

**TOWN OF PLYMOUTH CAPITAL IMPROVEMENT PLAN REQUEST FORM  
FY23 FALL TOWN MEETING REQUEST FORM**

<b>Department:</b>	<b>Priority #:</b>	
<b>Project Title and Description:</b>	<b>Total Project Cost:</b>	

Department/Division Head:

Check if project is: New  Resubmitted  Cost estimate was developed: Internally  Externally

For project re-submittals, list prior year(s):

List any funding sources and amounts already granted: \_\_\_\_\_

Basis of Estimated Costs (attach additional information if available)			If project has impact on 5 Year Plan and future operating budgets, insert estimated amounts.		
Capital:	Cost	Comments	Fiscal Year:	Capital	Operations & Maintenance
<i>Planning and Design</i>			FY23		
<i>Labor and Materials</i>			FY24		
<i>Administration</i>			FY25		
<i>Land Acquisition</i>			FY26		
<i>Equipment</i>			FY27		
<i>Other</i>					
<i>Contingency</i>					
<b>Total Capital</b>					

Project Justification and Objective: \_\_\_\_\_

**For Capital Project Requests:**

Will this project be phased over more than one fiscal year? If yes, enter it on the 5 Year Plan      Yes       No

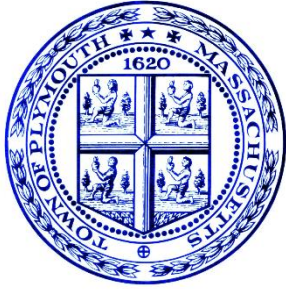
Can this project be phased over more than one fiscal year?      Yes       No

**For Capital Equipment Requests:**

Check if equipment requested is replacement and enter the year, make & model, VIN and present condition of existing equipment

What is the expected lifespan of this new/replacement equipment: \_\_\_\_\_

**Attach backup information, estimates, or justification to support this request.**



# TOWN OF PLYMOUTH

TOWN MANAGER & INFORMATION TECHNOLOGY  
26 COURT STREET, PLYMOUTH, MA 02360  
CONTACT: ANTHONY SENESI & JOE YOUNG

August 16, 2022

## MEMORANDUM

### TOWN OF PLYMOUTH WEBSITE REDESIGN & 311 SYSTEM UPGRADE CAPITAL IMPROVEMENT PLAN REQUEST, FY23 FALL SPECIAL TOWN MEETING

The Town of Plymouth's website: [www.plymouth-ma.gov](http://www.plymouth-ma.gov) needs a significant redesign and upgrade of its current system. CivicPlus is utilized for the vast majority of municipal websites, including the Town of Plymouth. This request is two-fold, a Website Redesign and a 311 System Upgrade, both are included under the CivicPlus umbrella. This request addresses two Select Board FY23 Goals and Priorities to improve communication and transparency across the entire Town.

#### **WEBSITE REDESIGN:**

The Town of Plymouth website currently operates on a severely outdated Content Management System (CMS), Drupal 7 Open, under the CivicPlus brand. The proposed redesign and upgrade would feature a CMS system that is proprietary to CivicPlus, called CivicEngage Central. Upgrading to CivicEngage Central will give numerous opportunities for ways to outreach and connect with residents in a more user-friendly way. The back-end user experience will make updating the website significantly easier Staff's job is to manage content. Some of the other highlights include:

**WYSIWYG Editor** (Allows Staff to see what the page will look like as they make edits)

**Design flexibility** (Ability to design individual department pages differently). This will enhance the information that can be listed on a department's webpage.

**Notify Me®** module (allows web users to subscribe to email and/or text message notifications from the **Calendar, News Flash, Job Postings, Bid Postings, Alert Center, Agenda Center,** and **Blog** modules.

**Activities** (Manage activities and take payments for registrations within the website).

**Facilities** (Manage facilities, allow reservations, take payments, links to calendar so if a board member books a facility for a meeting on the town calendar will make facility unavailable during that time)

**Agenda Center** (Ability to build in workflows and manage agenda process). The Agenda Center would replace the current add-on CivicClerk.

**Job Postings** (Robust Job postings module allows for easy job postings and application management)

**Permissions** (Much more intuitive control over permissions for staff members)

**Dashboard** (One location to view recent activity and approvals)

**Document Center** (Easily organize and store documents on the website)

**Form Builder** (Easily build online forms to collect information, direct to the appropriate person, and track analytics. Much easier than CMS since you're able to live edit)

**Multiple file uploads** (Drag and drop multiple files at once not a capability of Drupal 7)

**Advanced Search** (Predictive search function)

**Online Payments** (Take payment directly on the website)

**Newsletter Builder** (quickly and easily build and distribute newsletters, through CivicSend)

**Mobile App** (Mobile app that will pull content directly from the site so no need to update content in 2 locations while optimizing for mobile Add-on)

The request includes a ONE TIME FEE to implement the entire redesign of the Town's website. (See attached SOW): \$58,108.50 (Year 1)

### **SECLICKFIX (311 SYSTEM):**

The SeeClickFix (311System) can be implemented in tandem with the full Town of Plymouth website redesign (as described above). The SeeClickFix Pro, which is what the request is for, will be a full way that residents can report, monitor, and communicate with the Town regarding their concerns and issues. For Town staff and administration, there will be an easy way to internally assign, track and resolve concerns from residents. Please see the attached information, that describes more information regarding what the system provides.

