

IMPACT STATEMENT

Legislation title: Direct the Office of Management & Finance to create a 311 Program to improve and simplify community access to City information and services. (Resolution)

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Purpose of proposed legislation and background information:

This resolution directs the Office of Management & Finance (OMF) to create a 311 Program to improve and simplify community access to City information and services. It also directs the City Budget Office to increase the current appropriation level (CAL) target for the Office of the Chief Administrative Officer (CAO) to fund the program.

The goals of the Citywide 311 Program are to:

- Advance the City's efforts to provide equitable, high-quality information and services to all community members, businesses and visitors and
- Provide valuable data and insights into the community's needs and interests, allowing Bureaus and City Council to make more informed service and outreach decisions.

The Citywide 311 Program would provide a single point of contact for community members to access City government and the services it provides. The program's staff will help community members find information, report issues, and request City services online, over the phone and in-person at City buildings. The program would also provide information and referral services to the community for other local government, community and social services, including vital and time sensitive public notification during emergencies or natural disaster response.

In a budget note in the FY 2019-20 Adopted Budget, Council expressed their commitment to establishing a 311 Program in the City of Portland and directed OMF and the Office of Community & Civic Life to prepare a resolution confirming the details of the program for Council consideration in advance of the FY 2020-21 budget development. This resolution fulfills Council's direction and provides for the formal establishment and funding of a 311 Program for the City.

In the budget note, Council further directed the City Budget Office to increase the current appropriations level of the 311 Program to fund the one-time and ongoing implementation costs as part of FY2020-21 budget development, upon passage of a resolution. This resolution, and the accompanying Exhibit, provide the detailed analysis and recommendations to support this direction.

Financial and budgetary impacts:

This resolution directs the City Budget Office increase the Office of the CAO's current appropriation level (CAL) target for the FY 2020-21 Annual Budget by \$1,911,227 to support the 311 Program. This amount includes \$1,208,191 in ongoing General Fund discretionary resources and \$1,362,429 in ongoing General Fund overhead resources.

As the 311 Program will not require the full budgeted amount in FY 2020-21 and FY 2021-22, see Exhibit A, partial program resources may be available for one-time use by City Council in these fiscal years. In FY 2020-21, available resources are projected to be approximately \$1.2 million.

The resolution's Exhibit A projects a need for additional program staff, increasing from the currently adopted 11.5 FTE in FY 2019-20 to 28.0 FTE in FY 2022-23. Council has expressed an interest in preserving and leveraging the institutional knowledge, skills, and expertise of the City's existing staff. The City also faces the reality of limited new financial resources for the 311 Program. Given these goals and realities, the 311 Program is undertaking a Customer Service Resource Study to understand and recommend the best way to identify and migrate future 311 services. The 311 Program will bring initial findings of this Study for Council discussion in a December 17, 2019 work session.

The personnel, expenditure, and resource projections contained in the resolution are exclusive of future Council decisions that may impact the 311 Program's scope, personnel requirements, and financial resources. Such decision points might include:

- Implementation of the Customer Service Resource Study's recommendations, which will provide service-specific details on how to leverage existing City resources.
- Fully transferring major customer service functions not currently included in the 311 Program's scope, specifically the Portland Water Bureau's, Revenue Division's, PBOT Dispatch, and Permit Center's services, staff, and resources.
- Expansion of services beyond Monday through Friday from 8 a.m. to 5 p.m.
- One-time and ongoing costs for contact center management/service desk solution deployment to other bureaus.
- Changes to the Intergovernmental Agreement with Multnomah County regarding the scope or cost-sharing model for the City/County Information & Referral Program.
- Development of a 311 Call Center as a back-up facility for the Bureau of Emergency Communications, which would greatly increase the costs of building improvements.

Community impacts and community involvement:

The vision of the 311 Program established by this resolution states:

Portlanders can easily and effectively access City information and services, regardless of language, ability or resources. They are empowered to contact their government. They get accurate answers quickly and easily and feel confident that their needs and voices are being heard and considered.

Portland's current dispersed customer service model can make it difficult for community members to access City information, programs and services and can result in inequitable experiences and outcomes. Residents who have a disability, do not speak English well, or have limited internet access face heightened barriers to engaging with the City. A 311 Program—which can provide easier and more convenient access—is key to moving toward a more equitable City. Cities that have used their 311 programs to improve access, experience and outcomes for traditionally under-served and under-represented community members have reported significant increases in participation rates.

Given the diverse nature of the Portland community, and the City's commitment to equity for under-served and under-represented communities, the 311 Program will cultivate a welcoming and inclusive customer service experience that increases equitable access and provision of City services. One of the Program's four operational priorities is to "use a foundation of equity & universal design to expand access to government information and services for all Portlanders".

In April 2018, the 311/Customer Service Improvement Project contracted with DHM Research to conduct a telephone survey of Portland residents. The purpose of the survey was to assess residents' experience and priorities when it comes to contacting the City. The survey was sourced from a sufficient sample size of Portland residents to be able to assess Portlanders' opinions generally and to review findings by multiple subgroups, including age, gender and area of the city. In addition to this larger effort, project staff and DHM Research worked with Portland's Community Engagement Liaisons (CELs) to research and capture the opinions of three key, demographic subgroups. This "language-based survey" included responses from Chinese, Spanish and Vietnamese speaking community members. The preferences indicated in each of these two surveys, with consideration for the differences between them, directly informed recommendations and decisions about implementation planning and program development.

The resolution recommends establishing the 311 Customer Service Program within the Office of the Chief Administrative Officer (CAO) within the Office of Management and Finance. Housing the 311 Program within the Office of the CAO will advance the Office's values of service, equity, and innovation; enable the program to benefit from the Office's expertise in management of citywide initiatives; and provide an opportunity to align the 311 Program with other enterprise customer service improvements.

The Office of the CAO will partner with the Office of Community & Civic Life and the Bureau of Technology Services to lead the program. The Office of Community & Civic Life brings a critical connection to community members, organizations and stakeholders and an overall mission of promoting a culture of civic engagement by connecting all Portlanders with each other and their government. The Bureau of Technology Services will contribute their expertise in citywide technology programs and initiatives, including components critical to the successful implementation of the 311 Program: the Portland Oregon Website Replacement Project (POWR), webform replacement, service desk solutions, information security, and telecommunications.

100% Renewable Goal:

The 311 Program will not measurably increase or decrease the City's total energy use or renewable energy use.

Budgetary Impact Worksheet

Does this action change appropriations?

☐ **YES:** Please complete the information below.

☒ **NO:** Skip this section

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount