

**COMMUNICATION FROM CHAIR, PERSONNEL, AUDITS, AND ANIMAL WELFARE (PAAW) COMMITTEE relative to an audit of the City's 3-1-1- System.**

**Recommendations for Council action:**

1. INSTRUCT the Information Technology Agency (ITA) and REQUEST the Controller, with the assistance of the City Administrative Officer (CAO), to identify funding, including potential Special Funds sources, for a qualified consultant to conduct "as-is" and "to-be" analyses of the City's 311 system.
2. INSTRUCT the ITA to review City bench contractor lists, including the Controller's, for a qualified consultant who can:
  - a. Evaluate the current "as-is" processes for routine City service requests according to the end-to-end service request lifecycle (requests for information, service request intake, work assignments to department staff, and service ticket fulfillment with periodic communications back to the service requestor).
  - b. Propose to-be processes and best practices for customer experience, including public communications for City service requests (using customer experience as a primary lens for improvement).
  - c. Conduct an assessment of the existing 3-1-1 Customer Relationship Management (CRM) system in the context of proposed to-be City service processes, a list of readily available technology features for the City to consider in the current market, and a recommendation for replacement if the current system is not satisfactory.
3. INSTRUCT the ITA and REQUEST the Controller to report in 60 days with a status update on the hiring of a consultant to evaluate the City's 311 system.

Fiscal Impact Statement: Neither the City Administrative Officer nor the Chief Legislative Analyst has completed a financial analysis of this report.

Community Impact Statement: None submitted.

Summary:

On April 21, 2021, the PAAW Committee considered a March 11, 2021 Controller report relative to an audit of the 3-1-1 System. According to the Controller, the 3-1-1 System was initiated by Council in the 1990s and as such, the City established its 311 call center in 2002 to provide residents with easier access to government services and improve civic engagement by bringing City Hall directly to them. Its goal was to be a one-stop shop for non-emergency service requests, removing the need to navigate through dozens of

individual departmental directories in order to get graffiti erased, street lights fixed, potholes filled, bulky items removed and much more. As a service organization, City leaders saw the need to take steps to achieve a superior level of customer service. By some measures, those efforts have borne fruit as system usage continues to rise. In 2020, 311 fielded a total of 1.75 million service requests and is getting more information-only requests than ever before. But over nearly two decades, customer contact methods have matured beyond simple phone calls to multiple, integrated ways of communicating, such as via email, social media, web portal and smartphone app. Charged with operating Los Angeles' 311 call center and its customer relationship management (CRM) system, the Information Technology Agency (ITA) has worked to improve 311 over the years to keep up with industry norms. ITA developed the 311 mobile app and website to help residents submit service requests on the fly, which jointly accounted for 80% of 311's service requests in 2020, a pronounced uptick from 51% in 2016. Despite the enhancements to 311, my current report illustrates that the program is not working as efficiently as it could; nor is it keeping up with the level of customer service provided by other large cities. Los Angeles should do more to foster collaboration between departments and adopt a forward-thinking model that prioritizes a better overall customer experience. After consideration and having provided an opportunity for public comment, the Committee moved to continue this matter pending a report-back from ITA in regard to upgrading and improving the system.

Subsequently, on June 16, 2021, the PAAW Committee Chair reconsidered this matter. Representatives from ITA and the Controller's Office presented an overview of proposed upgrades and improvements for the 3-1-1 System and answered questions from the Committee Chair. After consideration, the PAAW Committee Chair moved to make a series of recommendations that are detailed in the above recommendations. This matter is now submitted to Council for its consideration.

Respectfully Submitted,

Councilmember Paul Koretz, Chair  
Personnel, Audits, and Animal Welfare Committee

KORETZ:	YES
HARRIS-DAWSON:	ABSENT
BONIN:	ABSENT

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6/16/21

**-NOT OFFICIAL UNTIL COUNCIL ACTS-**