61.00% (22.9% were Non Hispanic White,)</td>
</tr>
<tr>
<td>Black: 12.3%</td>
<td>Black: 22.55%</td>
</tr>
<tr>
<td>Hispanic: 12.5%</td>
<td>Hispanic or Latino of any race: 51.83%</td>
</tr>
<tr>
<td>Total Housing Units: 17,849</td>
<td>Total Housing Units: 10,095</td>
</tr>
<tr>
<td>Median Household Income: $66,839</td>
<td>Median household income $26,775</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Pinecrest</th>
<th>City of Sweetwater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 19,432</td>
<td>Population: 14,226</td>
</tr>
<tr>
<td>Racial Make-Up:</td>
<td>Racial Make-Up:</td>
</tr>
<tr>
<td>White: 62.8%</td>
<td>White: 6%</td>
</tr>
<tr>
<td>Black: 1.7%</td>
<td>Black 1%</td>
</tr>
<tr>
<td>Hispanic: 30%</td>
<td>Hispanic: 93%</td>
</tr>
<tr>
<td>Total Housing Units: 6,250</td>
<td>Total Housing Units: 4,353</td>
</tr>
<tr>
<td>Median Household Income: $132,177</td>
<td>Median Household Income: $30,823</td>
</tr>
</tbody>
</table>
Coral Gables and Pinecrest have relatively high median household incomes, as compared to Homestead and Sweetwater. Therefore, they should have more internet users than the lower income cities.
## SERVICES PROVIDED OVER THE INTERNET

<table>
<thead>
<tr>
<th></th>
<th>Coral Gables</th>
<th>Pinecrest</th>
<th>Homestead</th>
<th>Sweetwater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Webstreaming</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online service</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-documents</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>E-pay</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>E-applications</td>
<td>By Summer 2009</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(permit, etc)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inter-agency links</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
## SERVICES PROVIDED OVER THE INTERNET cont.

<table>
<thead>
<tr>
<th>Coral Gables TV: Coral Gables TV provides bi-weekly city commission meetings, E-news on TV, and other educational and cultural programming.</th>
<th>Pinecrest offers online permit applications, public hearing applications, roofing permit applications, tree removal applications.</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 hour citizen service requests online:</td>
<td>Service Links via Miami-Dade County:</td>
</tr>
<tr>
<td>Service links via Miami-Dade County:</td>
<td>•Sweetwater’s website does not allow interactions nor service requests to be submitted online. The website simply provides static information and documents related to meetings and other city services along with contact information for the different departments. All service requests are to be made over the phone or in person.</td>
</tr>
</tbody>
</table>

- **E-Docs such as agendas/minutes, resolutions, ordinances, CRA board resolutions, final orders, workshops, bids, RFPs, RFQs., permits, electric utility, master plans and white papers with search capabilities**
- **Building Code search**
- **Online utility bill: Requires a Account ID and Account PIN**
The City of Sweetwater does not keep track of this web site metric.
The City of Sweetwater does not keep track of this web site metric.
<table>
<thead>
<tr>
<th>City</th>
<th>Total Hits</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Pinecrest</td>
<td>The city of Pinecrest does not keep track of this website metric.</td>
</tr>
<tr>
<td>City of Homestead</td>
<td>Total Hits: 2,714,015</td>
</tr>
<tr>
<td>City of Homestead</td>
<td>Total Hits: 2,021,004</td>
</tr>
<tr>
<td>Total Hits: 8,735</td>
<td></td>
</tr>
<tr>
<td>COMMON SERVICE REQUESTS BY CITIZENS/ ONLINE</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>• Fix street lights</td>
<td></td>
</tr>
<tr>
<td>• Public works issues</td>
<td></td>
</tr>
<tr>
<td>• Road repairs</td>
<td></td>
</tr>
</tbody>
</table>

<p>| • Website does not allow service requests to be filed online |
| • Website does not allow service requests to be filed online |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| • All emails must be answered within 3 business days. If not, the system automatically forwards the unanswered emails to the City Manager with an alert notice.  
• Service related requests are addressed and completed within 5 business days. If Coral Gables cannot do so, they are referred to the county. | • Website does not allow service requests to be filed online. |
| • Website does not allow service requests to be filed online | • Website does not allow service requests to be filed online |
# COMMON COMPLAINTS/ ONLINE

