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September 14, 2022

REF: EXE-291-22

Honorable Members of the City Council  
City of Los Angeles  
Room 395, City Hall  
Los Angeles, CA 90012

Attn: Personnel, Audits, and Animal Welfare Committee  
Information Technology and General Services Committee

## **COUNCIL FILE NO. 21-0278 - REPORT ON THE COMPLETION OF THE CONSULTANT'S CITYWIDE CUSTOMER CONTACT STRATEGY & EVALUATION OF THE MYLA311 SYSTEM**

Pursuant to City Council File No. 21-0278, the Information Technology Agency (ITA) is submitting the following report on the completion of the consultant's evaluation of the City's MyLA311 system.

### **Background**

Per instruction from the Personnel, Audits, and Animal Welfare (PAAW) committee, ITA worked with Grant Thornton (GT), a qualified consultant selected by Task Order Solicitation (CEB-295-21) to make recommendations for improvements to the customer experience, including an evaluation of the MyLA311 system and its intake and fulfillment processes, by May 2022. GT provided, in the form of the attached final report, their citywide customer strategy findings, recommendations for process improvements, and new system technologies that would improve the customer experience for Angelenos using MyLA311 services.

The consultant's work was completed on May 28, 2022. The final step of the engagement with the consultant included the development of a Statement of Work for a RFP to modernize the MyLA311 system and incorporate some of the key customer strategy recommendations included in their report. This Statement of Work consolidates past MyLA311 system requirements, new LA Sanitation system requirements, and customer strategy recommendations from the GT final report. Initial funding for this project in the amount of \$1,567,000 was approved in the FY22/23 budget for ITA. Depending on the scope and proposals received, the full project cost is estimated to come in between \$4M - \$10M.

### **Key Study Findings**

The following observations and findings were based on the consultant's review of as-is processes and technologies,

- The City does not have a formal governance structure in place for monitoring the effectiveness of, or customer satisfaction with, services provided; Nor is there an assigned "champion" from the Mayor's office to oversee the full life cycle of customer services and provide consistent KPIs to ensure efficiency and accountability across all departments providing services.
- Service Level Agreements for services need to be more focused on service delivery, including service request response time, fulfillment processes, and how departments interact with customers and other stakeholders to complete requests and handle complaints.
- Service Requests are sometimes canceled or closed by departments without providing an explanation to customers and sometimes without work being completed.
- Departments need to communicate better with customers, to better set expectations for services up front, as well as when requests are closing, and to provide information if City departments are unable to deliver the service.
- Current system technology is nearing end-of-life, not cloud-based, less scalable, and more susceptible to system slowness and other issues introduced by the City network and the variety of integrations in place.

### **Key Study Recommendations**

The following high-level recommendations are based on the consultant's analysis and findings:

- Establish a formal Citywide Steering Committee to oversee Citywide Customer Service and MyLA311 services going forward, with leadership from a "champion" (key City executive) from the Mayor's Office. This committee will provide governance and assist with the creation of Customer Service Strategy goals, monitor key performance indicator (KPI) results, and help resolve Citywide Customer Service issues that arise.
- Update Service Level Agreements with City departments to cover additional topics such as projected response times, providing information on how services work to better set customer expectations, documenting roles and responsibilities to help ensure accountability, and support for MyLA311 and Citywide Customer Service, etc.
- Establish a Customer Satisfaction survey that is provided after Service Requests close so that the fulfillment process can also be rated, giving the public a more direct voice for providing feedback.
- Establish standardized operating procedures for how departments provide services and communicate to customers through the fulfillment process.
- The City should consider replacing the MyLA311 system with a cloud-based platform that provides modern features, high availability, disaster recovery, security monitoring, and rapid scalability.

**Implementation Timeline**

ITA has incorporated these key study recommendations into the RFP and planned functionality of the MyLA311 “replatforming” project that began in July 2022. A MyLA311 “replatforming” project steering committee and working group have also been put together from all the stakeholder departments, and an RFP is scheduled to be released at the end of September. Implementation is expected to take 12-16 months after contracts are established.

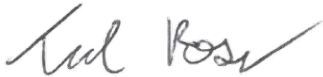
**Recommendations**

ITA recommends to note and file the Grant Thornton report, with its Citywide Customer Contact Strategy findings and recommendations to improve the MyLA 311 processes and system.

**Fiscal Impact Statement**

This is an informational report and has no fiscal impact to the General Fund. Additional funding requests for the project implementation will be submitted through the budget process.

Respectfully submitted,



Ted Ross  
Chief Information Officer, General Manager

Attachment - Grant Thornton MyLA311 Final Report - 2022

ec: Honorable Mayor Eric Garcetti  
Honorable Councilmember & Chair, Paul Koretz  
Honorable Councilmember & Vice Chair, Marqueece Harris-Dawson  
Honorable Councilmember, Mike Bonin  
Honorable Councilmember & Chair, Nithya Raman  
Honorable Councilmember & Vice Chair, Bob Blumenfield  
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# City of Los Angeles

MyLA311 Program Customer Contact Strategy Improvement Project

April 28, 2022



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# 1. Executive Summary

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The stated mission of the City of Los Angeles' (City's) MyLA311 program "is to connect people to City services and information, quickly and easily, via a communication channel of their choice."<sup>1</sup> The program advocates for citizens to "improve [their] city" and delivers general city and government-related information and service requests on behalf of city departments. Governed by the City's Information Technology Agency (ITA), the MyLA311 program collaborates with departments to provide customers with non-emergency services through the 311 Call Center and the customer relationship management (CRM) system (MyLA311 system). In addition, the MyLA311 system holds a City Services Directory (CSD) knowledge base (knowledge base articles) which is used to inform the public about the city's departments' services and programs, answer frequently asked questions, and perform service request intake.

Over the years, the MyLA311 program has kept pace with its peers by increasing the number of services offered and advancements in customer-facing technologies, including increasing citizen's access with the addition of a mobile application, and the number of languages available in the system.

In response to an audit performed by the Office of the Controller, The 411 on the 311: Calling for a Customer-First Approach, and a continuous desire to improve city performance, the City engaged Grant Thornton, LLP, to review the City's MyLA311 service request intake and fulfillment processes and related Customer Contact Strategy and to suggest changes to simplify or streamline processes, enhance the customer experience, and improve overall customer satisfaction with the City's MyLA311 services.

The 311 Call Center has established some key industry leading practices through tracking monthly call center metrics, monitoring agent performance through customer surveys, and an established performance evaluation program. However, even with continual enhancements of these services, one of the main complaints received from customers has been that their service requests are closed without being addressed and provided explanations.

While the 311 Call Center and ITA are accountable and responsible for the intake of service requests and maintenance of the MyLA311 system, the 311 Call Center and ITA do not have the authority to re-define department priorities, establish key performance indicators (KPIs), and hold departments accountable for fulfillment services. Therefore, the City should consider revisiting the vision and governance structure of MyLA311 and establish accountability for citywide buy-in for service delivery. To help lead this effort, the city should consider identifying a MyLA311 Service Delivery Champion within the Mayor's Office who has responsibility for customer service, department fulfillment, and technology operations within the enterprise. A key factor to success will be reestablishing the Citywide Customer Service Steering Committee to meet on a regular cadence to assess the full life-cycle of customer service in Los Angeles to address MyLA311 system challenges and process issues.

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<sup>1</sup> <https://www.lacity.org/myla311#:~:text=Our%20mission%20is%20to%20connect,on%20behalf%20of%20City%20Departments>

To further improve the customer experience and streamline processes, the City should also consider enhancing its MyLA311 knowledge base articles, establishing Standardized Operating Procedures (SOPs) for how departments operate within the MyLA311 program, and developing metrics to monitor performance for consistent service delivery.

Finally, the MyLA311 system's underlying technology platform has reached its end-of-life. The MyLA311 system is a traditional on-premise CRM platform comprised of the web, native mobile apps, database, storage area network devices, and other components required to support the City of Los Angeles platform. As a result, the MyLA311 system has experienced network issues, power outages, and issues in maintaining connections with department systems in real-time. To improve the system's capabilities, the City should consider replacing the MyLA311 system with a modern cloud-based platform that provides modern features, high availability, disaster recovery, security monitoring, and rapid scalability. This will also enable real-time connections between MyLA311 and departments' systems and improve both the customer's and city employees' interactions.



## 2. Background

In 2002, the City of Los Angeles initiated a Customer Service technology program to offer customers easier access to city government services. In 2016, the 311 Call Center became a component of a larger city program called the MyLA311 program, which is governed by the City of Los Angeles ITA. MyLA311 program was created to serve as a one-stop shop for non-emergency services, connecting people to the city quickly and easily via a communication channel of their choice.

The MyLA311 program currently supports the city through four capabilities described in **Table 1**.