The requests includes the FIRST YEAR ANNUAL FEE for the SeeClickFix system (See attached SOW): \$29,354.22

**The SOWs that were given to the Town, expire and become invalid after August 31, 2022.** Once we have signed, CivicPlus is willing to wait to receive payment until after funds are approved after STM or ARPA.



**CivicPlus**

302 South 4th St. Suite 500  
Manhattan, KS 66502  
US

**Quote #:**

Q-28169-1

**Date:**

8/12/2022 2:25 PM

**Expires On:**

8/31/2022

**Product:**

CivicEngage

**Client:**

Plymouth MA - CivicEngage

**Bill To:**

Plymouth MA - CivicEngage

SALESPERSON	Phone	EMAIL	DELIVERY METHOD	PAYMENT METHOD
Katie Malsch	x	katie.malsch@civicplus.com		Net 30

CivicEngage - Statement of Work

QTY	PRODUCT NAME	DESCRIPTION	PRODUCT TYPE
1.00	Annual - CivicEngage Central	Annual - CivicEngage Central	Renewable
1.00	Hosting & Security Annual Fee - CivicEngage Central	Hosting & Security Annual Fee - CivicEngage Central	Renewable
1.00	SSL Management – CP Provided Only	SSL Management – CP Provided Only 1 per domain (Annually Renews)	Renewable
1.00	DNS Hosting for .GOV – Annual Fee	DNS Hosting for .GOV – Annual Fee	Renewable
1.00	Ultimate Implementation - CivicEngage Central	Ultimate Implementation - CivicEngage Central	One-time
1.00	4yr Redesign Ultimate Annual - CivicEngage	4yr Redesign Ultimate Annual - CivicEngage	Renewable
800.00	Content Development - 1 Page - CivicEngage	Content Development - 1 Page - CivicEngage	One-time
6.00	System Training (4h, virtual) - CivicEngage	CivicEngage System Training - Virtual, Half Day Block	One-time
5.00	Agendas & Minutes Migration - PDF - 100 Meetings - CivicEngage	Content Migration : Agendas & Minutes - Per 100 Meetings (Approx. 1 year)	One-time
1.00	Alignment Virtual Consulting	Up to 2 days virtual consult. Recommended group 8 or less.	One-time
4.00	Virtual Content Consulting - CivicEngage	Virtual Content Consulting 1/2 day block - CivicEngage	One-time
1.00	CivicSend Annual - CivicEngage Central	CivicSend Annual	Renewable

QTY	PRODUCT NAME	DESCRIPTION	PRODUCT TYPE
1.00	CivicSend Implementation - CivicEngage Central	CivicSend Implementation	One-time

List Price - Year 1 Total	USD 78,255.00
Total Investment - Year 1	USD 58,108.50
Annual Recurring Services - Year 2	USD 11,655.00

Total Days of Quote:365

1. This Statement of Work ("SOW") shall be subject to the terms and conditions of the CivicPlus Master Services Agreement located at <https://www.civicplus.com/master-services-agreement> ("MSA"), to which this SOW is hereby attached as the CivicEngage Statement of Work. By signing this SOW, Client expressly agrees to the terms and conditions of the MSA throughout the Term of this SOW.
2. This SOW shall remain in effect for an initial term equal to 365 days from the date of signing ("Initial Term"). In the event that neither party gives 60 days' notice to terminate prior to the end of the Initial Term, or any subsequent Renewal Term, this SOW will automatically renew for an additional 1-year renewal term ("Renewal Term"). The Initial Term and all Renewal Terms are collectively referred to as the "Term".
3. The Total Investment - Year 1 will be invoiced upon signing of this SOW.
4. Annual Recurring Services shall be invoiced on the start date of each Renewal Term. Annual Recurring Services, including but not limited to hosting, support and maintenance services, shall be subject to a 5% annual increase beginning in year 2 of service. Client will pay all invoices within 30 days of the date of such invoice.
5. Client agrees that CivicPlus shall not migrate, convert, or port content or information that could reasonably be construed as time sensitive, such as calendar or blog content, during the Project Development.
6. **If** a Recurring Redesign line item is included with the Client's quote in this SOW, starting after 48 months of continuous service under this SOW, Client shall be entitled to receive a redesign at no additional cost. Client may initiate such redesign any time after 48 months of continuous service. Upon the initiation of an eligible redesign project, Client may begin accumulating eligibility towards a subsequent redesign after another 48 months of continuous service. Redesigns that include additional features not available on the original website may be subject to additional charges. Additional features include, but are not limited to, additional modules and integration of third-party software. Recurring Redesigns are eligible for the website, subsite, and department headers included in this SOW only. Any subsequently purchased website, subsite, and department header shall not be included in a redesign hereunder.
7. Client allows CivicPlus to display a "Government Websites by CivicPlus" insignia, and web link at the bottom of their web pages. Client understands that the pricing and any related discount structure provided under this SOW assumes such perpetual permission.