<p>| • Slow resolution time for service related requests | • Slow resolution time for service related requests |
| • Inter-personal issues between residents and city employees (i.e. rude treatment) |  |
|  | • Complaints can not be made online. Complaints can only be made by phone or in person |
|  | • Complaints can not be made online. Complaints can only be made by phone or in person |</p>
<table>
<thead>
<tr>
<th>CALL CENTER METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Coral Gables</strong></td>
</tr>
<tr>
<td><strong>Hours of Operation</strong></td>
</tr>
<tr>
<td><strong>Total Number of Operators</strong></td>
</tr>
<tr>
<td><strong>Call Center Host</strong></td>
</tr>
<tr>
<td><strong>Call Volume</strong></td>
</tr>
<tr>
<td><strong>Services Provided</strong></td>
</tr>
<tr>
<td><strong>Common Service Requests</strong></td>
</tr>
<tr>
<td><strong>Completion Time</strong></td>
</tr>
<tr>
<td><strong>Common Complaints</strong></td>
</tr>
</tbody>
</table>
REFERENCES

- **City of Coral Gables**
  - Webmaster
  - Public Relations Supervisor

- **City of Homestead**
  - IT Department Manager

- **City of Sweetwater**
  - City Clerk

- **Village of Pinecrest**
  - Secretary to the Mayor
311 Services Expansion to Municipalities in Miami-Dade County

Cutler Bay, Miami Shores, North Miami Beach, and Palmetto Bay

Summary Findings / Recommendations:

- All four cities are above the median household income of $34,682 in Miami-Dade County. (1)
- Three cities are at web presence stage, and one city is at the interaction stage.
- One city utilizes on-line software program to track citizens’ requests. A neighboring city will be emulating this system in the near future.
- Two cities have call centers; while the other two rely on departments to handle citizens’ questions, concerns and requests via phone and/or e-mail.
- Two cities have no plans to develop a call center to serve citizens while two cities are working diligently to streamline their customer services operations.
Demographics

Source: U.S. Census Bureau: Census 2000 Demographic Profile Highlights
## CITY DEMOGRAPHICS

<table>
<thead>
<tr>
<th></th>
<th>CUTLER BAY</th>
<th>MIAMI SHORES</th>
<th>NORTH MIAMI BEACH</th>
<th>PALMETTO BAY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Median Family Income</strong></td>
<td>$50,956</td>
<td>$64,963</td>
<td>$35,047</td>
<td>$64,114</td>
</tr>
<tr>
<td><strong>Per Capita Income</strong></td>
<td>$18,559</td>
<td>$26,134</td>
<td>$14,699</td>
<td>$25,998</td>
</tr>
<tr>
<td><strong>Housing Value</strong></td>
<td>$113,100</td>
<td>$162,900</td>
<td>$93,000</td>
<td>$211,750</td>
</tr>
<tr>
<td><strong>Educational Attainment:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School Graduate</td>
<td>83%</td>
<td>89%</td>
<td>68%</td>
<td>59%</td>
</tr>
<tr>
<td>Bachelors’ Degree</td>
<td>20%</td>
<td>43%</td>
<td>14%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau: Census 2000 Demographic Profile Highlights
PROFILE: MIAMI SHORES VILLAGE

- **Web Presence**
  - **Information**: FAQs, Hours of Operations, Fees, Schedule of Services, Deadlines, Upcoming Events, Tips, etc.
  - **Download**: Applications, Newsletters, Forms, Council Minutes, Event Flyers
  - **Other**:
    - Contact Us: address, phone #, fax, e-mail (default email system)
    - Fire Department: guestbook
    - Sanitation Division: map
    - Brockway Library: e-collection
  - Approximately 100 hits per day (2)
Currently do not have an IT Department / 311 Services / Call Center and are not in future plans (3):

“Staffing and the associated budgetary requirements to man such programs are cost prohibitive for us. Most of our residents use our staff as the local "know it alls" even though we don't have a separate department.” (3)

Village Directory: "To get in touch with Village Hall personnel… the old fashion way” (2)

“Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released to a public-records request, do not send electronic mail to this entity. Instead, contact this office by phone or in writing.” (2)
PROFILE: NORTH MIAMI BEACH

