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INNOVATES

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The Philly Innovates Blueprint

How Mayors Across America can Adopt and Implement Philadelphia's Vision for a 'Connected City'

Background on the City—Going beyond the Eagles and cheesesteaks

Historically, Philadelphia, "the birthplace of democracy," is a city of firsts. Philadelphia is known for having the first bank, daily newspaper, public library, university, hospital…and the list only goes on. Philadelphia is the first to expand beyond a typical call center, and to deliver a fully connected and engaged city. Under the leadership of Michael A. Nutter, the City of Philadelphia is modernizing the very fabric of government, raising the bar for how technology is used to drive innovation, and improve quality of life for their citizens.

Rosetta Carrington Lue is Philadelphia's first Chief Customer Service Officer, and she believes firmly that "citizens are our customers." Delivering a customer-first approach means Philadelphia must adopt modern technology solutions to connect with customers, engage with data, and demonstrate effective responses to communities.

In this paper, we detail the City of Philadelphia's blueprint for how they applied one part technology, one part innovation, and one part passion to city resources and infrastructure in order to give citizens easier access to services, reduce inquiry response times, and increase transparency.

Background on the Project

Before the administration turned to technology, the City of Philadelphia did not have a centralized customer contact center. While there was a service board, which was used as a directory for city departments, there was no agency that functioned as a customer service initiative and no agency to provide citizens with accurate and consistent information about municipal services. This left the 1.5 million residents of Philadelphia with an inaccessible and unresponsive City government.

Philly Phacts:

- Philadelphia is the 5th largest city in the United States with a population of 1.5 million

- The City services an area that spans over 140 square miles

- The City itself employs 28,000 citizens. Philadelphia is one of the largest employers in Southeastern Pennsylvania.

- Forty percent of Philadelphians do not have access to Internet in their homes, but do have access to mobile devices

- More than 17 languages are spoken across the City of Philadelphia

The burden of service was frequently placed on citizens. The City needed accountability and scale in order to meet citizen expectations, communicate accurate timelines, and foster trust.

This created a call to action for Mayor Michael A. Nutter and his administration. They embarked on a phased approach to solving these issues—the Philly311 implementation plan:

Step 1: Prioritize the Problems

Mayor Nutter set five key goals to help his teams align and focus on how to go about connecting the City:

1. Becomes one of the safest cities in America.
2. Improve the health of and education for all Philadelphians.
3. Make the City a place of choice.
4. Becomes the greenest, and most sustainable infrastructure.
5. Work more efficiently and effectively, with integrity and responsiveness.

Step 2: Narrow Down the Objectives

The administration narrowed down Mayor Nutter's goals to key objectives.

Safety first was an overarching priority, and the team brainstormed various ways to offer adults, as well as children, a sense of confidence in the safety of their local communities. In these discussions, a common thread continued to surface—the key to reducing crime, keeping streets in order, etc. was to empower their community by giving residents increased opportunities to contribute to neighborhood safety.

Health and education was also critical, as the City wanted a way for citizens to better understand and access the services available to them, and take full advantage of all that the City could offer in improving the quality of life.

Next, the team defined what it meant to be a place of choice. They wanted the City to be more than a home for its citizens—they wanted it to be a residential destination, an attractive lifestyle for living and working, and to have community identities. Communities depend on thriving businesses for local employment opportunities, so they zeroed in on making their infrastructure business-friendly, encouraging people to not only chose to start life in Philadelphia but also develop a desire to stay long term.

Looking at the future of business in Philadelphia, the City expanded to include conversations around the physical future. Mayor Nutter's administration wanted to build a more sustainable environment where communities could thrive.

None of these objectives could be addressed if it meant sacrificing integrity, responsiveness, and effectiveness in the eyes of Philadelphia customers. The administration tackled the lack of accountability head-on, incorporating municipal transparency that would result in empowering service teams and citizens to push one another to be better.