*Signature Page to Follow.*

**Acceptance**

By signing below, the parties are agreeing to be bound by the covenants and obligations specified in this SOW and the MSA terms and conditions found at: <https://www.civicplus.com/master-services-agreement>.

IN WITNESS WHEREOF, the parties have caused this SOW to be executed by their duly authorized representatives as of the dates below.

Client

CivicPlus

By:

By:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Date:

**Contact Information**

\*all documents must be returned: Master Service Agreement, Statement of Work, and Contact Information Sheet.

**Organization** URL

Street Address

Address 2

City State Postal Code

CivicPlus provides telephone support for all trained clients from 7am –7pm Central Time, Monday-Friday (excluding holidays).  
Emergency Support is provided on a 24/7/365 basis for representatives named by the Client. Client is responsible for  
ensuring CivicPlus has current updates.

**Emergency Contact & Mobile Phone**

**Emergency Contact & Mobile Phone**

**Emergency Contact & Mobile Phone**

**Billing Contact** E-Mail

Phone Ext. Fax

Billing Address

Address 2

City State Postal Code

Tax ID # Sales Tax Exempt #

Billing Terms Account Rep

Info Required on Invoice (PO or Job #)

Are you utilizing any external funding for your project (ex. FEMA, CARES): Y [     ] or N [     ]

Please list all external sources: \_\_\_\_\_

**Contract Contact** Email

Phone Ext. Fax

**Project Contact** Email

Phone Ext. Fax



**CivicPlus**

302 South 4th St. Suite 500  
Manhattan, KS 66502  
US

**Quote #:**

Q-28249-1

**Date:**

8/16/2022 10:55 AM

**Expires On:**

8/31/2022

**Product:**

SeeClickFix

**Client:**

Plymouth MA - SCF

**Bill To:**

Plymouth MA - SCF

SALESPERSON	Phone	EMAIL	DELIVERY METHOD	PAYMENT METHOD
Katie Malsch	x	katie.malsch@civicplus.com		Net 30

SeeClickFix - Statement of Work

Product Name	DESCRIPTION	QTY
SeeClickFix Pro	Unlimited gov user licenses for service request management tool to intake citizen submissions via mobile app. Assign requests internally, resolve issues and measure request performance. Includes support and virtual training services.	1.00

List Price - Year 1 Total	USD 41,934.60
---------------------------	---------------

Total Investment - Year 1	USD 29,354.22
---------------------------	---------------

Annual Recurring Costs - Year 2	USD 30,821.93
---------------------------------	---------------

\*Annual Recurring Costs are subject to 5% annual technology uplift beginning in year 2 of service.

Total Days of Quote:365

1. This Statement of Work ("SOW") shall be subject to the terms and conditions of the CivicPlus Master Services Agreement located at <https://www.civicplus.com/master-services-agreement> ("MSA"), to which this SOW is hereby attached as the SeeClickFix Statement of Work. By signing this SOW, Client expressly agrees to the terms and conditions of the MSA throughout the Term of this SOW.

2. This SOW shall remain in effect for an initial term equal to 365 days from the date of signing ("Initial Term"). In the event that neither party gives 90 days' notice to terminate prior to the end of the Initial Term or any subsequent Renewal Term, this SOW will automatically renew for an additional 1-year renewal term ("Renewal Term"). The Initial Term and all Renewal Terms are collectively referred to as the "Term".

3. The Total Investment - Year 1 (the sum of the One Time Costs and the Recurring Costs) will be invoiced at signing of this SOW. Client will pay all invoices within 30 days of the date of invoice.

4. Renewal Term Annual Recurring Costs shall be invoiced on the start date of each Renewal Term.

5. Client agrees to use the CivicService SeeClickFix service (the "Service") in ways that conform to all applicable laws and regulations, including, without limitation, the Telephone Consumer Protection Act (if Client uses "Conversations"). Client agrees not to make any attempt to gain unauthorized access to any of CivicPlus' systems or networks. Client agrees that CivicPlus shall not be responsible or liable for the content of messages created by Client, or by those who access Service, or otherwise delivered by Service on behalf of Client.

6. CivicPlus does not own any data, information, or material that Client, or its constituents, submit to the Service in the course of using the Service ("Client Data"). Client, not CivicPlus, shall have sole responsibility for the accuracy, quality,



integrity, legality, reliability, appropriateness, and intellectual property ownership or right to use of all Client Data, and CivicPlus shall not be responsible or liable for the deletion, correction, destruction, damage, loss or failure to store any Client Data. CivicPlus reserves the right to withhold, remove and/or discard Client Data without notice for any breach, including, without limitation, Client's non-payment. Upon termination for cause, Client's right to access or use Client Data immediately ceases, and CivicPlus shall have no obligation to maintain or forward any Client Data.

