



REPORT TO COUNCIL City of Sacramento

915 I Street, Sacramento, CA 95814-2604
www. CityofSacramento.org

STAFF REPORT
September 27, 2005

Honorable Mayor and
Members of the City Council

Subject: Status Report: 311 Program

Location/Council District: Citywide

Recommendation:

Adopt resolution approving Guiding Policy Principles for the 311 program.

Contact: Reina J. Schwartz, Director, Department of General Services,
808-7195

Presenters: Reina J. Schwartz

Department: General Services

Division: Office of the Director

Organization No: 3111

Summary:

One of the top priorities for the City of Sacramento in FY 2005/06 is the development of a 311 program and call center. Proposed to "go-live" in late 2006, the 311 call center will receive and respond to non-emergency City service requests. The City's 311 program will benefit residents by providing greater accessibility to City services, simplifying service delivery, reducing the number of non-emergency calls that are currently received by 911 personnel, and improving the City's ability to manage service and assess results.

This report provides: 1) information on the work completed to date on the 311 program, 2) a work plan and time line to complete Phase 1 of the program, and 3) staffing and funding requirements being considered. In addition, this report requests Mayor and City Council approval of the proposed Guiding Policy Principles for the 311 program (Attachment 2).

Committee/Commission Action: None.

Background Information:

The Mayor and City Council's adopted Strategic Plan (January 2005) requested that staff pursue development of a citywide call center with "311" access. The 311 number is a telephone code approved by the Federal Communications Commission beginning in 1997 as a means for the public to have quick access to non-emergency police and other government services.

As currently envisioned, the City's 311 program will provide internal and external customers with easy access to City information and services through one point of contact on a "24/7" basis. The 311 call center also will provide centralized assessment and coordination of City operations, and a reduced number of misdirected non-emergency 911 calls. Full implementation of the 311 program will be accomplished over several phases (see Attachment 1) to help insure a smooth successful implementation. Each phase will act as a catalyst for the following phases and will facilitate the organizational changes that will be needed for constituents and City departments.

The benefits of this 311 program include greater accessibility to City services, a simplified service delivery process through a centralized source of information, a reduction in the number of non-emergency calls that are currently received by 911 personnel, and an improved capability to manage service and assess fulfillment of customer "warranties".

Work Completed to Date

Since June 2005, City staff working with Gartner Consulting have:

- Conducted project initiation meetings and one-on-one interviews with staff across the City to define roles and responsibilities, and identify key dates and milestones.
- Completed data gathering on current systems and infrastructure, current City Operator staffing and budget, and future 311 facility site information.
- Conducted a 311 strategy workshop with key stakeholders from City departments, and Charter Offices. Topics included 311 goals and objectives, critical success factors, project risks and common pitfalls.
- Conducted focus group meetings with key stakeholders from within the City, the community, and other local agencies and governments to receive feedback on the service to be provided and regional partnering. These meetings included public outreach to each City neighborhood area.
- Surveyed City departments to document existing call taking/customer interaction and service request processes currently used, and to identify unique department service requirements.

- Conducted meetings with department representatives to define business and technical requirements for call center call tracking and reporting systems.

Next Steps and Time Line

Gartner has planned an aggressive time line that calls for completion of planning the Phase 1 implementation components by mid-November 2005. Remaining key tasks include:

- Continuing refinement of the project implementation plan including project management, operations, staffing, training and budget
- Conducting deployment workshops
- Preparing one or more Requests for Proposals (RFP) to procure the necessary software, computers, telephones, etc., that will be needed to implement the 311 program

It is estimated that if the RFPs described above are issued in November 2005, then by February/March 2006, staff would be able to return to the City Council with recommended agreements for the required services, equipment and facility needs. During the evaluation of proposals, visits to vendor implementations in other jurisdictions (including potentially Baltimore, Miami, Chicago, New York, Houston, Austin and others) would be arranged to include key staff and City Council members as desired.