Web presence

- **Information**: FAQs, City Directory, Calendar of Events, Helpful Links, City Resources
  - Portal hosted by Govoffice.com
- **Download**: Employment Applications, Newsletters, Event Flyers, City Charter and Code Ordinance, City Council Minutes, Building Permits, etc.
- **Web-based forms**: Purchasing has a web-based form requesting information on bids & RFP’s (4)
  - Future plans to offer an application for making on-line utility payments (4)
- **Contact Information**: City Directory by Department
  - Directory includes mailing address, phone and e-mail information sorted by department (5)
- **Other**:
  - Citizen Survey available from homepage
  - Interactive calendar of events
  - Program schedule for NMB TV Channel 77
  - North Miami Beach Library Catalog
  - English and Spanish 30 seconds commercial advertisement (5)
NORTH MIAMI BEACH

- No call center, nor does the city provide any 311 services, “no plans to implement at this time.” (4)
- Open complaints/requests are tracked independently by each department, no centralization. (4)
- Web site: approximately 90,000 hits per month
  - 11,000 – 12,000 visitors per month
  - Webmaster receives less than 6 monthly requests
- Fire and Rescue is outsourced to the County (4)
PROFILE: TOWN OF CUTLER BAY

- Web Interaction
  - **Download**: Employment Applications, Newsletters, Maps & History, Schools, Code Ordinance, Agendas & Minutes, Building Permitting, Code Compliance, Forms, Garbage Collections, Business Tax License, links to your Government.
  - **Web-based forms**: Bids & RFP’s RFQ’s
  - **Contact Information**: City Directory by Town Department
    - Directory includes mailing address, phone and e-mail information sorted by department (6)
WEB SERVICES: CUTLER BAY

- Software program used to track requests / feedback / complaints: Gov. Q &A’s – Service Request

- Web Based Transactions: Currently No transactions, GOV Q&A’S

- Common Service Requested: Code Violations against neighbors

- Common Complaints: Public Works

- Portal’s Host: Through Miami Dade County

- Login: Service Request (GOV Q&A’S)

- Completion Time: Processed quickly, code enforcement may take longer
**PROFILE: VILLAGE OF PALMETTO BAY**

**Web Interaction**


**Downloads:** Village Newsletter, Village Charter, Hurricane Preparedness, Resident Complaint/Suggestion Form.

**Visitors:** About Palmetto Bay, Village Parks, Local Attractions, Special Events, Local Transportation & Trip Organizer, Additional Travel Resources.

**Web-Based Forms:** Bids and RFP’s.

**Other:** Announcements, News in the Village, Village Calendar.
WEB SERVICES: PALMETTO BAY

- Online Complaint Tracking: Currently an access-based program, but shortly through GovQA (9)
- Host of City Portal: Village itself (9)
- Web-Based Transactions: Shortly will have interactive responses to complaints (9)
- They do not maintain technology capable of tracking the number of hits, most frequently accessed website links nor most frequently used website applications (9)
- Common Service Requests: Street Lights, pot holes, flooding, code compliance, etc. (9)
- Completion Time: Varies upon severity of request - Approximately 3 -4 days (9)
- Common Complaints: Noise violations (9)
- Services Outsourced: Animal Control, Fire, Solid Waste, Library, Police, Water & Sewage (9)
- IT Department: Outsourced-Consultant comes by 1 - 2 times a week (9)
# Call Center Services