*Table 1 - MyLA311 Program Capabilities*

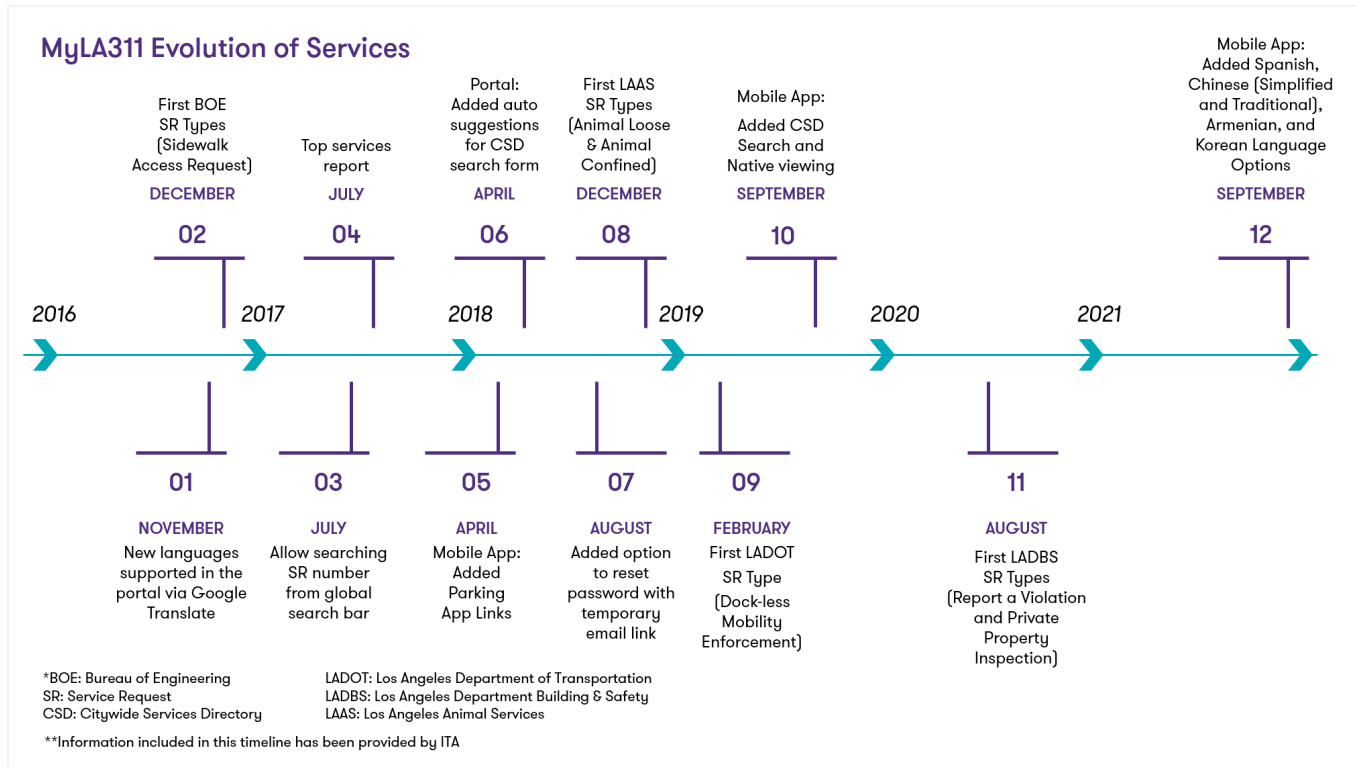
	<b>Capability</b>	<b>Volume of Services <sup>(a)</sup></b>
Informational and Service Request Intake	Collection of customer contact information, identification of service request types, responses to information requests, and submission of service request tickets to appropriate departments for resolution.	The MyLA311 system currently supports service request intake for 10 different departments and is now governed jointly via stakeholder input. In addition, the 311 Contact Center handles about 1 million calls per year.  The City has improved the adoption of its self-service options, and as of today, 39% of service request intake is performed via self-service.
Service Request Fulfillment	Departmental review and resolution activities to address customer service requests.	During the past years, the MyLA311 system handled the intake and fulfillment of over 2 million service requests per year.
Knowledge Base	Communication and education of citywide services to the public through articles and a collection of Frequently Asked Questions (FAQs).	There are currently more than 1,400 knowledge base articles available to the public.
Reporting	System-initiated surveys regarding the performance of city services, directed at internal and external MyLA311 users.	Currently, there are three forms of customer feedback collected by the MyLA311 system: Net Promoter Score (NPS) survey for the 311 Call Center, NPS for the website, and a feedback form available on the website. In addition, there are dashboards and a portal accessible to city stakeholders.

<sup>(a)</sup> A listing of departments and their level of participation in the MyLA311 program including knowledge base articles, service request intake, and fulfillment is included in **Appendix 1**.

Since its inception, ITA has enhanced how customers interact with the city by expanding city department participation in the MyLA311 program, implementing a web portal and mobile application, and using social media channels. The timeline displayed in **Figure 1** captures major milestones and changes to the MyLA311 program in the past seven years.



Figure 1 - Recent MyLA311 Program Milestones



In 2021, the City of Los Angeles Controller performed an audit over the MyLA311 program's customer service strategy and identified areas of improvement to enhance overall customer satisfaction. The results of this audit are documented within their report, *the 411 on the 311: Calling for a Customer-First Approach*, issued in March 2021. In response to the Controller's observations and recommendations from this report, the Personnel, Audits, and Animal Welfare (PAAW) Committee instructed ITA Customer Engagement and Applications Bureau to undertake a project to evaluate the MyLA311 system and services, to improve the overall customer experience and satisfaction. To be proactive in pursuit of these goals, ITA hired Grant Thornton to perform an assessment on the current state of the MyLA311 program and technology and to make recommendations for improvement. **Section 3** details the scope of Grant Thornton's review.

### 3. Scope of Project

Grant Thornton conducted a three-month assessment of MyLA311 program components to identify potential improvements for MyLA311 to consider regarding the MyLA311 system, 311 Call Center, website, and mobile application. This assessment is not intended to be a comprehensive citywide review of the MyLA311 program and therefore did not assess individual departmental fulfillment activities. The objectives of the assessment were to:

1. Understand and assess the MyLA311 program's as-is processes and technologies by conducting interviews with the appropriate stakeholders, examining applicable data and system documentation, and analyzing customer feedback.
2. Provide recommendations for process improvements in the 311 Call Center, including customer care, administration of knowledge base articles, transferring calls to other departments, communicating service delivery expectations, and considering call center standard industry practices.
3. Provide recommendations to improve the MyLA311 system, website, and mobile application.



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## 4. Approach

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This section presents the main activities performed to perform the assessment. Our approach consisted of four steps.

### 4.1. CURRENT STATE PROCESS AND TECHNOLOGY

#### Internal Analysis of the City of Los Angeles

Grant Thornton's first step was to understand existing processes for the City of Los Angeles' MyLA311 program, relating to intake, fulfillment, management of the knowledge base, and reporting. Grant Thornton:

- Reviewed the City of Los Angeles Office of the Controller Report, *The 411 on 311: Calling for a Customer-First Approach*, to obtain an understanding of the initial observations and recommendations for improvement
- Collected and reviewed relevant artifacts from the 2021 audit performed by the Controller's Office
- Reviewed the 311 Call Center processes, performance reports, training materials, and the MyLA311 system's design documentation
- Reviewed the existence of the MyLA311 program governance roles and responsibilities to determine the reporting and accountability mechanisms in place
- Conducted stakeholder walkthroughs and interviews with the following groups<sup>2</sup>:
  - ✓ ITA
  - ✓ Bureau of Sanitation
  - ✓ Bureau of Street Services
  - ✓ The 311 Call Center
  - ✓ Controller's Office
  - ✓ Editors and Approvers of the Knowledge Base Articles
  - ✓ Bureau of Street Lighting
  - ✓ Department of Transportation
  - ✓ Los Angeles Animal Services
  - ✓ Department of Building and Safety

Information obtained was used to create a high-level as-is workflow of the city's current intake fulfillment processes, presented in **Sections 6.3** and **6.4**.

### 4.2. EXTERNAL ANALYSIS OF CUSTOMERS' REQUESTS FOR IMPROVEMENT

Grant Thornton's second step was to review customer feedback related to intake, fulfillment, and challenges with the MyLA311 system. To assess customer requests for improvement, Grant Thornton reviewed and analyzed:

- Net Promoter Score (NPS) data from the 311 Call Center from October 2019 through October 2020, and the website's intake process from February 2020 to January 2022

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<sup>2</sup> Due to logistics & time constraints for the engagement analysis, additional departments were unable to be surveyed for this internal analysis.



- Customer feedback from social media websites, and reviews left by customers on the mobile application as of February 2022
- Customer feedback tickets submitted through the MyLA311 website (myla311.lacity.org) from May 2021 through January 2022 to assess commonalities in the types of complaints submitted
- Common complaints received by elected city council members from February 2022 to April 2022

The results of the customer requests for improvement are presented in **section 6.6**.

### 4.3. PEER CITY ANALYSIS

Grant Thornton's third step was to perform a high-level peer city analysis, with information publicly available. The focus of the peer city analysis was to collect information about the peer city's existing call center processes, the mobile application, and the website to identify new trends for improving customer service. The peer city analysis information was used to further validate industry practices and recommendations for MyLA311 program improvements. Below is the methodology Grant Thornton used to select and collect information about the peer city group:

- Researched cities that recently made improvements to their 311 program, and existing CRM system and selected four cities based on similar size and population. For selection criteria see **Section 7**.
- Reviewed press releases to understand the changes made to each peer city's 311 program and system.
- Identified the types of technologies utilized by each city to engage with customers, such as mobile application, website (portal), chatbot, self-service knowledge base, and dashboard reporting.
- Collected publicly available information from each of the city's websites including, but not limited to:
  - ✓ Population
  - ✓ Coverage in square miles
  - ✓ Presence on social media
  - ✓ Mobile application ratings
  - ✓ Governance structure
- Reviewed the functionality of the peer cities' external 311 telephony, website, and mobile application.

**Section 7** includes the high-level observations based on the peer city analysis. Grant Thornton's peer city analysis was limited to the publicly available information. Interviews with each peer city and a collection of additional information would be required to understand and further compare the performance of these cities against the City of Los Angeles.

### 4.4. IDENTIFY OBSERVATIONS AND DEVELOP RECOMMENDATIONS

Grant Thornton's fourth step was to perform a gap analysis of the MyLA311 program areas; informational and service request intake, service request fulfillment, knowledge base articles, and reporting.

Based on the as-is assessment, Grant Thornton identified observations and potential areas of improvement for the MyLA311 program customer service experience and regrouped them by themes: vision, governance, performance measurement, knowledge base articles, intake process, fulfillment process, and technology. Grant Thornton consulted with leading industry professionals and researched leading practices<sup>3</sup> to identify recent trends in call center customer service and technical advancements within modern CRM systems.

**Section 8** includes these observations and recommendations for improving the MyLA311 program. **Appendix 3** depicts a sample of a potential roadmap for the MyLA311 Program to consider when prioritizing the implementation of these recommendations.