7. If the "Conversations" or "SeeClickFix Pro" line item is included in this SOW above, the following terms shall apply: The text message (SMS/MMS) comes with unlimited lines and up to 25,000 messages per month. If text usage exceeds the set usage amounts included herein, additional text will be invoiced to the Client at \$0.01 per message in arrears at the end of the then-current term in which the additional charges are incurred. In the event Client exceeds the set usage amounts herein, CivicPlus will provide Client with report that displays such excess usage with the invoice. CivicPlus will use its best efforts to notify the Client in the event Client exceeds the usage amounts in any month.

8. CivicPlus will provide access to the Services via mobile applications, internet, and an embeddable interactive widget for public reporting, alerts on discussing non-emergency issues ("the Software"). Users will be able to interact with the Software and post various content including words and photos ("User Content"). While the content of users of the Software is governed by CivicPlus' published Terms of Use and Privacy Policy, CivicPlus may not be able to control the exact nature of the User Content. CivicPlus reserves the right, not the obligation, to edit User Content.

9. CivicPlus will provide the Services and manage the Customer data and content in compliance with the [SeeClickFix Data Retention Policy](#) and [SeeClickFix Terms of Use](#). Client understands and agrees that it has sole discretion over the solicitation, collection, storage or other use of end-users' personally identifiable information, including sharing with third parties, on any of the Services provided by CivicPlus and CivicPlus discourages the solicitation and collection of any end user personally identifiable information. Client further understands and agrees that Client is solely responsible for the use or storage of end-users' personally identifiable information in connection with the Services or the consequences of the solicitation, collection, storage, or other use by the Customer or by any third party of personally identifiable information.

10. To the extent it may apply to any of the Services or deliverables of the SOW, user logins are for designated individuals chosen by Customer ("Users") and cannot be shared or used by more than one User. Customer will be responsible for the confidentiality and use of User's passwords and usernames. Customer will also be responsible for all electronic communications, including those containing business information, account registration, account holder information, financial information, Customer data, and all other data of any kind contained within emails or otherwise entered electronically through the Services, CivicPlus Materials, or under Customer's account. Customer shall use commercially reasonable efforts to prevent unauthorized access to or use of the Services and CivicPlus Materials and shall promptly notify CivicPlus of any unauthorized access or use of the Services and/or CivicPlus Materials and any loss or theft or unauthorized use of any User's password or username and/or personal information.

## Acceptance

The undersigned has read and agrees to the following Terms and Conditions, which are incorporated into this SOW, and have caused this SOW to be executed as of the date signed by the Customer which will be the Effective Date: <https://www.civicplus.com/master-services-agreement>

Client

CivicPlus

By:

By:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Date:

**Contact Information**

\*all documents must be returned: Master Service Agreement, Statement of Work, and Contact Information Sheet.

**Organization** URL

Street Address

Address 2

City State Postal Code

CivicPlus provides telephone support for all trained clients from 7am –7pm Central Time, Monday-Friday (excluding holidays).  
Emergency Support is provided on a 24/7/365 basis for representatives named by the Client. Client is responsible for  
ensuring CivicPlus has current updates.

**Emergency Contact & Mobile Phone**

**Emergency Contact & Mobile Phone**

**Emergency Contact & Mobile Phone**

**Billing Contact** E-Mail

Phone Ext. Fax

Billing Address

Address 2

City State Postal Code

Tax ID # Sales Tax Exempt #

Billing Terms Account Rep

Info Required on Invoice (PO or Job #)

Are you utilizing any external funding for your project (ex. FEMA, CARES): Y [     ] or N [     ]

Please list all external sources: \_\_\_\_\_

**Contract Contact** Email

Phone Ext. Fax

**Project Contact** Email


Phone Ext. Fax

**SeeClickFix**  
POWERED BY CIVICPLUS



# Citizen Relationship Management Solutions to Power **Positive Civic Experiences**






# Your citizens have high expectations for the level of service they receive from their community leaders—and so do you.

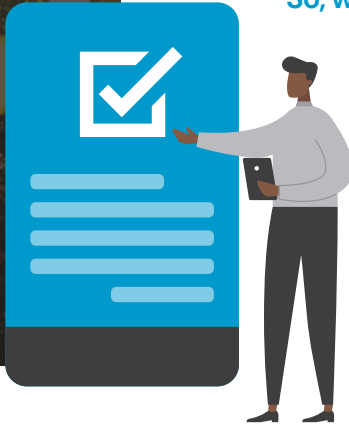
Private sector brands that leverage modern and personalized technology solutions have raised the bar for high-quality customer service. However, public service leaders who want to create similar experiences for their citizens often lack a unified system to consolidate and manage all the different channels citizens use to submit requests, inquiries, and feedback, including social media, forms, texts, emails, phone calls, and walk-in requests.