<table>
<thead>
<tr>
<th></th>
<th>Cutler Bay</th>
<th>Palmetto Bay</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Call Center #</strong></td>
<td>305-234-4262</td>
<td>305-506-7965</td>
</tr>
<tr>
<td><strong>Hours of Operation</strong></td>
<td>Monday - Friday 8:30 a.m. - 5:30 p.m.</td>
<td>No designated hours</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>Customer Representative 3 Trained Staff Members</td>
<td>Rotates on a weekly basis amongst employees</td>
</tr>
<tr>
<td><strong>Host</strong></td>
<td>Customer Service Representative in Town Manager Department</td>
<td>Village of Palmetto Bay</td>
</tr>
<tr>
<td><strong>Call Volume</strong></td>
<td>40 calls / day 1200 calls / month</td>
<td>25 calls / day 750 calls / month</td>
</tr>
<tr>
<td><strong>Call Length</strong></td>
<td>2 - 3 Minutes</td>
<td>Approx. 1 Minute (varies)</td>
</tr>
<tr>
<td><strong>Wait Time</strong></td>
<td>1 - 2 Minutes</td>
<td>1 - 2 Minutes</td>
</tr>
<tr>
<td><strong>Completion Time</strong></td>
<td>Seconds</td>
<td>1 - 2 Days</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>English</td>
<td>English / Spanish</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>Department Information General Inquiry</td>
<td>General Inquiry Direction to Concerns</td>
</tr>
<tr>
<td><strong>Specific Services Not Handled</strong></td>
<td>Referred to MDC 311</td>
<td>Emergencies</td>
</tr>
<tr>
<td><strong>Common Services Requested</strong></td>
<td>Code Compliance Building Department Public Works</td>
<td>Park Information Noise Complaints Code Violations</td>
</tr>
<tr>
<td><strong>Common Complaints</strong></td>
<td>Code Compliance Building Department Public Works</td>
<td>Noise Complaints Park Sanitation</td>
</tr>
</tbody>
</table>

Source: Town of Cutler Bay and Village of Palmetto Bay Questionnaires
REFERENCES

3. Miami Shores Village Information provided by Village Clerk, Miami Shores Village. Received: April 4, 2008 & April 9, 2008
4. City of North Miami Beach Questionnaire completed by I.T. Department, City of North Miami Beach. Received: April 7, 2008.
7. Town of Cutler Bay Questionnaire completed by Customer Service Representative and I.T. Department, Town of Cutler Bay. Received: April 8, 2008
9. Village of Palmetto Bay Questionnaire completed by Village Clerk, Palmetto Bay. Received: April 10, 2008.
Summary Findings

-City of Miami Springs: The only online transaction, is the water bill payment. In the future, the City of Miami Springs would like citizens to be able to pay for code enforcement violations, occupational licenses, building permits and disabled parking tickets via its website.

-City of Sweetwater: City currently does not have funds to develop call center.

-City of Opa Locka: City is in the process of developing a 311 project. The City plans to outsource call center which will offer 3 languages. The City plans to provide online bill payment (water bill, and code enforcement violations).

-City of Hialeah Gardens: City is in web presence stage. The City does not currently have an in house IT personnel. The IT needs are outsourced to Corporate Grafix.
<table>
<thead>
<tr>
<th>Demographics</th>
<th>Miami Springs</th>
<th>Sweetwater</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The cities of Miami Springs, and Sweetwater.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Population</strong></td>
<td>13,712</td>
<td>14,226</td>
</tr>
<tr>
<td><strong>Male=Female Ratio</strong></td>
<td>M=6,589 F=7,123</td>
<td>M=6,843 F=7,383</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td>Hispanic=8,176 White=4,279 Black=280 Asian=163 American Indian=30 Native Hawaiian=5</td>
<td>Hispanic=13,253 White=363 Black=126 American Indian=42 Asian=28 Native Hawaiian=0</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td>Owner=3,271 Renter=1,819</td>
<td>Owner=2,148 Renter=2,119</td>
</tr>
<tr>
<td><strong>Median Individual Income</strong></td>
<td>50,000</td>
<td>29,333</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>Under 5=741 18-64=10,578 65+=2,128</td>
<td>Under 5=741 18-64=10,781 65+=19,33</td>
</tr>
</tbody>
</table>
# The cities of Opa Locka and Hialeah Gardens

<table>
<thead>
<tr>
<th></th>
<th>Opa Locka</th>
<th>Hialeah Gardens</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>14,951</td>
<td>19,297</td>
</tr>
<tr>
<td><strong>Male/Female Ration</strong></td>
<td>M=6897 F=8054</td>
<td>M=9294 F=10003</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td>Black=10,412</td>
<td>Hispanic=17324</td>
</tr>
<tr>
<td></td>
<td>Hispanic=3414</td>
<td>Black=348</td>
</tr>
<tr>
<td></td>
<td>White=854</td>
<td>White=280</td>
</tr>
<tr>
<td></td>
<td>Asian=52</td>
<td>Asian=154</td>
</tr>
<tr>
<td></td>
<td>Native Hawaiian=3</td>
<td>American Indian=15</td>
</tr>
<tr>
<td></td>
<td>American Indian=0</td>
<td>Native Hawaiian=0</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td>Owner=1765</td>
<td>Owner=4363</td>
</tr>
<tr>
<td></td>
<td>Renter=3125</td>
<td>Renter=1273</td>
</tr>
<tr>
<td><strong>Median Individual Income</strong></td>
<td>19, 631</td>
<td>38,858</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>Under 5=1403</td>
<td>Under 5=1361</td>
</tr>
<tr>
<td></td>
<td>18-64=9776</td>
<td>18-64=13956</td>
</tr>
<tr>
<td></td>
<td>65+=1275</td>
<td>65+=2029</td>
</tr>
</tbody>
</table>
City of Miami Springs
Interview Findings