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<sup>3</sup> Refer to Appendix 2

## 5. Leading Practices Observed within the MyLA311 Program

During this assessment, Grant Thornton identified industry leading practices<sup>4</sup> employed by the MyLA311 Program, which are presented in **Table 2 below**:

*Table 2 - Leading Practices Observed within the MyLA311 Program*

### **Industry Leading Practices Observed within the MyLA311 Program**

Tracking and analysis of key metrics	<ul style="list-style-type: none"> <li>The 311 Call Center employs traditional call center metrics, including call wait time, the number of transfers, measures of customer satisfaction through NPS surveys, and average handle time.</li> <li>The MyLA311 system offers many reporting mechanisms to track city performance through customized dashboards.</li> </ul>
Communication of updates to customers	<ul style="list-style-type: none"> <li>The MyLA311 system provides the capability to update customers on submitted service requests when a customer email address is provided.</li> </ul>
Creation of a welcoming atmosphere for customers	<ul style="list-style-type: none"> <li>The 311 Call Center has an established training program and procedures for Call Center agents. Newly hired 311 Call Center agents normally have 4-6 weeks of training including access to procedural documents and knowledge base articles, and the ability to shadow supervisors.</li> <li>The 311 Call Center provides training to call center agents regarding how to empathize with customers for a more personable experience.</li> </ul>
Availability of content in multiple languages	<ul style="list-style-type: none"> <li>The City of Los Angeles has worked towards enhancing access to city services by offering more languages. With the help of google translate and language interpreters, the mobile application offers five different languages, the website offers 110 languages, and the call center offers approximately 200 different languages.</li> </ul>
Availability of omnichannel support	<ul style="list-style-type: none"> <li>The MyLA311 system currently offers five methods of communication, allowing customers to receive assistance through their preferred mechanism: Phone, mobile application, website, email, chatbot, live chat, and social media. <b>Figure 2</b> below presents the support offered through the MyLA311 website.</li> </ul>
Existence of a centralized knowledge repository to improve customer's understanding of city services	<ul style="list-style-type: none"> <li>The MyLA311 system has a centralized Knowledge Base with approximately 1400 articles. All the city departments can contribute to the knowledge base articles.</li> </ul>

<sup>4</sup> Refer to Appendix 2

### Industry Leading Practices Observed within the MyLA311 Program

Publication of frequently asked questions FAQs and tutorials	<ul style="list-style-type: none"> <li>The MyLA311 system publishes FAQs and tutorials for customers on their website and mobile application. There is also a customizable greeting for the 311 Automated Voice Recording (AVR) that is used to communicate important city updates.</li> <li>The 311 Call Center Director participates in Public Information Office (PIO) meetings to stay informed on upcoming press releases in advance of public dissemination.</li> </ul>
Collection of customer feedback	<ul style="list-style-type: none"> <li>The MyLA311 system collects customer feedback through social media, the application store, and from the elected city council members, feedback tickets are submitted by the website and NPS surveys.</li> </ul>
Support Service Request intake for 10 different departments	<ul style="list-style-type: none"> <li>The MyLA311 system is integrated with 10 departments' back-end systems.</li> <li>There are SLAs in place with these 10 departments to provide objectives, roles &amp; responsibilities, share department services, announcements, and press releases.</li> </ul>
Weekly ITA meetings	<ul style="list-style-type: none"> <li>The MyLA311 program hosts weekly change management (MyLA311 System Change Management) meetings to discuss decisions for system enhancements and changes.</li> </ul>
Cloud contact center	<ul style="list-style-type: none"> <li>The 311 Call Center is maintained in the cloud, which has allowed the Call Center agents to work remotely during the pandemic.</li> </ul>
Identification of requestor's location	<ul style="list-style-type: none"> <li>The MyLA311 system has incorporated a geographic information system (GIS) to assist in identifying the location (latitude and longitude) of the service request. This has been beneficial for both customers as they submit service requests, as well as field service crews to identify the correct location of the request.</li> </ul>
City address system validation	<ul style="list-style-type: none"> <li>The MyLA311 system performs an address validation that determines if an address falls within city limits.</li> </ul>
Ongoing review of GIS locator and layers	<ul style="list-style-type: none"> <li>ITA along with the Bureau of Engineering reviews and updates the GIS locator and the layers regularly.</li> </ul>
MyLA311 system detection of duplicate service requests	<ul style="list-style-type: none"> <li>The MyLA311 system has established a configurable 'buffer zone' for every service request to detect duplicates, the system also takes into consideration the time the service request was submitted.</li> </ul>

Figure 2 - MyLA311 Website

## Your Government Working For You

Our mission is to connect people to City services and information, quickly and easily, via a communication channel of their choice. We provide general City and government-related information to citizens, local businesses, and visitors as well as perform Service Requests intake on behalf of City Departments.

The 311 Call Center provides various options to connect to a wide variety of non-emergency City services and general City information. Some of the most popular City services can be requested by calling 311 or (213) 473-3231, using the MyLA311 [Website](#) or by submitting via the MyLA311 mobile app.



Create a Service Request



Search City Services



Stay Connected



## 6. As-Is State

This section presents the MyLA311 governing structure, intake and fulfillment activities, technology capabilities, and a representation of customer feedback.

### 6.1. GOVERNANCE & REPORTING

#### Governance

The information presented in this section was primarily captured via interviews with the MyLA311 Director and ITA.

The initiation of the City's 311 Customer Service technology program began in 2001. The governance of this initiative was led by ITA and an active Steering Committee which included many public servants from the Mayor's Office, and other various department agencies committed to its success. The initial efforts for establishing customer service technologies within the City of Los Angeles began in phases. The first phase focused on the creation of the 311 Call Center and the City Service Directory (CSD). The subsequent phases focused on developing the city's first Citywide Service Request System, consolidating some of the separate departmental call centers into one centralized call center, and increasing the number of services available online.

As the system progressed, the decision-makers ceased conducting formal Steering Committee meetings and currently only host weekly MyLA311 System Change Management (Change Management) meetings. The Change Management meetings are comprised of representative stakeholders from the MyLA311 system third-party implementation partner, ITA, Bureau of Sanitation, Bureau of Street Lighting, Bureau of Street Services, Board of Public Works, Los Angeles Department of Transportation, Department of Recreation and Parks, Los Angeles Animal Services and LADBS. The purpose of these meetings is to discuss decisions for system enhancements and changes, provide approval of enhancement cost estimates, and act as a liaison between departments and ITA. When additional funding is needed, members of the MyLA311 System Change Management team will consult their respective department leadership to obtain approval. When significant funding is needed for a change, these are presented to ITA and then to a subcommittee of the council for approval.

**Table 3** describes the functions of several groups involved in the MyLA311 program.

*Table 3 - MyLA311 Program Governance Roles*

Description of functions	ITA	Bureau of Sanitation	Department of Building and Safety	Change Management Group	Mayor's Office
Maintain 311 Call Center and CRM system MyLA311	✓				
Manage MyLA311 system	✓	✓			

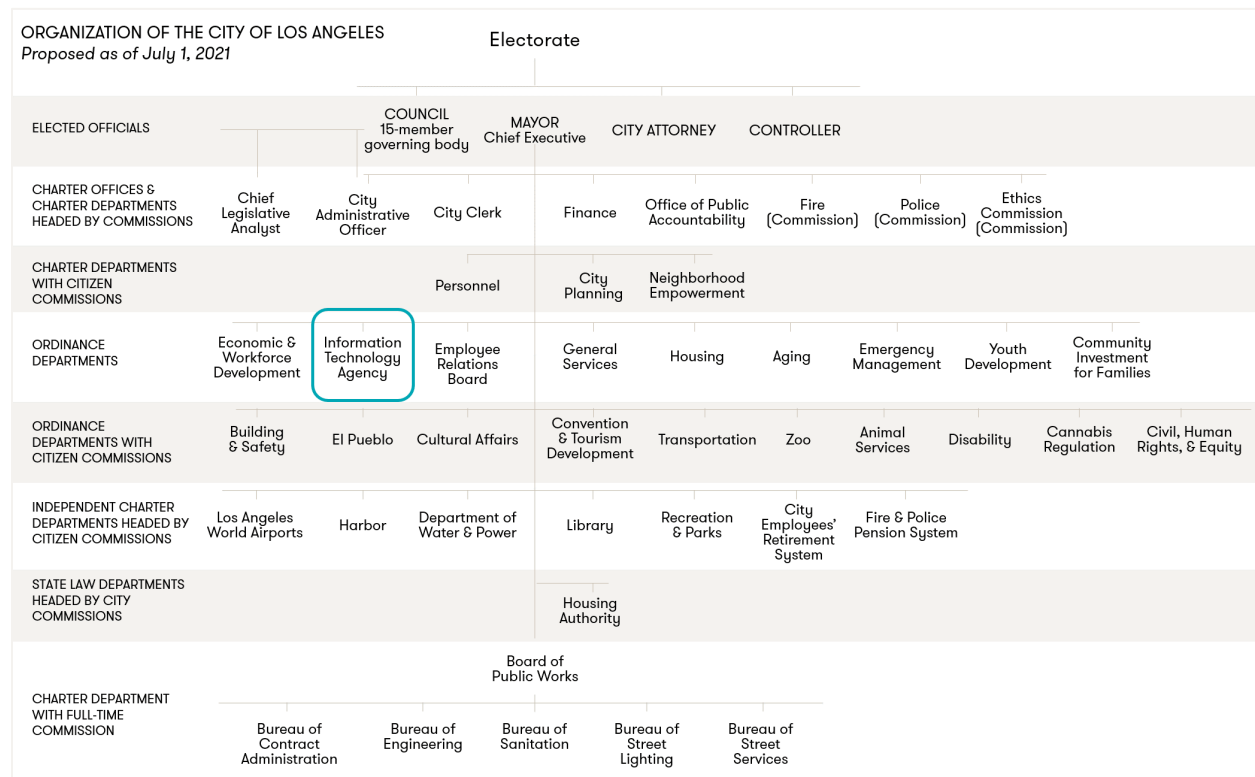
*This document was originally prepared for ITA by Grant Thornton, solely for the purpose and on the terms agreed between ITA and Grant Thornton based on specific information provided by ITA at a certain point in time. Third-party recipients of this document agree and acknowledge that they are being provided this document "as is" with no warranty of any kind.*

Description of functions	ITA	Bureau of Sanitation	Department of Building and Safety	Change Management Group	Mayor's Office
Manage funding for the MyLA311 program including, but not limited to, maintenance and licenses*	✓	✓			
Fund the 311 Call Center based on the percentage of work the call center performs over their services		✓	✓		
Make management decisions regarding the MyLA311 system	✓	✓		✓	
Establish goals for the 311 Call Center related to the speed of answer and the percentage of calls they expect to be answered during business hours					✓

\*Some funding may come from departments that want enhancements or customization.

**Figure 3 presents** the organizational chart of the City of Los Angeles and lines of reporting between ITA and the Executive Body composed of elected officials (Council, Mayor, City Attorney, and Controller).

