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 within KCMO 311

- citizen-driven
- data-driven
- technology-driven

- 100,000 service requests
- >90% 311 service satisfaction rate
- smart city digital inclusion

LEARNING DYNAMICS OF KCMO 311

<table>
<thead>
<tr>
<th>Outsiders of the 311 community: 311 service users</th>
<th>Outsiders of the 311 community: nonprofits partners, vendors, and researchers</th>
<th>Whole community</th>
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</thead>
<tbody>
<tr>
<td>Promotion of the 311 program</td>
<td>Collaboration Contracts (technological infrastructure, outsourced service delivery, research projects)</td>
<td>Work together to co-produce the 311 services</td>
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<td>Use of the 311 system (reporting, tracking, and rating)</td>
<td>Opportunity to contribute to the community Make profits Identify empirical problems/challenges</td>
<td>Effective and efficient service delivery</td>
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<td>Big data analysis of service requests</td>
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<td>Represented and underrepresented communities of the 311 services</td>
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<td>Digital inclusion programs</td>
<td>Internet access and technological skills</td>
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References