



# City of Santa Fe, New Mexico

# memo

Date: January 13, 2015

To: Finance Committee

Via: Brian Snyder, City Manager *BKS*

Via: Renee Martinez, IT Department Director *RM*

From: Sevastian Gurule, Constituent Services Director *SG*

Re: Request for Approval of A 311 Pilot Project

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On December 10, 2014, Ms. Esther Tenenbaum, the City Albuquerque's 311 Citizen Contact Center Director, gave a presentation to the Governing Body where she highlighted their successes, efficiencies and customer service satisfaction. When asked how Albuquerque implemented their 311 program, Ms. Tenenbaum stated that they initially started with a pilot project that focused on three basic city services that were in the highest demand (Graffiti, Animal Services and Transportation). Upon concluding the presentation, staff was directed to prepare an implementation plan and present it to the Finance Committee for further discussion and direction.

As requested, staff recommends implementation of a six week, budget neutral, pilot project commencing on February 16<sup>th</sup> and ending on March 27<sup>th</sup>. During this pilot project, Constituent Services personnel will focus on basic city services that are in high demand e.g. Potholes, Graffiti, Animal Control, Over-Head Lighting, Weeds/Trash/Litter-Debris and Abandoned Vehicles.

During this pilot project the telephone numbers for these services will be redirected to Constituent Services where Constituent Services personnel will be responsible for answering these calls, providing information and/or entering the requests for service in the city's Citizen Relationship Management (CRM) system. The CRM request will be automatically routed to the appropriate responsible section and once received the responsible staff person will be required to follow existing internal operating procedures to complete the request for service. The staff person assigned to that request will be required to enter comments into the CRM system identifying the status of the request from the point the request is assigned, to when it has been completed and closed.

In preparation of this pilot project, Constituent Services, along with ITT personnel will be performing the following functions:

- Conduct a thorough review of the corresponding webpages
  - Identify any weaknesses in accuracy or accessibility
- Identify how requests from the public are being addressed and tracked
- Identify how work is assigned, tracked and performance is measured
- Identify how this information is analyzed to improve customer service and the delivery of services

- Identify how departments/divisions are communicating with each other and the public
- Identify opportunities to increase efficiencies

During this pilot project, Constituent Services personnel will be identifying and measuring the following:

- The current tracking process and software programs
- The current customer service follow through that is used
- The total number of staff members required to provide each service
- The total number of phone calls received by the respective divisions and sections
- The total number of requests for each service
- The number of calls that are requesting information versus calls that require services
- The total amount of staff time spent answering phone calls
- Estimate staffing impact to expand 311 services to additional areas
  - Estimate fiscal impact and develop budgetary needs

In addition, an online customer service satisfaction survey will be developed which will be linked and included in the CRM closing notification sent to the customer.

The goal of this pilot project is to first and foremost continue the exploration effort of implementing a full scale 311 Non-Emergency call center for the City of Santa Fe. It is also our goal to determine the feasibility of performing these services with existing personnel and determine how this new program could in fact assist departments, divisions and sections in realize greater internal operational efficiencies. More importantly, our goal is to improve customer service, the delivery of our service and allocation of resources and the overall customer experience with the City of Santa Fe.

#### **Recommended Action**

Staff is requesting approval to implement this 311, budget neutral, pilot project as noted above.