Learning within the 311 Service Policy Community: Conceptual Framework and Case Study of Kansas City 311 Program

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INTRODUCTION

The 311 non-emergency service system differs from traditional public service delivery in the unique emphasis on citizen participation and extensive use of data and technology. It is a policy community on the issue of non-emergency public service delivery and is vitalized by continuous learning that occurs to all community members. Their knowledge, expertise, information, authority, interests, and discretion are devoted to the 311 system, in forms of service and information requests and relevant decision making and collaboration, in order to improve public service quality and delivery.

CONCEPTUAL FRAMEWORK AND PROPOSITIONS
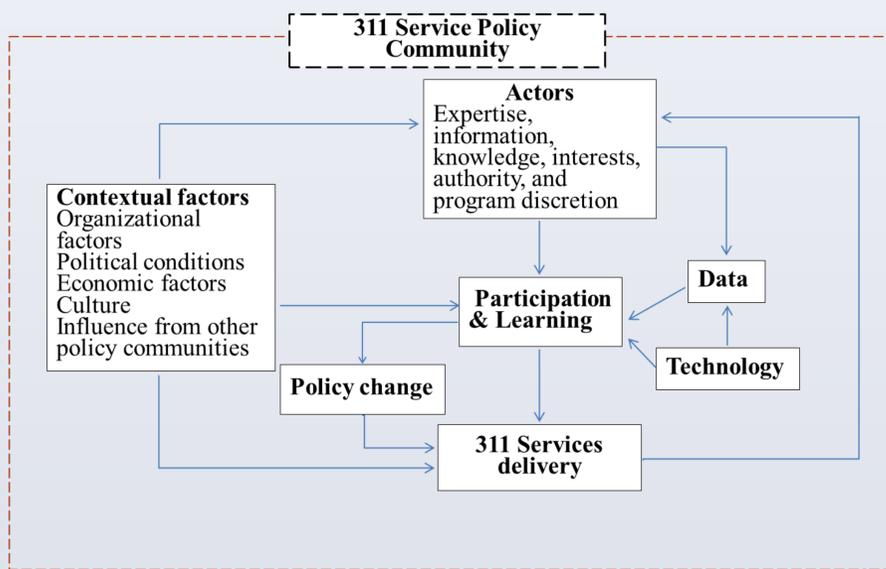
Proposition 1: The 311 service policy community is more likely to succeed when committed participants have authority and program discretion, as well as expertise, information, knowledge, and interests toward the pursuit of better public services.

Proposition 2: The 311 service policy community is more effective when actively utilizes data and technology.

Proposition 3: The 311 service policy community is vitalized by learning occurred to all community participants and more likely to succeed when learning is continuous.

Proposition 4: Learning within the 311 service policy community is more effective when making use of data and technologies to digest participants' inputs.

Proposition 5: The 311 service policy community is affected by contextual factors such as organizational and political conditions.

Proposition 6: The 311 service policy community is more likely to succeed when participants collaboratively use resources and tactics to produce 311 services.

Findings

The content analysis of open datasets, government documents, media reports, and academic studies showed that learning within the KCMO 311 community is
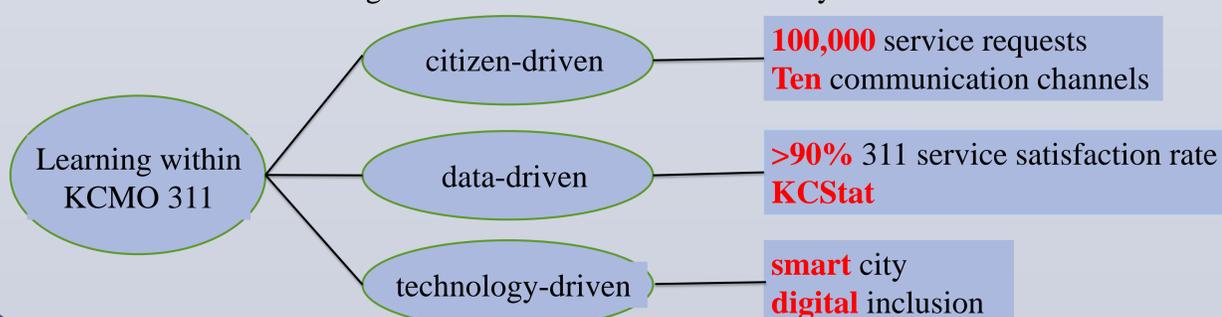
LEARNING DYNAMICS OF KCMO 311

Learning subjects	Learning mechanisms	Learning objects	Learning effects
Insiders of the 311 community: call center manager and staff, city leadership, analysts, departments that deliver 311 services	Staff training	Skills to answering the 311 calls and assigning requests to other depts.	More skillful in dealing with the 311 requests for information and services.
	311 Service requests	Location and description of non-emergency issues.	More accurate and efficient service delivery
	Citizen service satisfaction survey	● Satisfaction rates of the quality and timeliness of service provided by the department ● Satisfaction rates of the service provided by the 311 Call Center	● The long-term trend of 311 satisfaction ● Adjust existing standard based on the trend ● Identify unsatisfied service areas ● Provide improvement ● Make evidence-based government decisions
	Big data analysis of service requests	Represented and underrepresented communities of the 311 services	● Identify communities that need more services ● Make evidence-based government decisions
Outsiders of the 311 community: 311 service users	Digital inclusion programs	Internet access and technological skills	● Improved digital literacy ● Ability to use preferred ways to request 311 services
	Promotion of the 311 program	New functions of the 311 program, and ways and benefits of using it.	Consider reporting to the 311 system when encountering with non-emergency issues
	Use of the 311 system (reporting, tracking, and rating)	● Get requested problems resolved ● Gain experience of using 311 system	● Efficacy, trust in government, perceived effectiveness and transparency, sense of belonging ● Able to share experience with others
Outsiders of the 311 community: nonprofits partners, vendors, and researchers	● Collaboration ● Contracts (technological infrastructure, outsourced service delivery, research projects)	● Opportunity to contribute to the community ● Make profits ● Identify empirical problems/challenges	● Trust ● Achieve missions ● Better 311 services ● Networks
Whole community	Work together to co-produce the 311 services	Effective and efficient service delivery	● Engaged community ● Better government-citizen relationship

Refernces

KC Digital Roadmap (2015). https://data.kcmo.org/dataset/KC-Digital-Roadmap/dw7j-pk8s
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