Figure 3 - Organizational Chart of the City of Los Angeles

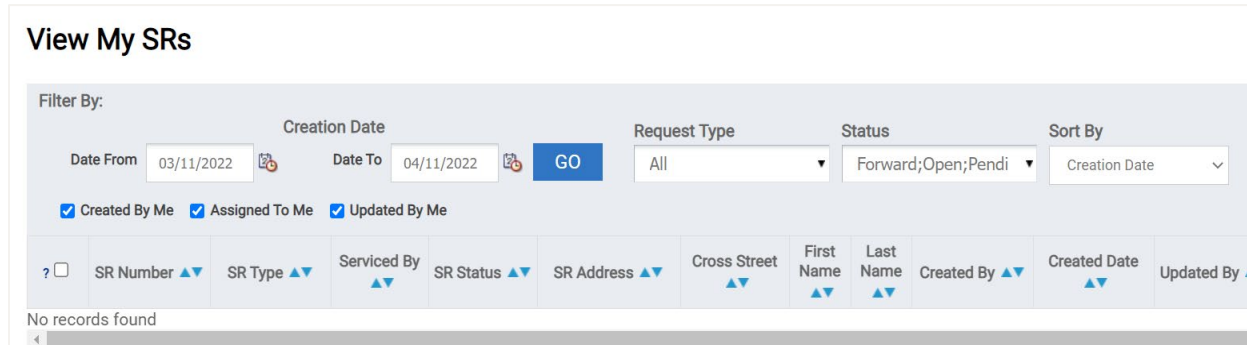


## Reporting

MyLA311 system offers the following reporting capabilities to inform internal customers (city departments) and external customers about the city's performance of service requests:

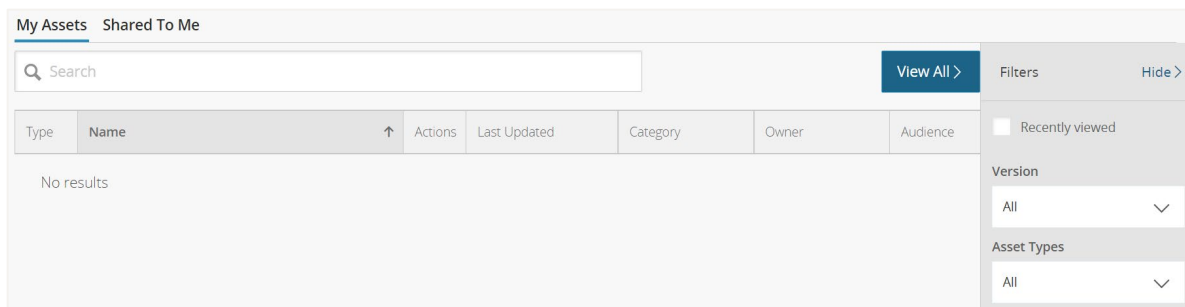
- **MyLA311 System Portal** – This MyLA311 website provides real-time information on the service requests submitted through the customer's MyLA311 account, including the creation date, status, type of request, source of the request, address, reason, and resolution codes (**Figure 4**). Customers can only search the service request they created. This feature allows customers access to check back on the status of a service request they submitted.

*Figure 4 - MyLA311 Website System Portal*



- **MyLA311 System Reports** – User Reports can be generated within the MyLA311 system, including reports stratified by Council District or Neighborhood, that detail Field Service workload, dispatching, and service completion work. Custom reports can also be generated to display data for Top Services, Aging Service Requests, and Status reports. System users, including Mayor and Council offices, have access to run or create reports in the system as needed.
- **Open Data Portal** – MyLA311 publishes much of its system data on the City's Open Data Portal (**Figure 5**). The data is updated every 20 minutes and is publicly available. This feature allows customers to see the types of services that are being requested in their neighborhoods or districts.

*Figure 5 - MyLA311 Website Open Data Portal*



- **Feedback Tickets or Reports** – Customers may submit feedback on a service request through the MyLA311 website that is sent directly to the responsible department. The 311 Call Center receives and reviews the tickets that were not directed at a specific department and determines where to refer the feedback or creates a clone ticket for instances when a service request has not been completed correctly.
- **Monthly MyLA311 Call Center Reporting** – The 311 Call Center Director monitors established metrics and goals set by the Mayor's Office via a monthly report. This report includes the number of calls and emails received, the



percentage of calls transferred, call wait time, call hold time, and length of calls. This information is used to track fluctuations between each month and assess reasons for missed call handling targets.

- **Mobile Application Installation Report** – This report presents the total number of downloads on Android and iOS. From March 2013 through December 2021, there have been 189,673 downloads on Android and 258,805 on iOS. This report is used to gauge the success of promoting the use of the MyLA311 system through the mobile application.

## 6.2. KNOWLEDGE BASE

The knowledge base articles are used to inform the public about the city departments' services and programs, answer frequently asked questions, and perform service request intake. Call Center agents can use the knowledge base to guide customers through informational or service requests, and customers can use the knowledge base articles or self-service options such as the website and mobile application (Figure 6). All city departments have a knowledge base articles. Based on Service Level Agreements (SLA) in place, most departments must maintain updated information relating to their services. The 311 Call Center maintains knowledge base articles for departments that are unable to maintain such information due to limited resources. Departments with adequate resources are required to assign a designated knowledge base coordinator, content approver, and content editor. These roles are typically assigned to clerical staff, web services team members, or PIOs. Once a year, the 311 Call Center sends reminders to all knowledge base article contributors (editors and approvers) to request that the validated articles are complete and accurate.

As mentioned in **Section 5**, the 311 Call Center Director participates in PIO meetings and invites all departments to share press releases and information in advance of public dissemination in case the information generates calls or questions. The information shared by departments is used by the MyLA311 system to create special greetings to inform callers about topics that increase call volume, such as citywide emergencies.

Figure 6 - MyLA311 Mobile Application Knowledge Base

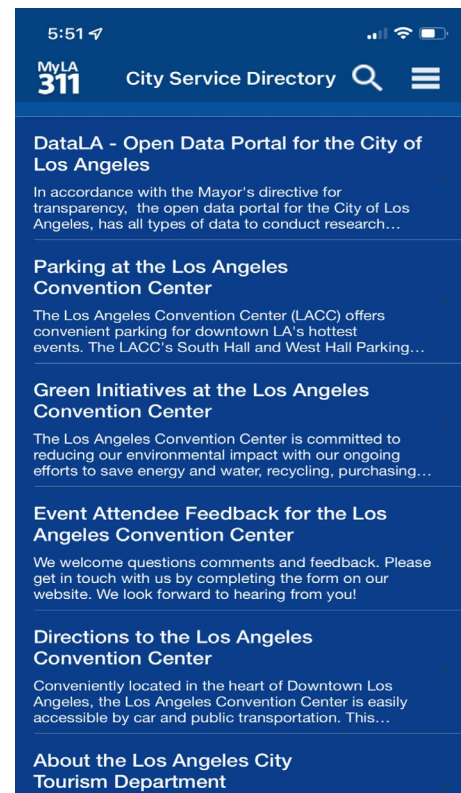
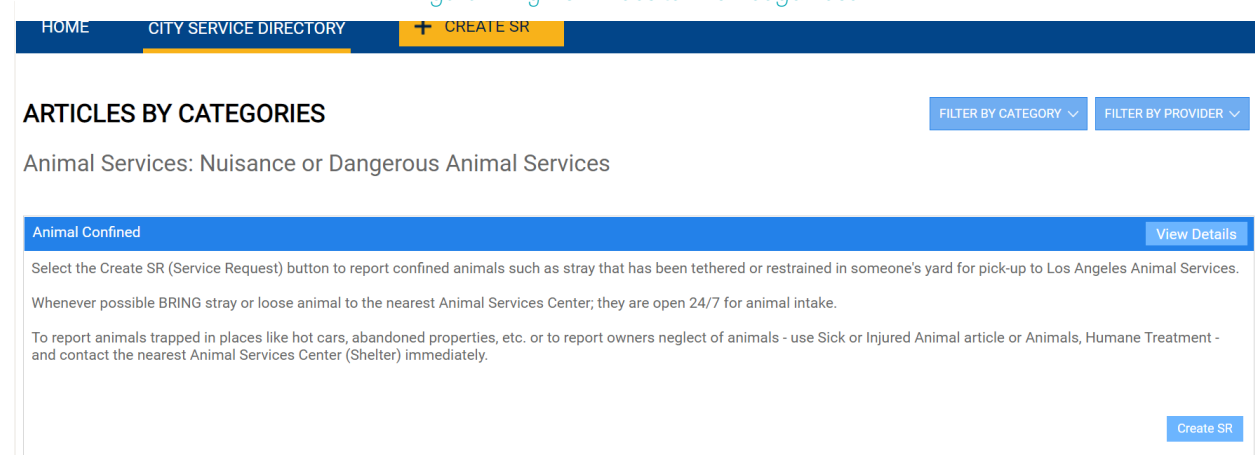


Figure 7 includes an example of a knowledge base article available on the website for Animal Services.

Figure 7 - MyLA311 Website Knowledge Base



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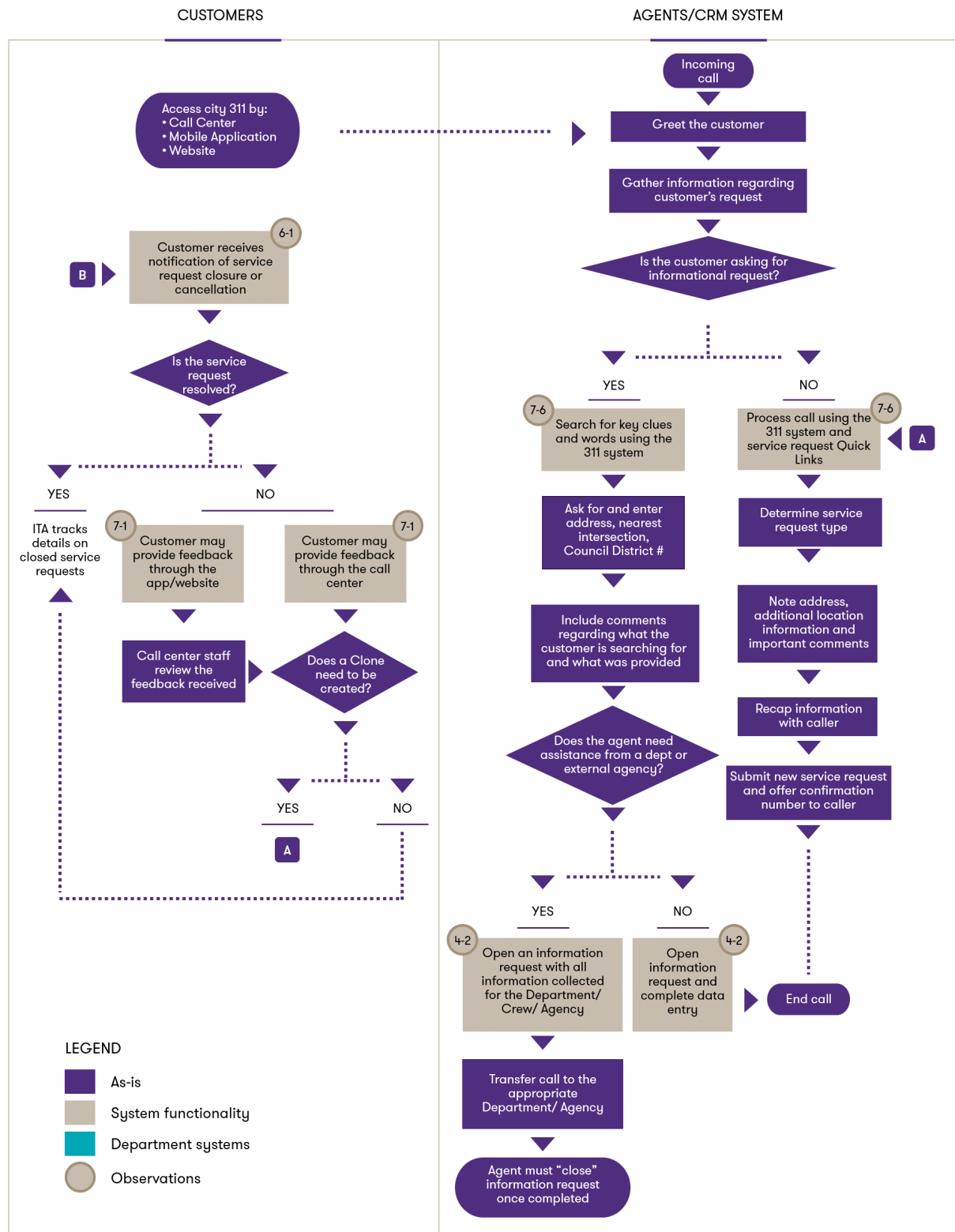
## 6.3. INTAKE