• What are the services provided through the city’s website? Downloading building permits, water and sewer bill payments

• Who hosts the city’s portal? Self/ Web server in-house

• How many emails does the Webmaster receive for providing web services (monthly)? 150

• What are the web-based transactions provided by the city? Downloading building permits/ checking status of building permits

• What are the following website metrics (monthly)?:
  
  • Number of hits per day: 200- 250
  
  • Number of visitor sessions: 3000
City of Miami Springs: Interview Findings

- Most frequently accessed website links: water bill payment
- Most frequently used website applications: water bill payment
- What are the common service requests made by the citizens and businesses?
  - Service request can’t be submitted on-line
- How long does it take for each of the above service requests to be completed? Not tracked
- What are the common complaints submitted on-line?
  - Can not be submitted online
- Complaints can’t be submitted on-line, however, the City of Miami Springs would like to move in that direction.
City of Sweetwater
Interview Findings

• What new services would you like to offer your citizens? Public Housing
• What services currently provided on your website can be eliminated or enhanced? Public works subcontracted
• Average completion timeframes for services: Landscaping: same day, Curve: Months
  – Complaints: Landscaping: home improvements: “garages "illegal
• Special projects: grants county state federal subsidized funding: Eviction $\frac{1}{2}$ rent
• The Circulator: free bus service to Sweetwater citizens
• Funding comes from: city taxes: occupational, police tickets, 80-90% CBDG Funding

• How often do you update your website? County has a June deadline to finalize the site.

• How much does the maintenance of your website cost? 10000-25000 a year.

• On a scale of 1-10, 10 being the highest, rate the efficiency of your system in resolving complaints/requests? 6
City of Opa Locka
Interview Findings

• The City of Opa Locka most frequently visited link is employment.

• The city updates the web page every 60-90 days.

• Water bill payment/code enforcement are the highest calls requested by citizens.

• City has a turn around time of 24 hours for any request made by citizens.

• Daily call volume= 30-50 calls per day

• Length of calls=5-10 minutes

• City currently has six different phone systems, city is looking to move into an automotive centralized voice IP.

• City currently does not have a call center

• Residents are able to access, traffic alerts, local news information and the weather.
City of Hialeah Gardens
Interview Findings

- Links on web site that is most accessed: new forms, images, root-directory, agendas, minutes, parks recreation forms.

- What services currently provided on your website can be eliminated or enhanced? Event Calendar

- How often do you update your website? About every 2 weeks.

- City provides forms from each department, that are downloadable and accessible via the website.

- City has no call center. There is only one person that handles resident complaints. Residents call, a complaint form is filled out, operator follows up with department and then with resident after issue is resolved.

- Resolution of problem: It depends on problem. Usually same day to maximum one week

- Most common complaints: code enforcement issues and public works
Summary Findings/ Recommendations

• No call centers present in any of the municipalities
  • Call center not feasible for smaller municipalities
  • Service / information requests channeled through receptionist or Mayor’s office
• Most commonly accessed website links: building code compliance, charter and ordinance, utility payment, zoning maps, occupational licenses, job searches, City Council agendas
• Service calls and complaints handled within 24 hours of receipt
• Service call requests filed using a paper filing system
• Website usage is a function of income and educational level
• Create multilingual (i.e. English, Spanish, Creole) websites
Demographics: Age

Average Age

- Doral: 32.7
  - Total population: 20,438
- Hialeah: 37
  - Total population: 226,419
- Miami Springs: 38.90
  - Total population: 13,712
- U.S.: 36.6
[Source: 2000 U.S. Census]