As a result, citizen messages can get lost or delayed, leaving the impression that their local government is difficult and slow. Even worse, your citizens aren't the only ones frustrated; staff members may also feel helpless to provide the highest-quality customer service.



We believe there should be a one-stop, frictionless way for local governments to provide positive civic experiences.

So, we built one.



SeeClickFix from CivicPlus® is a full-service citizen relationship management solution that creates positive interactions between citizens and local governments. It removes barriers between leaders and citizens, empowering administrative staff to provide high-quality, responsive, and personalized citizen service.

With SeeClickFix, citizens can report non-emergency concerns via text, web, mobile app, in-person or social media. Local officials use SeeClickFix to track messages and notify staff and partners who provide answers and resolve issues. SeeClickFix works with hundreds of municipal, state, county, and other public sector integration solution providers to streamline service and improve efficiency.

## SeeClickFix Empowers Local Leaders to:



Leverage the communication channels citizens already rely on



Eliminate communication barriers between citizens and internally across departments



Capture all the diverse voices in your community to understand better what they want and need from their leaders



Meet contactless government expectations by enabling citizens and staff to communicate remotely and safely from home, at work, and out in the community



Create custom internal workflows to route requests for rapid response

# With the SeeClickFix Citizen Relationship Management Solution, You Get:

## Citizen Communication Features

- Receive and respond to emails and text messages from a single inbox
- Log a phone call or walk-in request
- Receive geotagged photos of service requests submitted via the SeeClickFix mobile app for response by your public works service staff
- Receive and respond to questions or comments submitted via the CivicPlus Chatbot\*
- Receive citizen requests sent via Facebook
- Integrate the Report an Issue web portal into your website
- Include secondary questions that prompt the citizen for all the details you need to respond to their request
- Enable locationless submissions that don't require the citizen to identify a specific location associated with a concern
- Conduct two-way communications with citizens from request start to completion, providing transparency and proving accountability
- Send routine updates and maintenance notices to citizens

---

\*CivicPlus Chatbot is powered by Frase



## Staff Collaboration Features

- Submit internal-only service requests
- Subscribe to requests to monitor progress
- Automate issue routing to the right team or department
- Detect duplicate requests to save time
- Assign issues according to staff roles and restrictions
- Escalate overdue requests to managers
- Enable internal-only commenting along the issue lifecycle
- Restrict administrative access to certain request types
- Leverage any of our 20+ integrations with industry-leading public works software partners
- Track work order resources, spend, and budget to plan for future projects and prove your responsibility with taxpayer dollars



## Mapping and Data Analytics Features

- Keep a record of interactions with each citizen
- Display open and closed issues and monitor trends on a public map
- Review the Report Card feature to measure performance for data-driven decisions
- Set up automatic reports sent to key managers
- Manage time and resources with service level agreement (SLA) reporting



### Every SeeClickFix User Receives

Unlimited licenses | Unlimited citizen profiles | Unlimited request categories | A multi-channel solution | Your municipality's branding incorporated into your citizen-facing experiences



## How We'll Support You and Your Staff

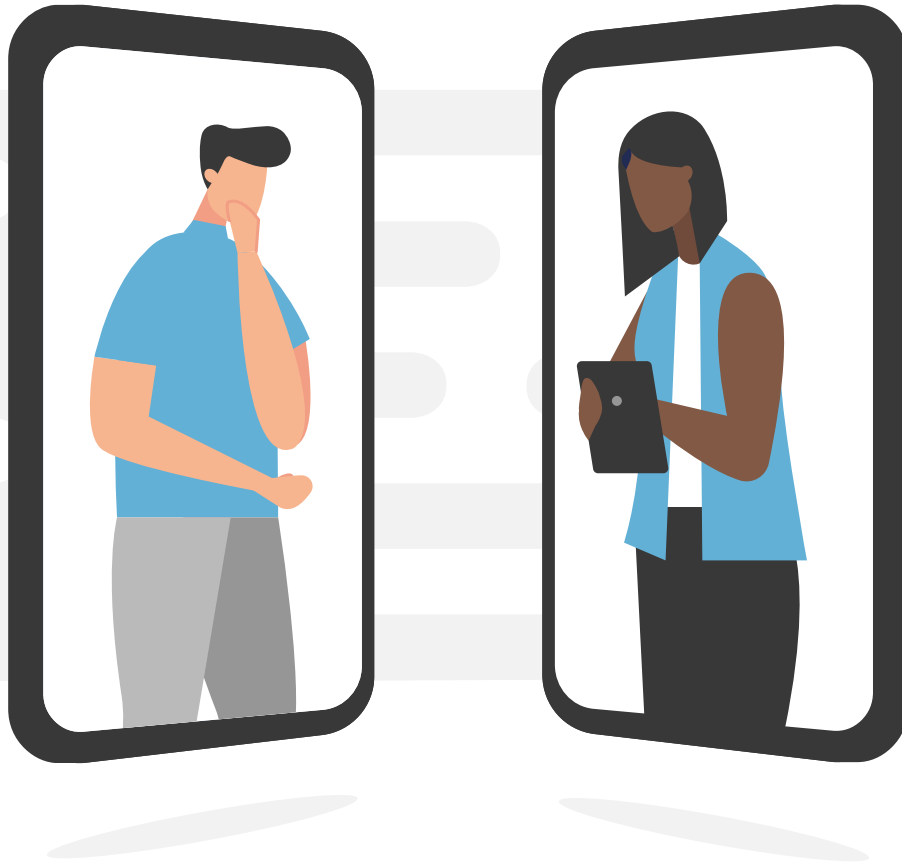
Onboarding and Implementation | Technical Support  
| Client Success | Online Help Centers for Your Staff  
and Your Citizens