Below are details of key activities related to the intake process:

- Service requests can be initiated via the Call Center, mobile application, or website (portal).
- When the customer uses the call center, the agents enter information directly into the 311 system.
- The MyLA311 system provides status updates via email to inform customers that the work is completed for customers who provide their email addresses.
- 311 Call Center addresses two types of requests: informational requests and service requests.
  - o Informational requests are closed by the agent as soon as the call ends, and do not require further assistance from the departments.
  - o Service requests trigger for a department to fulfill a request. The request is closed by the department in the field.
- To answer informational requests, 311 Call Center agents use the knowledge base. Customers may also access the knowledge base through the website or the mobile application.
- When submitting a service request in the system, the required information fields vary based on the service type.
- Once a service request is closed, a clone ticket may be opened if the customer believes that the request has not been completed. The clone ticket contains the information entered by the customer in the initial request.

**Figure 8** illustrates the customer and 311 Call Center's activities and interactions with the MyLA311 system for information and service requests.

Figure 8 - MyLA311 As-Is Intake Process



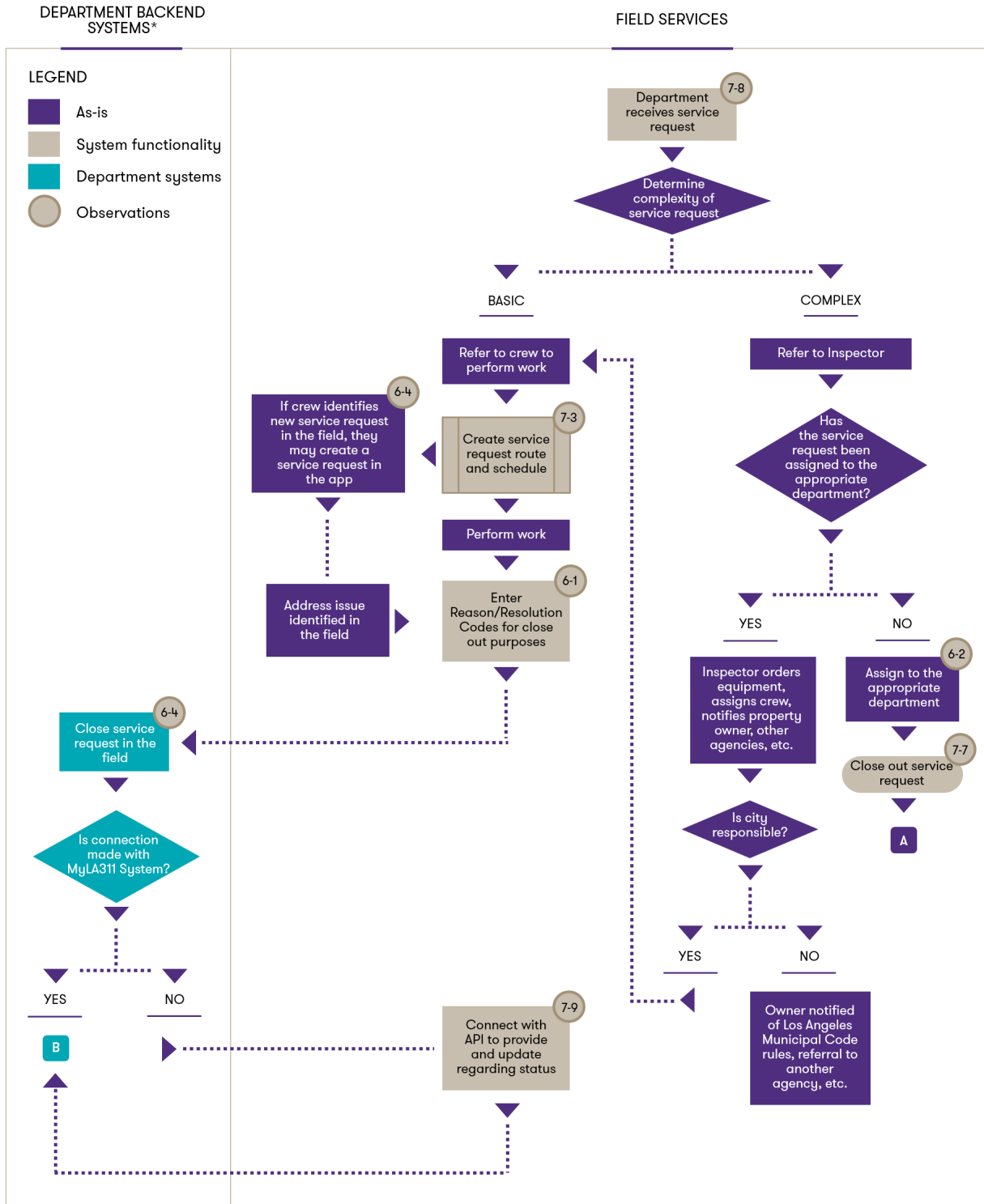
## 6.4. FULFILLMENT

Below are details of the key activities related to the fulfillment process:

- Services are either classified as complex or basic depending on whether an inspector is required to assess the materials or resources needed to address the request.
- When service requests are not assigned to the correct department due to being submitted under an incorrect service request type, the service request is closed so that a new service request can be created for the correct type.
- If field service crews identify additional service requests while they are out in the field, they can create a service request. If they are able to address it immediately, they can also close this service request.
- Departments are responsible for creating their routes and schedules based on the timing and location entered into the system.
- The workflow includes additional systems integrated with the MyLA311 system. These integrations are further detailed in **Section 6.5**.

**Figure 9** illustrates the department's fulfillment activities and interactions with the MyLA311 system for closure.

Figure 9 - MyLA311 As-Is Fulfillment Process





## 6.5. TECHNOLOGY – MYLA311 CAPABILITIES

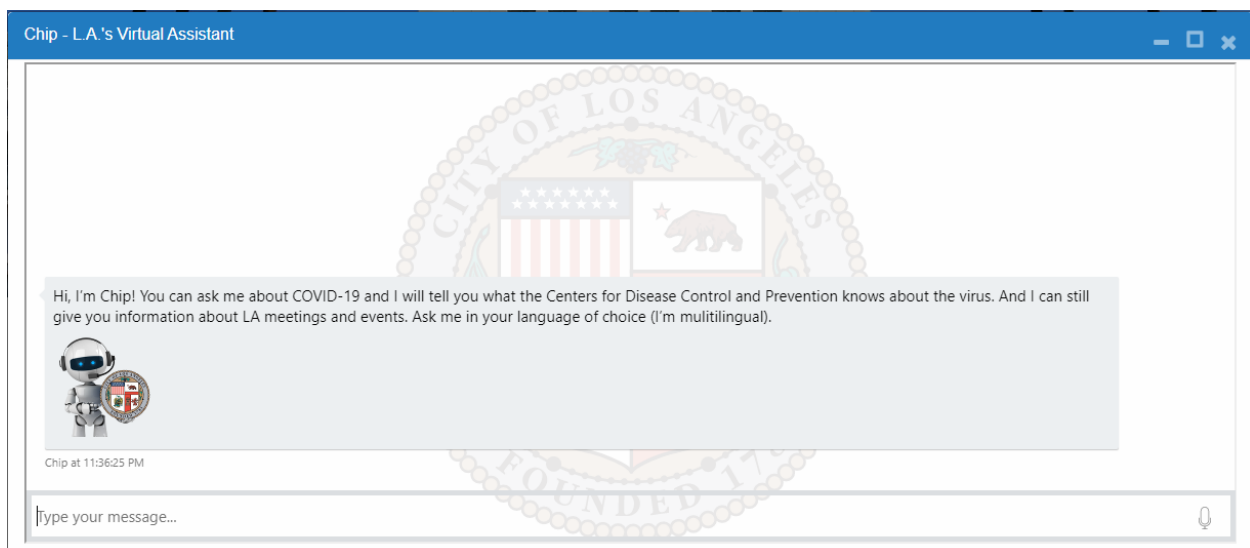
To act as a one-stop shop for city services, the MyLA311 system offers a knowledge base for many city services. In addition to the knowledge base, the MyLA311 system offers a mobile application and portal to allow customers to use self-service options. However, not all city departments' back-end systems are integrated with the MyLA311 system to perform intake and fulfillment of city services (see **Appendix 1**).

With the help of an integrated translator, the MyLA311 system offers multilanguage services to reach a larger range of customers. For instance, Google Translate on the website offers over 90 languages, and the mobile application has translated materials into five of the most common other languages spoken in Los Angeles.

Service requests can be created through the website or the mobile application by customers, call center agents, and city departments. These service requests are created with the help of a geographic information system (GIS), which allows service requestors to precisely locate and communicate the issue and departments to locate precisely where to execute the service. Not all departments have latitude and longitude capabilities in the systems they use to manage department operations. In those cases, the MyLA311 system has an option to provide “additional location information” to help provide directions, and landmarks, to assist the department crews to the accurate location.

