ITS Strategic Roadmap – FY20 Planning
CRM (Community Response Management)

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Date last updated: *December 27, 2018*

Background

CRM, in Metro Government terms, refers to *Community Response Management* or *Citizen Relationship Management*.

The *hubNashville* CRM program, sponsored by the office of Mayor David Briley, was launched as a response to the many citizens of Nashville and Davidson County who felt disconnected from their Metro Government and the lack of ability to have concerns directed to the Metro agencies that could best address them. To satisfy this need Metro requires an efficient and responsive program to effectively provide non-emergency services and information to an ever-growing, diverse, and tech-savvy population. With appropriate technology as a key component, HubNashville serves that purpose.

The program includes a CRM system, based on the Salesforce platform, which facilitates two-way communication between Nashvillians and their local government, as well as between Metro Departments and agencies, to make responses to issues or queries more efficient, accountable and streamlined. The ultimate goal is to improve the constituent experience to increase confidence in government and administration efficiency, as well as increasing customer service and accountability within the metro departments by providing a centralized mechanism for information inquiries, service requests, complaints and suggestions.

The internal program launch in July 2017 included the new response management system for the Mayor's Office, the Metro Council Office, and all departments via a new hubNashville/311 Contact Center. A user friendly self-service web portal with an intuitive self-service knowledge base was introduced in October 2017, and the hubNashville 311 mobile application was introduced in April 2018.

The hubNashville platform also serves as the Public Records Request system for many Metro departments to accurately track and manager requests from the public for government records.

The system currently features integrations with departmental workflow applications including the Metro Public Works department's CityWorks AMS and the Metro Codes department's Cityworks PLL systems. HubNashville provides for reporting and dashboards to allow the Mayor, department heads and the public to understand the efficiency of services provided by Metro, with data also provided to Metro's Open Data portal.

hubNashville is a very ambitious, game changing initiative which is planned and will be deployed in phases over a span of years, with timing of departments and services incorporated based on community input.

The following key Stakeholders have been identified:

- Mayor's Office of Neighborhoods and Community Engagement
- Metro Council members and the Council office
- Metro departments and agencies
- Information Technology Services department
- Residents and community leaders
- Visitors to Nashville
- Selected CRM solution component vendors including Salesforce

As the Salesforce platform has now been implemented within Metro, there are other opportunities that exist that are external from hubNashville for which the CRM platform can provide a modern, viable alternative. These opportunities will be investigated upon request.

Current Strategic Drivers

1. **Citizens Demand for a Responsive Government** (High) – Nashville citizens need and want to be connected with Metro Government and have the ability to have their concerns directed to the proper agencies and departments who can best assist them.
2. **Citizen Demand for Transparency and Accountability** (High) – The processes in use by Metro Government to address citizen's inquiries and requests are not always transparent and Metro departments are not held fully accountable for service delivery to citizens.
3. **Citizen Demand for Self Service** (High) – Nashville citizens are technology savvy and expect a self-service system that is easy to use, that allows access to information and services across multiple departments, applications and technologies, including a mobile app and a central contact center.
4. **Executive Demand for a Community Response Management Program** (High) – The Briley administration requests a CRM program to enable residents of and visitors to Nashville and Davidson County to access Metro Government Services.
5. **Citizen Demand for Transparency: Language Inclusion** (Medium) – As the demographics of Davidson County change so does the need for communications in languages beyond English.
6. **Salesforce Software Releases** (Medium) – Salesforce implements a software release three times per year. A particular release could affect some of the functionality of the platform.
7. **Demand for Communication across Multiple Channels** (Medium) – While hubNashville uses telephone, email and web to interact with residents, to be more accessible must expand to additional channels including social media, texting and chat.

On the Horizon Strategic Drivers

1. **Change in Current Administration** (High) – An election for Metro Government in the fall of 2019 has the potential to alter Metro leadership including our current mayor, vice mayor and members of the Metro Council. With this election comes the potential to disrupt the planned direction of systems, funding and personnel related to the current administrations.
2. **Demand for Additional Departmental Integrations** (Medium) – The community and Metro departments are aware of the ease of use of a CRM system as a single point of contact with Metro departments and agencies. This demands the inclusion of additional fully integrated and trackable services from departments.
3. **Connected Nashville Strategies** (Medium) – Implementation of strategies associated with the Connected Nashville program could affect the direction of the CRM program.

Short Term Goals (0-6 months) 7/1/19 – 12/31/19

#	Goal/Objective	Est. Start	Est. Duration
1	Work with the team implementing the next generation of Nashville.gov to embed hubNashville functionality throughout the website to enable a seamless service-request environment for our residents and visitors.	07/19	6 Months
2	Work with Nashville.gov and Identity Management to explore and use hubNashville's Salesforce ID as the authentication ID for Nashville.gov citizen users.	07/19	Ongoing
3	Develop Reports and Dashboards according to the needs of departmental customers and Metro's citizens.	07/19	Ongoing
4	Evaluate and plan for additional communication channels such as social media and texting.	07/19	Ongoing
5	Continue to incorporate additional departmental services and into the system.	07/19	Ongoing

Medium Term Goals (6-18 months) 1/1/20 – 12/31/20

#	Goal/Objective	Est. Start	Est. Duration
1	Develop Reports and Dashboards.	TBD	Ongoing
2	Evaluate and plan for additional communication channels.	TBD	Ongoing
3	Continue to incorporate additional departmental services and into the system.	TBD	Ongoing

Long Term Goals (18-36 months) 1/1/21 – 6/30/22

#	Goal/Objective	Est. Start	Est. Duration
1	Continue to incorporate additional departmental services and into the system.	TBD	Ongoing

Related Roadmaps:

- Nashville.gov

Related Resources:

- HubNashville - https://hub.nashville.gov
- Apple Store – https://www.apple.com
- Android Store – https://play.google.com