**SeeClickFix**  
POWERED BY CIVICPLUS

Citizen Relationship Management for  
Local Government



[info@civicplus.com](mailto:info@civicplus.com) | 888.228.2233 | [civicplus.com](http://civicplus.com)



# The ROI of 311 Citizen Request Management Technology



## Abstract

Today's local governments are under increasing pressure to cut costs, stretch budgets, find efficiencies, and essentially do more with less. More than ever, they need tools and solutions that can enable them to deliver quality citizen service interactions more efficiently. This white paper discusses how 311 and citizen request management (CRM) technology can help municipalities streamline administrative and field worker efficiency, optimize resources, and strengthen citizen satisfaction and trust.

# Introduction

The single most effective way for municipalities to boost citizen engagement, trust, and satisfaction is to offer exceptional customer service experiences at every interaction and government touchpoint. The reality that quality service improves gratification and contentment should be no surprise. It's been proven repeatedly in the private sector by the biggest brands that those with the strongest reputations for delivering an extraordinary (or even simply attentive and responsive) customer service experience achieve the highest rates of customer retention and ultimately long-term growth.

In the private sector, customer experience has become a core metric of business stability and financial performance. According to [McKinsey & Company](#), brand leaders outperformed laggards in the S&P 500 by more than 200 percent in the past decade. Brands like Trader Joe's, Chick-fil-A, the Ritz-Carlton, Amazon, and JetBlue have earned national recognition for fostering customer experiences that delight and have earned the revenue to fuel the solid operational programs to ensure ongoing success.

How can public sector entities mirror such goliaths' customer service strategies and achieve similar success in the form of community health and endurance?

The first and most impactful strategy they can employ is implementing a 311 and citizen request management (CRM) software and efficient processes to leverage its automations. Doing so will return powerful types of positive ROI: time and cost-savings for administrative and field staff, predictable resource investment, and the intangible but critical power of citizen satisfaction.

# The Time-Saving Administrative Staff Benefits of 311 and CRM Technology

The Town of Gilbert, Arizona, is fast. Really fast. In 2018, the town cut its 311 request acknowledgment time in half—dropping from 1.2 days to 0.6 days. Its time to close a request also dropped dramatically—falling from 9.6 to seven days.

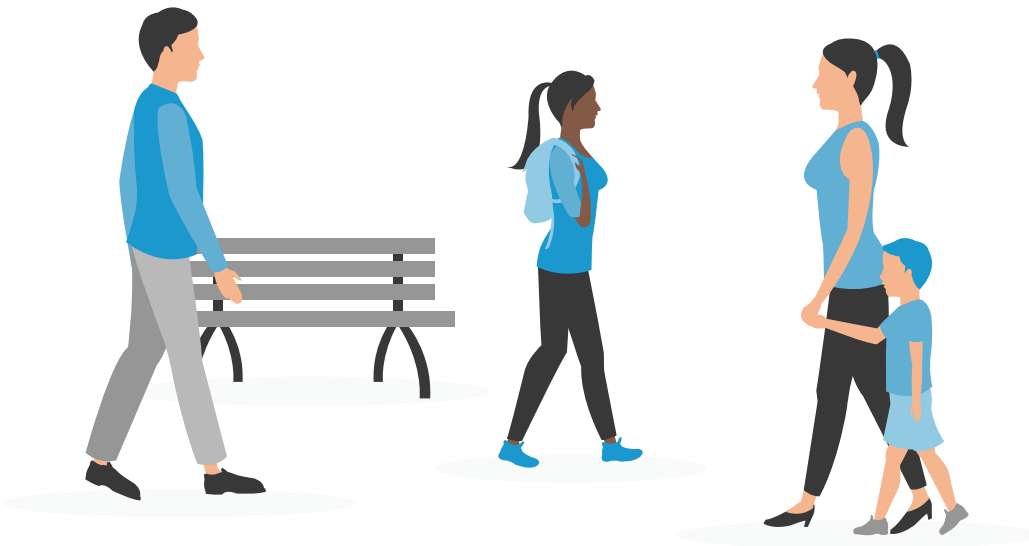
Before implementing the SeeClickFix 311 and CRM software, to file a request, residents would call customer service, who would call the police, who would call public works. The process was inefficient, indirect, and required the intervention of two administrative staff members from two different departments before reaching the desk of someone who could take action.