Activation (or "go-live") of the 311 center would likely be at least six months after approval of the purchase/construction agreements, in order to allow sufficient time to complete the needed facility improvements, install the telephone and computer equipment and software, and hire and train the 311 center staff. The goal is to "go-live" before the end of 2006.

Staffing Requirements Being Considered

As part of the approved FY 2005/06 budget, the Mayor and Council approved the transfer of the City Operator staff from the Department of Utilities to the Department of General Services. This reorganization included 9.0 full-time equivalent (FTE) staff and a budget of \$410,000 that will form the core operator staff for the 311 program.

Initial call volume for 311 is anticipated to be between 300,000 and 500,000 calls per year (70,000 calls per year currently handled by the City Operator plus an estimated 300,000 calls per year that are currently handled by 911 and other City call centers). Staff estimates that an additional 10-20 FTEs will be needed to support this level of call volume. Staff recommends these additional positions include four supervisory positions to provide supervisory capability on each shift as well as backup.

In order to handle this type of call volume effectively, the City will need to make a number of functional and technical changes to the existing Voice over IP (VoIP) phone

system. In addition, an effective 311 program will require the implementation of a Customer Relationship Management (CRM) system which will help track calls, information requests and service demands. Both the expanded VoIP telephone and CRM systems will need to be supported on a "24/7" schedule to match the 311 call taker schedule. Staffing these technology-related functions will likely result in the need for an additional 6 FTEs beginning in FY 2006/07.

Financial Considerations:

The financial requirements to support the successful implementation of a 311 program can be broken down into the categories shown below. The projected dollar amounts are very rough estimates – a more complete set of required staffing and funding will be presented with the FY 2005/06 Midyear Budget Report.

- One-Time – FY 2005/06
 - Computer and telephone hardware/software & integration services: \$3-\$4 million (may include additional City Staff)
 - Facility improvements: \$3-\$4 million
- Ongoing
 - Staffing and support: \$2-\$3 million

A request for funding for the one-time costs and any associated staffing will be presented with the FY 2005/06 Midyear Budget Review.

Environmental Considerations:

Adopting Guiding Policy Principles for the 311 program is not a "project" as defined by the California Environmental Quality Act (CEQA) because it does not involve an activity that will cause a direct or indirect physical change in the environment and does not require further environmental review.

Policy Considerations:

Implementation of a 311 Call Center is supportive of the City Strategic Plan goal to achieve sustainability and livability by improving access to City services for all residents and visitors, and to improve and expand public safety by reducing the number of non-emergency calls that are currently handled by 911 personnel.


There are a number of policy issues to be considered as the 311 program progresses. The following Guiding Policy Principles are recommended to address policy issues associated with implementation of 311:

- The 311 center will not be designed as a formal back-up for 911 due to the significant additional costs and training that would be required

- The current 911 Communication Center located at 111 Bercut Drive is recommended to be refurbished as the 311 facility, maintaining it as an essential services building
- The goal is for the 311 program to be activated in late 2006
- Full implementation of 311 will be on a phased basis
- 311 will be answered by a live person whenever possible (i.e., no initial phone tree)
- 311 will be available 24 hours a day, 7 days a week, 365 days a year
- Community input will be an integral part of the development and implementation of 311 for the City of Sacramento
- The development of 311 for the City of Sacramento will be coordinated with Sacramento County and other jurisdictions/ agencies in the region to the greatest extent possible
- The addition of a citywide CRM system will require the City to address the interaction and modification of existing work processes over time

Emerging Small Business Development (ESBD):

All procurement related to the 311 program will be conducted in a manner that is consistent with the City's ESBD program.