Population by Age: Hialeah

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>65+</td>
<td>37,679</td>
</tr>
<tr>
<td>45 - 64</td>
<td>51,762</td>
</tr>
<tr>
<td>25 - 44</td>
<td>66,484</td>
</tr>
<tr>
<td>16 - 24</td>
<td>27,579</td>
</tr>
<tr>
<td>15 or younger</td>
<td>42,915</td>
</tr>
</tbody>
</table>

Population by Age: Doral

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>65+</td>
<td>990</td>
</tr>
<tr>
<td>45 - 64</td>
<td>3,827</td>
</tr>
<tr>
<td>25 - 44</td>
<td>8,911</td>
</tr>
<tr>
<td>16 - 24</td>
<td>2,118</td>
</tr>
<tr>
<td>15 or younger</td>
<td>4,594</td>
</tr>
</tbody>
</table>

Population by Age: Miami Springs

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>65+</td>
<td>2,128</td>
</tr>
<tr>
<td>45 - 64</td>
<td>3,186</td>
</tr>
<tr>
<td>25 - 44</td>
<td>4,283</td>
</tr>
<tr>
<td>16 - 24</td>
<td>1,526</td>
</tr>
<tr>
<td>15 or younger</td>
<td>2,589</td>
</tr>
</tbody>
</table>
Area Median Income

- Hialeah: $29,492
- Doral: $53,060
- Miami Springs: $50,000
- U.S.: $41,994
Educational Attainment

- **Hialeah**
  - Almost half of the population (46%) does not have a college degree.

- **Doral**
  - 63% of the population has some college and/or bachelor’s degree.

- **Miami Springs**
  - Two thirds (67%) of the population does not have a college degree.

[Level of education is directly proportional to internet use.]
Demographics of Internet Use

- Disconnect between website usage, education level, income level, and language
  - Miami Springs: 200 – 250 hits a day
  - Doral: 500 – 550 hits a day
  - Hialeah: not provided

- Most commonly accessed website links:
  - Building code compliance
  - Charter and ordinance
  - Utility payment
  - Zoning maps
  - Occupational licenses
  - Job searches
  - City Council agendas

---

**Demographics of Internet Users**

Below is the percentage of each group who use the internet, according to our October-December 2007 survey. As an example, 74% of adult women use the internet.

<table>
<thead>
<tr>
<th>Age</th>
<th>Use the internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-29</td>
<td>92%</td>
</tr>
<tr>
<td>30-49</td>
<td>85</td>
</tr>
<tr>
<td>50-64</td>
<td>72</td>
</tr>
<tr>
<td>65+</td>
<td>37</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race/ethnicity</th>
<th>Use the internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>White, Non-Hispanic</td>
<td>76%</td>
</tr>
<tr>
<td>Black, Non-Hispanic</td>
<td>56</td>
</tr>
<tr>
<td>English-speaking Hispanic</td>
<td>79</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Household income</th>
<th>Use the internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $30,000/yr</td>
<td>61%</td>
</tr>
<tr>
<td>$30,000-$49,999</td>
<td>78</td>
</tr>
<tr>
<td>$50,000-$74,999</td>
<td>90</td>
</tr>
<tr>
<td>$75,000+</td>
<td>93</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational attainment</th>
<th>Use the internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than High School</td>
<td>38%</td>
</tr>
<tr>
<td>High School</td>
<td>67</td>
</tr>
<tr>
<td>Some College</td>
<td>84</td>
</tr>
<tr>
<td>College +</td>
<td>93</td>
</tr>
</tbody>
</table>

City of Miami Springs

Major findings / recommendations

• 3-1-1 services not necessary for a small city.

• Website receives 200 – 250 hits a day.

• Website consists mainly of online presence. Services offered include ability to pay utility bills and access building permits and City Council agendas.

• IT Department stated a desire to outsource hosting of City website.

• IT Department stated desire to use open source software.
Major Findings / Recommendations

• The city has no call center developed and all service requests/general related issues are handled/routed via the Mayor’s office.

• Most commonly assessed website links, applications, and most utilized online resources available include: property search, permits, zoning map, flood prevention, charter and ordinances, and job search.

• Service requests/complaints are handled within 24 hours of receipt and city responds in the same format as request was received (phone or writing). All complaints/requests are filed using a master paper filing system kept in the mayor’s office.

• Lack of response from Miami-Dade County to comply with City’s requests to incorporate into 3-1-1 information system.