A list this big could only be served with the latest technology.
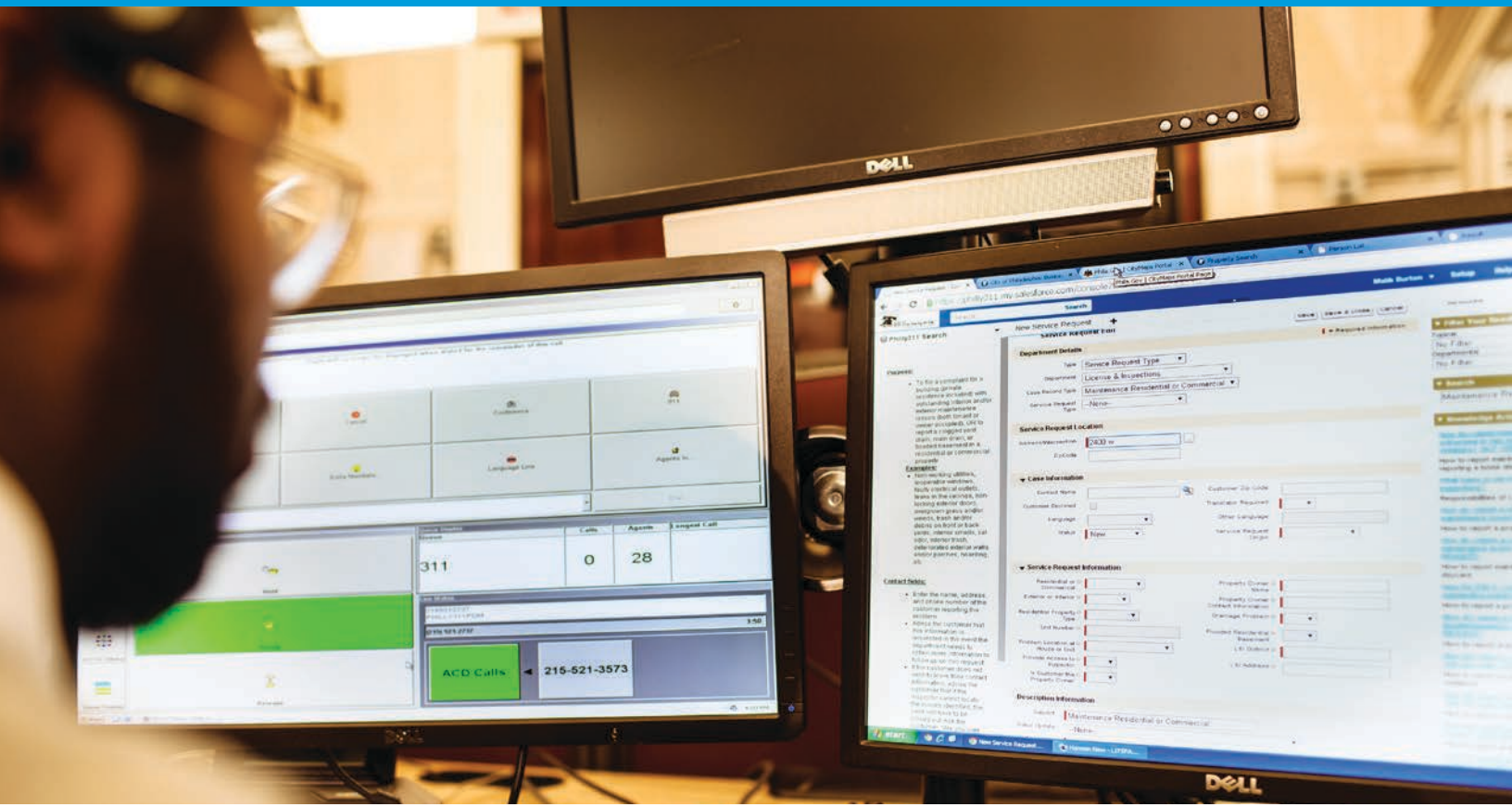
Step 3: Outline the Criteria, Rationalize Against Resources

With goals prioritized and a plan outlined, the administration looked to their customer base to understand what they would require in terms of technology and support:

| Criteria
Solution needed to match citizen expectations. | Rationalization
Citizen expectations needed to be supported with the right resources. |
| --- | --- |
| More of Philadelphia's citizens have access to a mobile phone than they do a computer—a trend reflected in the global adoption of mobile devices. The solution needed to be as mobile-first as well as have an intuitive user experience.

The solution would achieve user-friendly status by integrating service requests, inquiries, and data collection onto a single platform. This would ensure that citizens would have a clean and easy engagement process, one that is typically associated only with private-sector processes.

The city looked to a cloud-first strategy, as they wanted to focus on customer-facing innovation, rather than worrying about managing back-end technology processes. | The City of Philadelphia decided that Salesforce had the social, mobile, and cloud expertise and capability they needed to transform their city. They then chose Unisys as their implementation partner.

The City then identified stakeholder requirements internal to the administration, so that champions for the new solution could be created, helping spread the word and adoption among citizens.

Lastly, the team agreed to pilot the solution in a few key areas, enabling them to learn best practices and refine their approach as they expanded across the city. |

Step 4: Execution and Refinement Process

The City of Philadelphia implemented the Salesforce Customer Service Relationship Management (CRM) solution to power their Philly311 mobile application, and the Philly311 contact center. This application serves as a platform for citizens to log service needs, such as report a pothole, request property history, report graffiti, and find out about other City services—from their exact location, at that very moment, through their channel of choice.