Respectfully Submitted by: 
 Reina J. Schwartz
 Director, Department of General Services

Recommendation Approved:


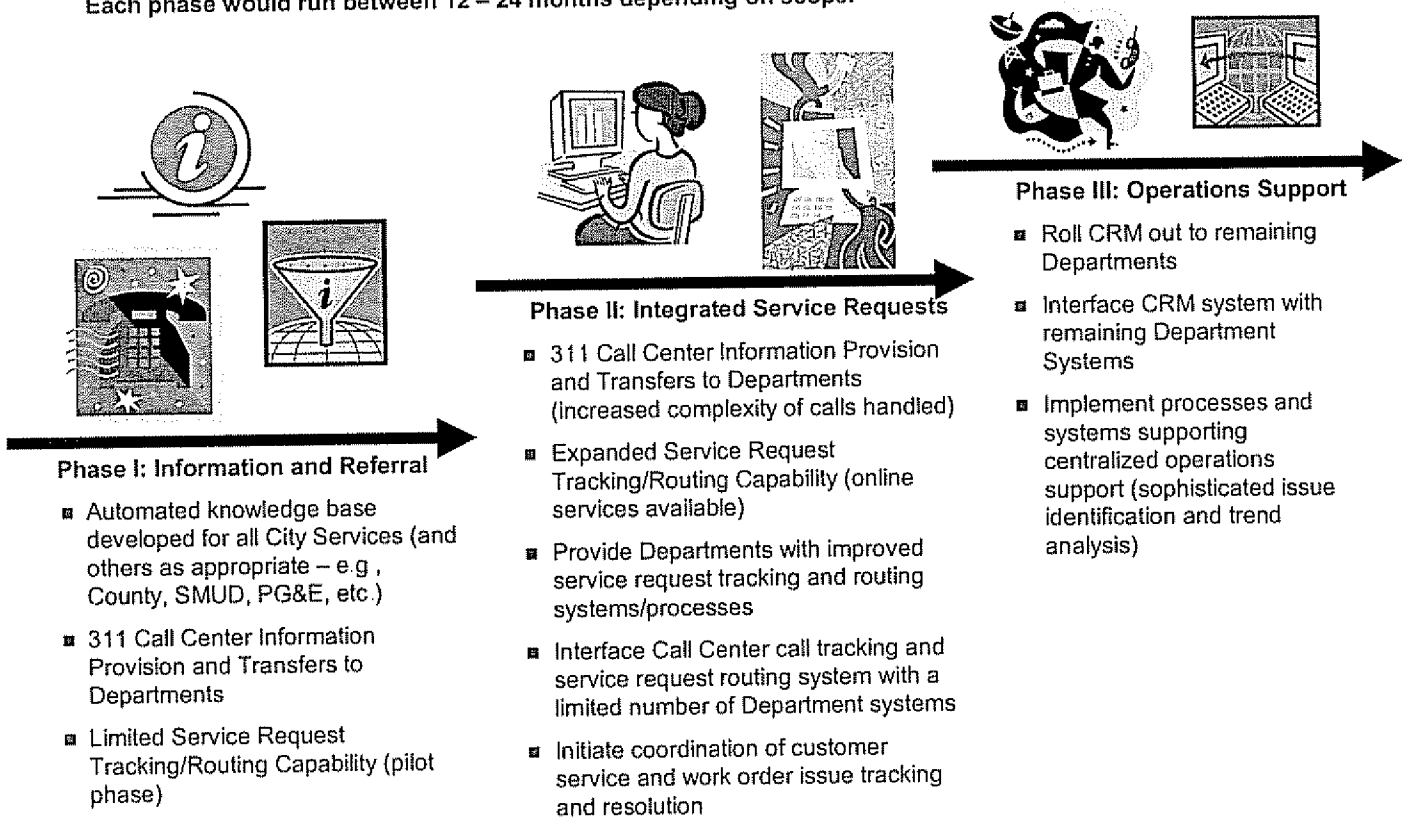

 ROBERT P. THOMAS
 City Manager

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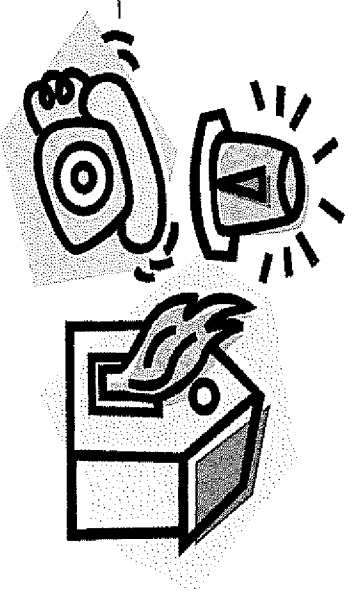
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Gartner's Initial Strategy Proposal Three Phases - An Overview

Each phase would run between 12 – 24 months depending on scope.