When opening the website page, the MyLA311 system also offers a chatbot (**Figure 10**) feature to help the customer navigate to the service or information they require. If they do not find their answer after asking three questions in the chatbot, the system will offer a “live chat” session with a 311 agent.

Figure 10 - City of Los Angeles' Virtual Assistant



The 311 Call Center also uses an Automated Voice Response (AVR) to assist with receiving customers' calls to route them to the most popular destinations including the Bureau of Sanitation, Department of Transportation, and Department of Water and Power.

A few departments have established back-end systems that are integrated with the MyLA311 system:

- The Bureau of Engineering's Sidewalk Repair System uses the MyLA311 system to query and update application programming interfaces (APIs) to intake and update new and existing tickets into their system for the sidewalk rebate program. The Bureau of Engineering also maintains the address database and asset layers that are consumed by the MyLA311 system and other city applications.
- The Bureau of Street lighting uses an internal asset management system for multiple and single streetlight issues to query and update their service requests.

- The Los Angeles Department of Transportation uses vendors to manage their Dockless Mobility Enforcement system. These vendors use an API with the MyLA311 system to update their system with newly created tickets and to push resolution codes to the MyLA311 system when the work is complete.
- The Los Angeles Department of Water and Power's Report Water Waste system integrates with the MyLA311 system to receive service requests that pertain to water waste and power outages. *Customer Care and Billing (CC&B)* connects with their internal tracking system for work order completion. In addition, the MyLA311 system connects to the Department of Water and Power's billing system.
- The Los Angeles Sanitation's SANSTAR integrates with the MyLA311 system to retrieve and update their service requests. In addition, they use the API to upload images of completed work.
- The Office of Community Beautification's Graffiti Removal system is designed by ITA to allow graffiti contractors to view, close out, and upload images to their service requests. This application connects to the MyLA311 system for each of these updates.
- The Recreation and Parks uses the MyLA311 system platform to manage their service request, for Park Graffiti or Trash, Homelessness, Security, and Trees, Animals, or Bugs. In addition, they use a query and update their park maintenance internal system.
- The Los Angeles Department of Building and Safety uses an API to update their systems with new requests created through the MyLA311 system for private property violations and private property inspection. These requests are then searchable on their website to check status updates.

## 6.6. CUSTOMER REQUESTS FOR IMPROVEMENT

An NPS survey is used by the 311 Call Center and portal to measure customer loyalty. Customers can give a rating between 0 (not at all likely) and 10 (extremely likely) for how likely they are to recommend the service. Based on the responses, customers fall into 3 categories: Promoters, who respond with a 9 or 10, Passives, who respond with a 7 or 8 and detractors, who respond with 0 to 6. The final score is calculated by subtracting the percentage of detractors from the percentage of promoters. The 311 Call Center's NPS responses for the months of July to October 2020 yielded an average of 47.61%. The portal's NPS responses from February 2020 to January 2022 yielded an average of 31.17%.

As mentioned in **Section 3.1**, Grant Thornton collected customer feedback via existing NPS surveys from the MyLA311 Call Center and website, feedback tickets submitted through the website, comments submitted through social media, and common complaints received by elected council members and reviewed both positive and negative customer feedback. **Table 4** provides a summary of the feedback from the various channels Grant Thornton reviewed and where customers have identified areas for improvement:

*Table 4 - Areas for improvement*

Feedback Source	Recurring Feedback
Net Promoter Score (NPS) Surveys of the website	<ul style="list-style-type: none"> <li>• While the service requests are easy to report, there is no way to follow up on service requests that are not completed.</li> <li>• Callers experience a long wait time before connecting with a call center agent.</li> <li>• The system is not easy to navigate for those who are unfamiliar with city services.</li> <li>• The system is unreliable with frequent system downtimes.</li> <li>• Contact information for city departments is difficult to find.</li> </ul>
Feedback Tickets Submitted	<ul style="list-style-type: none"> <li>• <b>The status request is marked as complete, without the service request being addressed.</b></li> <li>• The system does not reflect an appropriate service request type for the customer's need.</li> </ul>

Elected City Council Members	<ul style="list-style-type: none"><li>• <b>The status request is marked as complete without the service request being addressed</b></li><li>• There is a lack of collaboration with departments to fully address service requests</li><li>• The knowledge base articles include city jargon that is not easily understood by the public</li><li>• Customers find it difficult to identify service request locations that are not tied to a mailing address. The map only accepts locations with a mailing address</li></ul>
Google Play Store & iPhone App Store	<ul style="list-style-type: none"><li>• <b>The status request is marked as complete without the service request being addressed</b></li><li>• Customers find it difficult to identify service request locations that are not tied to a mailing address</li><li>• The search functionality of the knowledge base is not user friendly</li><li>• The knowledge base is out of date</li></ul>
Facebook, Twitter, Instagram, & Reddit	<ul style="list-style-type: none"><li>• <b>The status request is marked as complete without the service request being addressed</b></li><li>• There is little awareness or education of 311 services</li></ul>

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## 7. Peer City Analysis

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### 7.1. SELECTION OF PEER CITY GROUP

The primary criteria for selecting a peer city group resided in those cities which had (1) recently revamped their 311 programs and incorporated new technologies for connecting with customers; and (2) had a population greater than 1 million. Four peer cities (Chicago, Dallas, Houston, and New York) were selected for a high-level analysis of quantitative data and approach for connecting with customers.

The summary of each of these cities' changes to their 311 programs as well as advances in the technology they employed is presented below.

#### Chicago

The City of Chicago overhauled its 311 program and system and re-launched it in December 2018<sup>5</sup>. The City of Chicago executed the project<sup>6</sup> by first focusing on Business Process Re-engineering, developing a public-facing community portal and the city's first mobile application, and transforming its paper-based knowledge base into a completely digital library. In addition, since the city faced previous challenges of departments acting in silos and transferring information between departments, the City of Chicago's system allows for multiple work orders to be assigned to one service request so that the progress of work may be separately tracked. This enabled customers to see a holistic view of the work to be completed. Other improvements to the system include system integration with 15 external systems and applications, unique dashboards for departments, and duplication management.

#### Dallas

The City of Dallas launched its new 311 digital engagement and workflow solution in October 2018<sup>7</sup>. Changes included a new city application for all city services and the integration of image recognition via artificial intelligence to assist in addressing customer needs. In addition, it advanced the City of Dallas' reporting for tracking service requests and simplified the process for customers to submit service requests. In 2020, the City released a new Amazon Alexa smart skill to provide customers access to more information about city services and enable them to check the status of previously submitted service requests<sup>8</sup>.

#### Houston

The City of Houston revealed its new 311 system in June 2021<sup>9</sup>. The new system captures a new self-service portal that includes a virtual agent which allows for city employees to correct misclassified cases, whereas before cases would be

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<sup>5</sup> [https://www.chicago.gov/city/en/depts/mayor/press\\_room/press\\_releases/2018/december/Chicago311.html](https://www.chicago.gov/city/en/depts/mayor/press_room/press_releases/2018/december/Chicago311.html)

<sup>6</sup> [https://catconsult.com/project\\_case/city-of-chicago-311/](https://catconsult.com/project_case/city-of-chicago-311/)

<sup>7</sup> <https://www.prnewswire.com/news-releases/dallas-modernizes-311-operations-using-incapsulates-citizen-services-solution-300729767.html> <https://dallasexaminer.com/coronavirus/dallas-311-skill-added-to-amazon-alexa-to-expand-access-to-information/>

<sup>8</sup> <https://dallasexaminer.com/coronavirus/dallas-311-skill-added-to-amazon-alexa-to-expand-access-to-information/>

<sup>9</sup> <https://houston.culturemap.com/news/innovation/07-22-21-311-city-of-houston-virtual-agent-app-apple-android-call-center/>

closed and resubmitted. In addition, the City of Houston implemented a method for service request numbers to be standardized and identify duplicate requests submitted.

## New York

The City of New York revamped its system in 2019<sup>10</sup> by focusing on increasing language access, allowing for the creation of user accounts that enabled inquiry and complaint tracking, and improvements to their mobile application. The updates to the system included transitioning their backend system first which provided the foundation for being able to offer these new features to the public.

## 7.2. PEER CITY ANALYSIS

This section includes data collected from other cities' 311 programs based on the information publicly available (Table 5). The analysis focused on identifying industry leading practices to be considered for the City of Los Angeles 311 program.

Table 5 - Peer City Analysis

	Chicago	Dallas	Houston	New York City	Los Angeles
<b>Governance Structure</b>	Emergency Communications	Manager's Office	Administration & Regulatory Affairs	Mayor's Office	IT
<b>Population 2020</b>	2,746,388	1,304,379	2,304,580	8,804,190	3,898,747
<b>Territory Covered (square miles)</b>	235	386	672	472	503
<b>Twitter (followers)</b>	4,194	128	N/A	368,600	2,999
<b>Facebook (followers)</b>	1452	532	1700	36,000	164*
<b>Instagram (followers)</b>	N/A	N/A	N/A	21,200	3,266
<b>iPhone app store (score/5)</b>	3.3	2.5	1.2	3.2	3.5
<b>Google Play store (score/5)</b>	2.1	3.1	1.4	4.3	3.7
<b>Google Play Store Downloads</b>	10K+	10K+	1k+	100K+	100K+
<b>Provides expected time to resolve (Y/N)</b>	Y	Y	Y	Y	N
<b>Open 24/7/365 (Y/N)</b>	Y	Y	Y	Y	N
<b>Interactive Voice Response/AVR (Y/N)</b>	N	Y	Y	Y	Y
<b>Chatbot (Y/N)</b>	N	Y	Y	N	Y

\*MyLA311 Call Center is currently not managing the Facebook account since it was necessary to receive access to Instagram.

<sup>10</sup> <https://www.gothamgazette.com/city/8225-city-s-311-upgrade-set-for-mid-year-launch>



## 7.2.1. Result of the Peer City Analysis

The result of this analysis is based on publicly available information. Detailed interviews with each of the peer cities, and access to additional internal documents would be necessary to conclude the performance of the City of Los Angeles against these cities.

### Governance Structure

Peer cities' 311 programs have varying governance structures in place. As a result, there were differences in how the programs operate including, decision-making processes, and integration of affiliated departments and agencies. With the recent changes to the peer cities' programs, Chicago, Dallas, and New York City focused on achieving better integration and collaboration across city departments. For example, the City of Chicago began its implementation project by first conducting business process reengineering of services provided<sup>6</sup> and addressing how departments can better coordinate the transfers of service requests.