Since the CRM solution integrates call center, desktop, email, and other communication technologies, it enabled the City to integrate websites and other mobile applications in order to give citizens clear visibility into the status of their inquiry as it moves through the system. The Service Cloud portion of the solution—the foundation of Philly's deployment—made handling such tasks integral for the administration.

After implementation, they opened up a feedback loop to key test audiences to make sure it was effective, which included input from:

- **Neighborhood liaisons**—the City trained volunteers to be responsible for recording items discussed during community meetings, such as the need for streetlight repair, missed trash collection, park conditions, etc. They are provided information and resources that enable quick access to Philly 311 to report issues and bring insight back to the larger group they represent.

- **Block captains**—community-designated members that are the resource for neighborhood dwellers to communicate and share ideas. Block Captains also function, in many cases, as Philly311 Neighborhood Liaisons and community heroes.

- **Internal customers**—administrative officials and internal stakeholders were polled to confirm that the CRM Solutions accomplished the task which it was intended to serve, and matched resource capabilities accurately.

With this feedback in place, the city expanded to a citywide implementation, deploying a million-dollar citizen service initiative.

Step 5: Expansion at Scale

The City of Philadelphia used this feedback to quickly and accurately to expand the Philly311 CRM pilot to support the entire City. How did they do this?

Departmental demonstration events gave the administration a chance to educate citizens on the area they felt were a priority internally, filling the biggest service gaps as monitored by the City.

User-Acceptance testing
Philly311 used departmental stakeholders, as well as Neighborhood Liaisons, to ensure the accuracy of Salesforce's dynamic capabilities. Each stakeholder tested a scenario relevant to their role, and provided pertinent feedback.

Community meetings in town-hall style formats to give citizens a chance to not only converse and share experiences, but also present the solution as an extension of natural community behavior.

Training sessions based on citizen sign ups, helping the City make sure they were supporting the most interested parties first, in the area of top priorities to the citizens, cultivating advocates from the very beginning.

Step 6: Connect Communities Together

Unveiled at the February 2015 Philadelphia Innovation summit, the city rolled out the next phase of the Communities Portal that connects citizens not only to city resources, but also to one another so that the collective intelligence, insight, and learning can be shared. Cities work best when citizens take responsibility for their local communities in partnership with their governments. With the Community portal, the City of Philadelphia is opening up the door to neighborhood discussions and collaboration to solve once-intractable problems.

Results

Quantitative results:

Currently Philly311's Salesforce system collects data on the contact center's performance. Since launching, the mobile application has become the #2 most used service in the City for logging service requests. In a reflection of how consumers are using technology, email has remained consistent over the previous three-year period, while mobile use has grown exponentially, and social continues to gain traction:

Point of Contact for Service Requests						
	2009	2010	2011	2012	2013	2014
Phone	63184	72966	90620	78963	79843	93257
Email	987	3302	4274	5318	5810	5341
Mobile			5	1677	1777	7441
Walk in Center	974	1398	1507	1122	878	795
Communities	447	884	1366	952	260	1812
Web		1066	2483	906	135	1129
Twitter			44	262	210	565
Fax/Mail	2	37	21	13	5	1
Facebook						33
Grand Total	65594	79653	100320	89213	88918	110376

Mobile application was formally launched in 2012

Overall, the number of inquiries has increased—a fact that the City of Philadelphia celebrates. With more inquires comes more engagement, helping the administration meet the goals Mayor Nutter set:

1. **Build one of the safest cities in America**—with each engagement, the City becomes a cleaner, safer environment that citizens are proud to participate in and help maintain.

2. **Improve the health of and education for all Philadelphians**—citizens are becoming more aware of the services provided, and are more confident in turning to them for support and improving quality of life.

3. **Make the city a place of choice**—citizens who engage are citizens who care, and strive to make their home a true community.

4. **Build a green, sustainable infrastructure**—with more granular data, the city can scale support in a more accurate and actionable way.

5. **Work more efficiently an effectively, with integrity and responsiveness**—with more data availability/ intelligence, the city has better insight into service patterns, frequency of resources called upon, etc., enabling them to develop predictive services and/or solve future problems before citizens even realize one exists.

As the City's non-emergency contact center, Philly311 is the City's foremost customer service tool. Since its launch, 311 has averaged an extraordinary 93% customer satisfaction rating as determined by an independent assessment.