• Interactive website (gateway outlining departments, services, special events, historical and statistical data).

• Website hosted by IT department.
City of Doral

Major Findings / Recommendations

- Improving Communication with residents and businesses is a primary objective of the Doral’s Strategic Business Plan. To meet this goal they have developed City TV station and focused efforts on improving website.

- City’s vision is to develop it’s own service center by developing an online and call service system.
  - Currently the city has no call center developed and all service requests/general issues are routed by receptionist to individual departments.
  - Service request are received through phone and email. Each department tracks individual service calls.

- Website is hosted by outside consultant.
  - Receives estimated 200,000 hits annually.
  - Allows for minimal transactional operations.
  - Most developed link is the Building Department. The Building Department Information System allows developers to “view application history, track plan reviews, schedule inspections and view inspection results.” Webmaster currently developing method where users will eventually be able to pay permit fees through this system.
Sources

- City of Doral, Public Information Officer, personal communication, 12 April 2008.
- City of Hialeah, Mayor’s Office, personal communication, 03 March 2008.
- City of Hialeah, CIO, personal communication, 09, April, 2008
- IT Manager, Miami Springs, personal communication, 09 April 2008
GROUP 6
311 Services Expansion to Municipalities in Miami-Dade County

Maggie Perez
David Owen
John Laskis
James Valle

Summary Findings

– None of the observed cities have a call center.

– Careful consideration of each cities demographics are important in understanding service requests due to their respective and unique characteristics.

– The vast majority of complaints and service requests are handled either in person or via phone.

– With the exception of Key Biscayne and Doral the cities don’t have technology in place to track which specific parts of their sites are being accessed.
The knowledge of a city's demographics (number of citizens, income, etc.) are all important information as a means of understanding that municipalities service requests and how best to handle them.

The lower and higher income individuals tend to disregard websites as a means of filing requests and registering complaints. Instead, they prefer one-on-one meetings with city officials or conversations on the phone.

During our interviews with city staff, it was made clear that the residents in the City of Hialeah and the Village of Key Biscayne relied heavily on one-on-one interaction to resolve their issues.

Thus, the financial information shown below corroborates the preferences of higher and lower income residents when accessing their municipal governments.

### Median Household Incomes:

- **City of Doral**: $54,800.00  
  **City of Doral Population**: 29,685
- **City of Hialeah**: $30,271.00  
  **City of Hialeah Population**: 224,522
- **City of Sweetwater**: $30,300.00  
  **City of Sweetwater Population**: 14,226
- **City of Key Biscayne**: $89,400.00  
  **City of Key Biscayne Population**: 10,507
WEB USAGE VS TELEPHONE ACCESS COMPARISON

It was interesting to note that the more directly a department impacts a constituent's life, the more the constituent seeks person-to-person contact. The department list shown below is representative of the departments most frequently accessed by residents.

**Departments most frequently accessed via the telephone across all municipalities:**

- Solid waste
- Permit department
- Occupational licenses
- Passports (Sweetwater)
- Police department
- Building Department
- Planning and Zoning department.
- Public Works
- Water and Sewer department
Meanwhile, the further removed a department is from impacting someone’s life the easier it is for the resident to acquire the information that they’re looking for online.

**Departments most frequently accessed online:**

- Web usage is substantially different among the residents of different cities.
- The residents of Key Biscayne tend to use the Village’s web site as resource when viewing the Village meeting agendas, calendar, as well as a way of staying up to speed on the events taking place on the Key.
- City of Sweetwater residents most frequently turn to the web for city employee contact information and job opportunities.
- The City of Doral offers its residents a program called Building Department Integrated Solutions (BDIS), which allows for the viewing of inspection schedules, inspection results, plan reviews, application and permit information.
- City of Hialeah officials stated that their most frequently accessed web site function is that of their online library services.
SUMMARY OF FINDINGS / RECOMMENDATIONS

• Web is not the primary preferred method of interaction with the city government.

• The cities should be proactive in implementing and marketing the availability of call centers.

• Process for a tracking service requests information should be made available online for citizens.

• Cities should implement a 24 hour call center in order to better serve their constituencies when making service requests or simply filing complaints about something in their area.

• With the compilation of service request data, the cities can ensure that departments which are in high demand are adequately staffed in order to demonstrate commitment to efficiency.