### Department Call Center Consolidation

The 311 program has several ways of integrating and collaborating with departments. For instance, it was noted that New York City consolidated more than 40 city call centers with their 311 Call Center, allowing 311 to truly be a one-stop shop for all non-emergency services. The same model exists in the City of Dallas, which consolidated 28 customer-service numbers and 7 call-taking centers.

### Department Systems Integration

Chicago's 311-call center and 33 city departments supported by 311 were all upgraded to the new system. With this new system, the City of Chicago integrated 15 external systems and applications. In addition, the City of Dallas' cloud-based system provides departments the ability to track analytics of calls and allows departments to transfer service requests without losing the relevant information provided by the customer. As mentioned above, the City of Houston implemented a methodology for standardizing service request numbers and identifying duplicate tickets for city services.

### Mobile Application

The City of New York and the City of Los Angeles have higher ratings for their mobile application and have a higher volume of Google Play Store downloads in comparison to the other peer cities.

### Social Media Presence

Most of the peer groups have yet to successfully connect with customers via social media platforms. Except for the City of New York, each of the cities had very little representation of followers across Twitter, Instagram, and Facebook.

### Service Completion Times

Chicago and Dallas present the estimates for service completion times with each description of services. New York and Dallas offer the estimated service times once the ticket is submitted; therefore, customers can track their service requests and at the same time know the timing of the department's response. The peer cities also communicate to customers about possible delays due to high volume, weather, and priority via the home pages, the service request descriptions, or in the knowledge base articles.

## Call Center

The peer cities have various ways of filtering customers who call 311 and route them to the appropriate destination. Chicago does not have an AVR, nor does it have an interactive voice response (IVR). Dallas has an IVR which routes customers to the appropriate agent or department by having the customer make a statement. They also use this IVR to inform customers of possible delays due to technological and process changes. The city of Houston uses an AVR to determine which type of information or service the customer is looking for and to let customers know that some information or service requests will be transferred to agencies not part of the 311 program. Finally, New York City uses an AVR just like the City of Houston. Additionally, New York and Dallas provide daily updates on current city changes or events before asking the customer to make a choice. In addition to these automated systems, the City of Dallas and Houston have a chatbot on their website just like the MyLA311 website. This allows customers to find information quickly through self-service.

## Technology Used

According to articles analyzed throughout the Peer analysis, Dallas currently uses artificial intelligence and virtual assistant technology. When creating a service request, the application allows customers to take a picture and the system determines what type of service request is needed from the customer through image recognition. They also collaborated with Amazon Alexa to provide customers with voice-activated access to Dallas 311<sup>11</sup>. Alexa can provide knowledge base information, information about the status of a service request, access information about current news and events, and more. Houston also uses a chatbot to help customers create service requests. The chatbot guides the customer through every step of creating a service or informational request. Finally, through their new system, Chicago offers geospatial information to guide customers trying to locate important city locations.

### 7.2.2. Industry Leading Practices Identified

Based on the information collected, the following industry leading practices have been identified and considered for the MyLA311 program:

- Website and knowledge base articles clearly present the service request estimated completion times.
- CRM Systems allow for multiple work orders to be assigned to one service request, and as result, the progress of the service request can be tracked.
- CRM Systems are hosted on a modern cloud-based platform.
- Call Centers are consolidated to allow 311 to truly act as a one-stop shop for non-emergency services.
- An Intelligent IVR routes caller to the appropriate department and therefore limits calls being transferred by 311.
- Social media may be instrumental in sharing current information with customers and help manage the 311 call volume.

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<sup>11</sup> [https://www.amazon.com/City-of-Dallas-311/dp/B08GQCZC8G/ref=cm\\_cr\\_arp\\_d\\_product\\_top?ie=UTF8](https://www.amazon.com/City-of-Dallas-311/dp/B08GQCZC8G/ref=cm_cr_arp_d_product_top?ie=UTF8)

## 8. Observations and Recommendations

### 8.1. VISION MYLA311 PROGRAM

The City of Los Angeles has demonstrated commitment to the future of MyLA311 and continues to evaluate the most effective methods to improve the MyLA311 system. The stated mission of the MyLA311 program “is to connect people to City services and information, quickly and easily, via a communication channel of their choice.” The program advocates for citizens to “improve your city” delivers general city and government-related information to individuals and performs specific service requests on behalf of city departments. The MyLA311 program has organically evolved in alignment with its mission to improve citizen access to departmental services. Recently there has been a sharpened focus on expanding this access to a more comprehensive suite of public services, which has ultimately improved customer experience with the MyLA311 platform.

However, although this mission is clearly articulated, there is no clear citywide vision of the future of the MyLA311 program and the path forward to realize this vision.

**1-1 Recommendation - Define the Current Vision for the MyLA311 Program:** The City of Los Angeles should consider collaborating with city departments, the Mayor’s Office, and City Council Members to define, formalize, and document a Customer Service Charter with clear expectations of timely customer service and service delivery.

### 8.2. CITYWIDE MYLA311 PROGRAM GOVERNANCE STRUCTURE

As presented in **Section 6.1**, the 311 Call Center and the MyLA311 system are primarily governed by ITA and receive funding from select departments within the city. As mentioned in **Section 6.1**, the early phases of the MyLA311 system were overseen by a steering committee. However, the governing body ceased conducting formal meetings for weekly MyLA311 Change Management meetings. While the 311 Call Center and ITA are accountable and responsible for the intake of service requests and maintenance of the MyLA311 system, the Call Center and ITA do not have the authority to re-define department priorities, establish key performance indicators (KPIs), and hold departments accountable for fulfillment services and contributing to the knowledge base articles. For the MyLA311 program to be successful, full participation across all city departments and promotion of the importance of a customer-centric service delivery model is required. When a customer fails to receive the requested service within the expected timeframe, no amount of call center apologies can improve the customer experience.

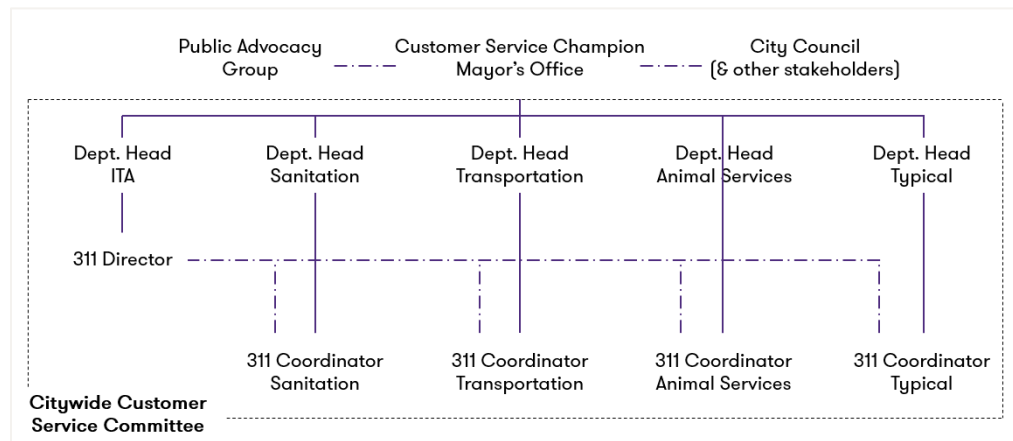
The lack of a central voice for the MyLA311 program became eminently apparent when it was discovered that at least one other department solicited a CRM system without the participation of the various other internal stakeholders supporting the current MyLA311 platform.

To mitigate these issues, the following recommendations are provided:

**2-1 Recommendation – Review Citywide MyLA311 Governance:** The City of Los Angeles should consider reviewing its current governance structure for the MyLA311 program and identify executive-level sponsors, front-line service delivery champions, and citizen advocates. **Figure 11** presents a governance model that should be considered by the City of Los Angeles to increase departments’ accountability.

## Proposed Governance Model

Figure 11 - Proposed MyLA311 Governance Model



Note: updating the governance structure of city services is consistent with trends in other cities as they sought to improve city services and eliminate departmental silos<sup>12</sup>. Since 311 is built solidly on the pillars of customer service intake and customer service delivery, many cities assign an individual within the Mayor's Office as the 311 program champion who has responsibility for customer service, department fulfillment, and technology operations within the enterprise.

## Governance Model Description

The proposed governance model suggests the creation of four additional roles and revises the 311 Call Center Director role as follows:

- **Establish a Champion for City-Wide Services** - Given that 311 is promoted as the "One Call to City Hall" (either by phone, web, mobile, text, email, or social media), the MyLA311 program would benefit to have oversight and leadership from a key City Executive from the Mayor's Office. As such, the City of Los Angeles should establish a Customer Service Champion from the Mayor's Office who has enterprise-wide authority for both customer service and customer service delivery processes.
- **Establish a Citywide Customer Service Committee** - Since the MyLA311 program depends on many city departments to achieve this mission, it would benefit to be governed by a functional interagency Citywide Customer Service (311) Steering Committee. As such, the Citywide Customer Service Steering Committee should be comprised of the ITA Department Head, 311 Call Center Director, Agency Department Heads, and 311 Coordinators. The primary role of this committee would be to advise on citywide information technology affairs and service delivery processes. Initially, the Citywide Customer Service Steering Committee could meet at least monthly to review feature or process requests, timelines, risks, or issues to mitigate, and other items essential for continued management of the MyLA311 program.
- **Establish Public Advocacy Group** - Since the MyLA311 program is citizen-centric, it would be beneficial to establish a public advocacy group with the representation of volunteer citizens to regularly voice constructive criticism about MyLA311 operations as well as make recommendations for future enhancements. This offers a feedback loop for continuous customer service improvement directly to the Mayor's Office.

<sup>12</sup> IBM Center for The Business of Government, Using Innovation and Technology to Improve City Services, Sherri R. Greenberg

- **Create a Department 311 Coordinator** - To assist with integrating departmental activities within the MyLA311 program, each department should consider establishing a 311 Coordinator role. The 311 Coordinator would report directly to the Department Head, monitor the department's fulfillment performance, and customer relationship management processes, assists in troubleshooting service requests, and acts as a liaison to the 311 Call Center Director for issues related to customer service or technology operations.
- **Extend the 311 Call Center Director's Responsibilities** - The 311 Call Center Director is directly responsible for citywide customer service standards and activities while monitoring and analyzing department operational performance via the MyLA311 system tools. Additionally, the 311 Call Center Director is directly responsible for citywide customer service standards and activities while monitoring and analyzing department operational performance via the MyLA311 system tools. The 311 Call Center Director works with the ITA Department Head, a Cabinet-level position, and peers to the operational Department Heads, to establish and perform established SLAs leveraging the authority of the Mayor's Office as necessary.