With its 311 and CRM software, citizen requests instantly go to public works and are managed via automated workflows. Citizens can then follow the progress of their request and receive a notification when the work is complete.

As a result of this workflow:

- ✓ Administrative staff time for request intervention is collectively reduced by the need for fewer redirects of the initial submission and fewer citizen inquiries to follow-up on the status of the request
- ✓ Citizen satisfaction with their local government is improved
- ✓ Community issues are resolved more quickly to the delight of all impacted residents

Gilbert’s model represents a successful illustration of the first ROI benefit of a 311 and CRM: reduced administrative staff time to respond to every citizen inquiry and request.



## Suppose a citizen notices a broken piece of sidewalk pavement in their neighborhood and is worried it could cause a trip and fall hazard.

Without a 311 and CRM solution, to report the issue, the concerned citizen would need to research the correct department phone number or go directly to the public works office to report a complaint. A staff member would need to pause from other work to file the complaint, contact a staff member about the repair, remember to follow-up until the work is completed, and then contact the citizen to let him know when the repair is complete.

Most likely, the citizen is going to call back several times to check on the status of the request, which will cause the administrator to call the assigned staff member to check in again too. When the work is done, the road crew will quickly be on to the next project and may not have a chance to report back right away that the work is done, and even if they did, it might take some time for the administrator to find time to call the citizen back to report that the work is complete.




## **This model is completely reliant upon manual follow-ups and offers the citizen zero on-demand visibility into their request status.**

With a 311 and CRM, the citizen can directly report the issue from a desktop computer or mobile device. Once they have submitted the request, it is routed directly to the correct department or employee, based on pre-set request categories. Additionally, administrators can be notified whenever new tickets are submitted to their department and assign tasks as they see fit. Some 311 and CRM tools can also be configured to send automated reminders to staff and administrators if an action has not been taken within a predetermined amount of time, ensuring the request is addressed promptly. The citizen can monitor the request's progress every step of the way until completion, without any phone calls, walk-ins, or manual follow-ups.

Further reinforcing the value in automated citizen request management, Data from McKinsey & Company notes that satisfied citizens require less administrative interventions. Their research shows that dissatisfied citizens are twice as likely to contact agency hotlines three or more times for help.

# Calculating the potential ROI of Administrative Efficiency with a 311 and CRM

To calculate the financial ROI of 311 and CRM technology, start by estimating your administrative staff's time addressing citizen requests.

<p><b>1</b> What is the average number of hours administrative staff members spend on citizen public works requests per week? Include in your calculation the time spent answering citizen phone calls/emails/walk-ins, documenting the request, assigning work to appropriate field staff, following up internally until completion, acknowledging work completion with the original requesting citizen, and manual report management.</p>	<p><b>1</b> Reduce the average number of hours administrative staff spends on citizen public works requests by 6 hours per week.</p>
<p><b>2</b> What is the average number of requests received per year? Multiply it by the number you received in step one.</p>	<p><b>2</b> Multiply the new number in step one by the average number of requests received per year.</p>
<p><b>3</b> Multiply the number in step two by the hourly salary of staff members who coordinate requests. The resulting dollar amount reflects the number of taxpayer dollars your administration spends on administrative citizen request management.</p>	<p><b>3</b> Multiply the number in step two by the hourly salary of those staff member(s) who coordinate requests.</p>
	<p><b>4</b> Subtract the number you received in step three with your first calculation of dollars spent on administrative tasks.</p> 

Now, calculate how much time you could save with an automated solution. The [McKinseyGlobal Institute](#) found that office workers report being able to save six or more hours per week by automating repetitive manual tasks. Based on this data:

The difference is the number of taxpayer dollars you could save by automating your administrative staff tasks associated with citizen requests, but it's only the first metric that demonstrates the ROI of 311 and CRM technology.



# Streamlined and Coordinated Task Management

Using 311 and CRM technology, when a citizen, emergency responder, or municipal staff member reports an issue that requires intervention by public works field staff, the team receives all the information they need to prepare a response and track their efforts through to completion. Without such automations but rather by using a system reliant upon paper, spreadsheets, tickets in disparate tracking systems, phone calls, and even post-it-notes, field staff's responses are less organized and less efficient.

Suppose three citizens on the same street report a broken streetlamp. On Monday, the field team receives these and a dozen other requests for work around the community. The fourth task it addresses as it crisscrosses the region responding to tickets in a semi-organized chronological order based on submission is the streetlamp.

The next day, they reach the second of the same requests. They travel to the reported neighborhood and realize they already addressed the issue the day prior. Through no fault of their own, this disordered project management style, reliant on incomplete and inconsistent data, results in redundant actions, inefficiencies, and lost time.