311 Program



Status Report

presented by:

Reina J. Schwartz

September 27, 2005

What is 311?

The 311 number is a telephone code approved by the Federal Communications Commission in 1997 as a means for the public to have quick access to non-emergency police and other government services.



311 Benefits

- Greater accessibility to City services
- A simplified service delivery process through a centralized source of information
- A reduction in the number of non-emergency calls that are currently received by 911 personnel
- Improved capability to manage service and assess fulfillment of customer expectations.



Phasing of 311

Phase I: Information and Referral

- Automated knowledge base developed for all City Services (and others as appropriate – e.g., County, SMUD, PG&E, etc.)
- 311 Call Center Information Provision and Transfers to Departments
- Limited Service Request Tracking/Routing Capability (Customer Relationship Management (CRM) pilot phase)



Phase II: Integrated Service Requests

- Expanded Service Request Tracking/Routing Capability (online services available)
- Provide Departments with improved service request tracking and routing systems/processes
- Interface Call Center call tracking and service request routing system (CRM) with some Department systems
- Initiate coordination of customer service and work order issue tracking and resolution



Phase III: Operations Support

- Roll out CRM to remaining departments
- Interface CRM system with remaining Department Systems
- Implement processes and systems supporting centralized operations support (sophisticated issue identification and trend analysis)



Guiding Principles (cont.)

- The development of 311 for the City of Sacramento will be coordinated with Sacramento County and other jurisdictions/agencies in the region to the greatest extent possible
- The addition of a citywide CRM system will require the City to address the interaction and modification of existing work processes over time



Guiding Principles

- The 311 center will not be designed as a formal back-up for 911 due to the significant additional costs and training that would be required
- The current 911 Communication Center located at 111 Bercut Drive is recommended to be refurbished as the 311 facility, maintaining it as an essential services building
- The goal is for the 311 program to be activated in late 2006



Guiding Principles (cont.)

- Community input will be an integral part of the development and implementation of 311 for the City of Sacramento
- Full implementation of 311 will be on a phased basis
- 311 will be answered by a live person whenever possible (i.e., no initial phone tree)
- 311 will be available 24 hours a day, 7 days a week, 365 days a year



RESOLUTION NO. 2005-

Adopted by the Sacramento City Council

September 27, 2005

APPROVING GUIDING POLICY PRINCIPLES FOR THE 311 PROGRAM

BACKGROUND

- A. The Mayor and City Council's adopted Strategic Plan (January 2005) requested that staff pursue development of a citywide call center. This call center would be implemented with 311 access.
- B. Benefits of a 311 program include greater accessibility to City services, a simplified service delivery process, a reduction in the number of non-emergency calls that are currently received by 911 personnel, and an improved capability to manage service through increased accountability.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- Section 1. The following Guiding Policy Principles are adopted to address policy issues associated with implementation of a 311 program:
- The 311 center will not be designed as a formal back-up for 911 due to the significant additional costs and training that would be required
 - The current 911 Communication Center located at 111 Bercut Drive is recommended to be refurbished as the 311 facility, maintaining it as an essential services building
 - The goal is for the 311 program to be activated in late 2006
 - Full implementation of 311 will be on a phased basis
 - 311 will be answered by a live person whenever possible (i.e., no initial phone tree)
 - 311 will be available 24 hours a day, 7 days a week, 365 days a year
 - Community input will be an integral part of the development and implementation of 311 for the City of Sacramento

- The development of 311 for the City of Sacramento will be coordinated with Sacramento County and other jurisdictions/ agencies in the region to the greatest extent possible
- The addition of a citywide Customer Relationship Management system will require the City to address the interaction and modification of existing work processes over time