Qualitative results:

Faster Responsiveness, Greater Efficiency

While resources required by the City to support their community have not changed, proper allocation of resources is proving to have positive impact. For example, location-based notification that is made possible by the social and mobile technology capabilities enable the City to publish public facing GPS functionality. If the address captured when the service inquiry is made does not match the device location, the citizen is automatically notified so that the details can be confirmed or corrected. As a result, trucks and service crews are allocated accurately.
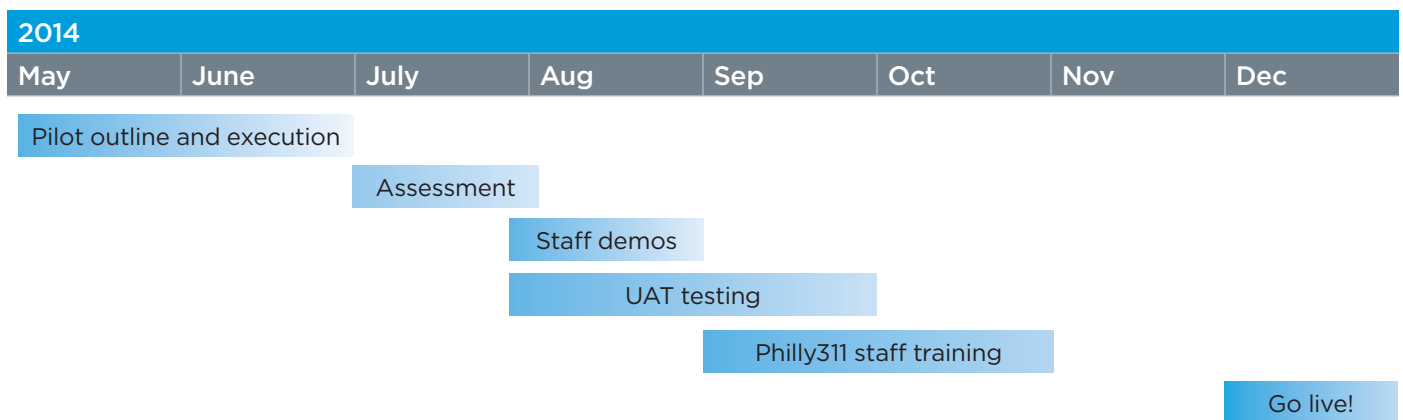
More Transparency = More Productivity

With more transparency to City services, citizens can help themselves. Philly311 enables a citizen to monitor a request's progress, look up information at their leisure, and more. This eliminates inquiries that otherwise would soak up resources needing to focus on larger asks, ultimately helping the City to do more with the same level of investment.

For example, before deploying the CRM solution, Philadelphia 911 center was receiving more and more calls about potholes, graffiti, and missed trashed collection. The Philadelphia 911 center experienced spikes in non-emergency calls during times of extreme weather. When 911 operators were preoccupied with non-emergency calls, actual time-sensitive emergencies were not being addressed, putting the citizens' safety at risk. Now, citizens know their options, and have access to the resources when making a "commotion" call as opposed to an "emergency" call.

In addition to having more awareness of the services available to them, the social community aspect of the solution—the portion most recently deployed—enables citizens to connect to each other, answer each other's questions, and participate in the community as leaders in addition to citizens.

Deployment timeline*:

2014							
May	June	July	Aug	Sep	Oct	Nov	Dec

Pilot outline and execution

Assessment

Staff demos

UAT testing

Philly311 staff training

Go live!

excludes planning steps 1 and 2

On the Horizon

For the City of Philadelphia, technology and the rise of social media has become a top platform for providing an opportunity for two-way communication between government and their citizens, their customers. The newly acquired system has enabled the City to become connected in new and exciting ways. By giving direct access to our residents to tap into resources via a mobile lifestyle and provide relevant information, while gaining meaningful analytics, government interaction in Philadelphia is being revolutionized. The City is redefining and delivering customer service and experiences to its citizens like never before.

And it shows—neighborhood liaisons are coming back with positive testimonials, and the City of Philadelphia is becoming more competitive overall. Newfound citizen support, fueling efforts like the "With Love" campaign, earned the city the #3 best place to visit in 2015 on NY Times' annual review!

Follow in Philly's Lead

Salesforce is proud to help cities like Philadelphia achieve their "connected city" vision and better deliver on their commitment to their citizens. The Salesforce Connected City/State Services Solution helps administrations organize and respond to requests faster, make more efficient use of resources, and empower citizens to communicate and solve problems together.

Learn more about the Salesforce Connected City Services Solution, combining features from...

Service Cloud
Community Cloud
Marketing Cloud

...in order to give citizens easier access to services, reduce inquiry response times, and transform an opaque organization into a transparent community leader.

For more information on Philly311
National inquiries: (215) 686-8686
Local to the City of Philly: dial 311
www.phila.gov/311

311 Walk-in center
1 City hall, Room 167
Philadelphia, PA 19107
www.philla.gov

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Corporate Headquarters
The Landmark @ One Market
Suite 300
San Francisco, CA, 94105 United
States 1-800-NO-SOFTWARE
www.salesforce.com