# With an automated system that consolidates duplicate requests into the same tasks and allows staff to respond to non-emergency requests based on geographical groupings, work is completed expeditiously and productively.

This organized approach to citizen requests is a significant part of how Kitsap County has decreased its average response time to critical requests by 196 percent.

At Kitsap County, citizens submit a request via SeeClickFix, which explains the issue to an administrative staff member who can also ask the requester or reporter for more critical details. The data input into SeeClickFix, including user-submitted photos and location data, is then fed to Cartegraph, automatically creating a service request for tracking and response purposes. The requests are then vetted in Cartegraph, where staff uses the data to create work orders as necessary. When the issue has been resolved, administrative staff can provide feedback in Cartegraph, which is routed back to the original requester, enabling bi-directional communications.

This financial ROI component begs the question, how can 311 and CRM systems help municipalities better allocate personnel and supply resources? In Kitsap County, the integration of SeeClickFix and Cartegraph allows staff to document their response and any financial or environmental damage that occurred to meet the Department of Ecology's latest reporting requirements. It also tracks the labor, equipment, and materials used for the spill cleanup. Such quantifiable cost-impact data allows the County to seek reimbursement from the violator and estimate budget, staff, and equipment needs each year.








# The Unquantifiable Benefit of Improving Citizen Trust

Reflecting on the successes of private sector brands that have fully engaged dedicated customer service models, how can the public sector respond to customers' expectations for public sector interactions that more closely align with those of their favorite brands?

As we've discussed, those municipalities that are delighting their citizens and delivering positive, efficient experiences are embracing the digital transformation of citizen services, creating digital twins of workflows to streamline administrative tasks and field worker efficiency. They are also making a quantifiable impact on such vital outcomes as achieving their mission, managing their budget, reducing staff attrition, and strengthening public trust.

# Improving customer experience can drive better critical outcomes for government agencies around the world.

 <p><b>Increase trust</b></p>	 <p><b>Achieve stated missions</b></p>	 <p><b>Meet or exceed budgetary goals</b></p>	 <p><b>Reduce risk</b></p>	 <p><b>Boost employee morale</b></p>
<p>Satisfied Customers are</p> <p><b>9x</b></p> <p>more likely to trust the agency providing the service</p>	<p>Satisfied Customers are</p> <p><b>9x</b></p> <p>more likely to agree an agency is delivering on its mission</p>	<p>Dissatisfied Customers are</p> <p><b>2x</b></p> <p>more likely to reach out for help 3+ times</p>	<p>Dissatisfied Customers are</p> <p><b>2x</b></p> <p>more likely to publicly express dissatisfaction</p>	<p>Long-term organizational success is</p> <p><b>50%</b></p> <p>driven by organizational health and is mutually reinforced by customer experience</p>

Source: Global results from Canada, France, Germany, Mexico, United Kingdom, and United States, McKinsey Public Sector Journey Benchmark Survey, 2018

The data in this infographic from McKinsey & Company found that government customers are on average nine times more likely to trust a government agency if they are satisfied with its service and that satisfied customers are nine times more likely to agree that an agency is delivering on its mission. Further, they identified that dissatisfied customers are twice as likely to publicly express their unhappiness through social media and other external channels.

How, though, can a municipality quantify such factors as trust and satisfaction? Measure citizen engagement.

# Quantifying the ROI on Citizen Engagement

Anne Arundel County, MD, measured an 89 percent increase in resident engagement through its implementation of SeeClickFix. Its goal in implementing the 311 and CRM software was to have residents and County officials work together to improve their shared quality of life.

In its first-year post-launch, the County documented nearly 7,750 submitted requests. In the second year, county officials received over 14,600 requests for services, increasing nearly 89 percent. The County also found that resident requests increased due to the system's ease of use and accessibility. By elevating community issue awareness, all residents benefit from a safer, cleaner, and more cared for community.

After two years, Anne Arundel County received nearly 29,000 requests across over 40 public service request categories. Today SeeClickFix helps dispatchers and field staff to acknowledge requests quickly, alert requesters when their issue is resolved, prioritize requests, and manage resources. As a result, citizens feel heard, their concerns are validated, and they appreciate their leaders.

Similarly, the Improve Detroit program aims to enable Detroit residents and City agencies to collaborate to effectively address issues that impact day-to-day life. From broken streetlights to illegal dumping, residents provide real-time information and requests for City intervention. In its first four years, Detroit fixed 97 percent of the nearly 190,000 submitted requests, and most residents received a same-day acknowledgment. Building on initial success, the City expanded the number of services provided through the Improve Detroit 311 and CRM tool from 16 to 29.

These figures reaffirm that Detroit residents are invested in improving their City and that their City officials are responsive and concerned about citizens' needs. In other words, engaged communities are better communities.

# Conclusion

With more efficient administrative request management and more responsive service completion, municipalities save time, money and delight their citizens, strengthening trust and solidifying their position as the type of community that earns their residents' long-term commitment and community satisfaction.