## Benefits

- Mission and leadership emanate from one source who has responsibility for both customer service and customer service delivery.
- 311 Call Center Director can leverage the ITA General Manager who is a peer to other Department Heads to help hold Department Coordinators accountable to support MyLA311 efforts.
- Department Heads have an internal support person responsible for all MyLA311 activities who act as a liaison to the 311 Call Center Director and MyLA311 program organization.
- A formal steering committee that convenes on a regular cadence is empowered to make enterprise MyLA311 decisions concerning standards, processes, technology, and timely fulfillment of customer service requests.

## Considerations

- The success of this governance model will depend on the Department Coordinators' collaboration with the 311 Call Center Director.
- The success of this governance will highly depend on the participation and motivation of the steering committee members and ITA Department Head and 311 Call Center Director.

## 8.3. PERFORMANCE OF THE MYLA311 PROGRAM

The 311 Call Center maintains an SLA with departments to identify MyLA311 departmental-specific roles and responsibilities. However, the SLA is primarily focused on departmental maintenance of the MyLA311's knowledge base articles and does not outline process expectations for how departments will interact with customers or other city departments. Although each department may track and monitor service request fulfillment to evaluate their department's performance, the metrics are primarily internal departmental targets that are not shared with customers. As a result, there is reduced commitment and accountability for the department to deliver services within a specified timeframe. The absence of performance metrics and KPIs also impacts the services and processes provided through the MyLA311 program and reduces decision-making capacity for addressing performance issues and leads to challenges in enforcing these agreements. For example, the following observations were captured:

- Only a few of the service request types in the MyLA311 system provide a timeframe that works should be expected to be completed. Consequently, customers call back frequently to ask for status updates.
- There is no customer fulfillment survey to capture customer satisfaction with requested services.
- The number one customer complaint observed in **Section 6.6**, was that occasionally service requests are closed without the service request being completed.



- There is no formal process or accountability for transferring service requests between departments.
- There are knowledge base article errors not being addressed promptly by the departments.

### 3-1 Recommendation - Establish Accountability for Service Delivery:

To promote buy-in to the success of the program and customer experience, the City of Los Angeles should consider defining additional departmental SLAs and regularly reporting on MyLA311 program performance. The development of SLAs and monitoring mechanisms should be revisited on an ongoing basis to best identify operational improvements. The City of Los Angeles should consider taking the following steps to establish accountability for service delivery:

1. **Request departments to define SLAs for every service request type owned by that department.** These SLAs or “goals” are generally derived via collaboration between the department’s field service crew managers or supervisors who perform the work, agency management, and the executive sponsor in the Mayor’s Office who oversees city operations. One of the basic ground rules for establishing the SLAs is to make the goals achievable but offer flexibility for adjusting SLAs based on actual performance data. Typical SLAs may include:

- Estimated the time to complete a service request type.
- Customer satisfaction ratings for completed service requests, collected via fulfillment surveys.
- The number of service requests that are improperly closed before the service request has been completed.
- The number of successful transfers of service requests between departments.

In addition, the SLA between the 311 Call Center and departments should be revised to hold departments accountable for updating the knowledge base articles timely, following established procedures, and meeting established customer service metrics.

2. **Develop a means by which of collecting MyLA311 operational data based on established SLAs or citywide metrics.** Data could be reported in a standardized format for all departments and include details such as total service requests, number of requests created in the period, number of service requests closed in the period, number of days the service request was open or closed, and percentage of service requests overdue.
3. **Establish a frequency for evaluating department performance with the department’s management and the City Executive, which could be every two weeks.** This timeframe offers a consistent assessment of performance in a limited duration, allowing managers and supervisors to identify how various levers impact performance. Frequent performance reviews also allow for the implementation of incremental adjustments and a timely feedback loop to indicate whether the adjustments are working as intended.

### 3-2 Recommendation – Define Metrics for Monitoring MyLA311 performance:

1. In addition to establishing a program of departmental performance SLAs, the 311 Call Center and MyLA311 system should consider tracking the following metrics to evaluate departments’ use of the system and report on these to the Mayor’s Office, and the City-Wide Customer Service Committee:
  - The number of unaddressed requests to update knowledge base articles based on requests to update inaccurate information.
  - The number of instances that department staff access the system.
  - The number of fields missing from the Service Request Record.
  - The number of inappropriate uses of system defaults.
  - The number of times manual processes are used.
  - The number of escalation calls to the Call Center.
  - The number of inaccurate or out-of-date entries.
  - The number of satisfied internal users (surveys of internal users and groups).
  - The number of abandoned service requests for escalated issues, and instances where escalations were not addressed.

## 8.4. KNOWLEDGE BASE ARTICLES

*Table 6 - Knowledge Base Articles Observations & Recommendations*

Observations	Recommendations
<p><b>Knowledge Base Roles</b></p> <p>As stated in <b>Section 6.2</b>, each department is tasked with designating an editor, approver, and reviewer role to manage the content for their department's knowledge base articles and to update them on a semi-annual basis. However, there has been high turnover within the department's editors and approvers roles, requiring additional training on roles and responsibilities or resulting in updates to knowledge base articles not being performed.</p> <p>Due to staffing constraints, newly established departments have had difficulties assigning resources to act in the editor and approver roles.</p>	<p><b>4-1 Establish a Knowledge Base Manager Role</b></p> <p>The 311 Call Center should consider establishing a position dedicated to managing the knowledge base articles to alleviate some of the burdens on departments to fill the editor and approver roles. The creation of this function will also contribute to the standardizing and improving the quality of the content by assuming the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Validate all content is easily readable and consistent across all departments.</li> <li>• Identify interdependencies between articles to ensure updates are consistent.</li> <li>• Work closely with each of the department's 311 Coordinators to identify new articles that should be included in the knowledge base.</li> <li>• Establish the frequency for when knowledge base articles are updated based on volume traffic. For instance, one method for managing the knowledge base collection would be to group articles into three tiers based on the high, medium, or low volume traffic on the webpage or mobile application.</li> </ul>

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## Observations

## Recommendations

The articles that receive high traffic could be updated more frequently, such as every 6 to 12 months, the articles with medium (average) traffic, could be updated approximately every 12 to 24 months and the least viewed could be updated every 3 to 4 years.

### Knowledge Base Procedures

The MyLA311 program does not have SOPs for how and when the knowledge base articles should be maintained. For example, when incorrect information in the knowledge base articles is flagged for departments to address, there is no established timeline for when documents should be updated.

In addition, there is not a template for information required for the knowledge base articles. Each of the 40 departments submits inconsistent content using different formats and varying levels of detail.

As such, customers have expressed difficulties understanding the knowledge base articles due to a lack of information on city services.

### 4-2 Develop Knowledge Base Management SOP

MyLA311 program should consider developing an SOP and training materials for departments to detail how updates to knowledge base articles should be made, including how to update inaccurate information.

In addition, a standard template should be developed to illustrate the components required in the knowledge base articles, including expectations for service delivery, steps in the process, pictures to help customers properly categorize the type of service request, and a timeline for service completion.



## 8.5. INTAKE PROCESS

Table 7 - Intake Process Observations & Recommendations

Observations	Recommendations
<p><b>Self Help Content</b></p> <p>The 311 Call Center developed a video for customers explaining the basics of using the mobile application.</p> <p>Customers also have access to the City Hall Internet Personality (CHIP) chatbot from the website, which can help identify relevant information on the MyLA311 website such as how to create a service request.</p> <p>However, there is no content (e. g., videos, procedures) available to help customers understand the process for service request completion or help them use self-service options on the website. As a result, there is a greater volume of calls to 311 for issues that could otherwise be resolved online.</p>	<p><b>5-1 Develop Content to Help Customers Navigate</b></p> <p>The 311 Call Center should consider developing more how-to videos for customer self-service options, to further explain how to navigate the system and increase customer familiarity. The how-to video may also help promote the adoption of these self-service options.</p>
<p><b>311 Call Center Processes</b></p> <p>The 311 Call Center agents are expected to request customers' contact information for customers to receive updates about their service request or provide additional information to field service crews if required.</p> <p>However, some customers refuse to provide their contact information, and there is no guide or script provided to the 311 Call Center agents to properly inform customers of how this information is beneficial for the service request process. Therefore,</p>	<p><b>5-2 Enhancements to the 311 Call Center Intake Process</b></p> <p>The 311 Call Center should consider establishing scripts to ensure that the 311 Call Center agents encourage customers to capture customers' contact information.</p> <p><i>Refer to recommendation 7-4 for the corresponding system functionality.</i></p>

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## Observations

departments are unable to fulfill requests if additional information is needed for service requests that are submitted anonymously.

### 311 Call Center Agent Training

The 311 Call Center agents are mostly trained to handle service request intake, develop status reports, and provide general information about department services from the MyLA311 knowledge base articles or department websites. However, they do not receive adequate training for handling more complex department services or complaints, which leads to a high volume of transfers to other departments.

Based on industry leading practice, some Call Centers perform ride-along with field service departments as a part of the call center agent's training programs. Currently, ride-alongs are not a part of the 311 Call Center training program.

### City of Los Angeles Call Centers

The City promotes the MyLA311 program as a one-stop shop and publishes the 311 number for general information. However, several departments maintain their own call center employees and have separate phone numbers in the city directory, which leads to inefficiencies between city departments and the MyLA311 program. Below list a few departments that have their own call centers and a summary of the services they provide:

- The Bureau of Sanitation has its own call center and offers similar service request intake as the 311 Call Center also handles wastewater and billing issues.
- The Bureau of Street Service, Department of Water and Power, Finance, the Police Department, and other smaller departments have also maintained their call centers to act as the escalation point for questions that the 311 Call Center is not equipped to answer.

In addition, the current AVR only provides options to connect with a 311 Call Center agent or to have the call be sent to one of the three following departments:

- Department of Transportation
- Bureau of Sanitation
- Department of Water and Power

## Recommendations

### 5-3 Perform Ride-Alongs as a Part of Call Center Agent Training

The 311 Call Center should consider initiating a program to allow 311 Call Center agents to perform ride-along with field service departments to:

- ✓ Support their understanding of the process and understand how to distinguish and address complex service request types.
- ✓ Increase their knowledge of complex processes and how to communicate this information to customers.

### 5-4 Evaluate the Calls Handled by the 311 Call Center

The city should consider updating its directory so that all non-emergency calls are received by the 311-phone number, consistent with the original intent of the MyLA311 program.

The MyLA311 program should also consider evaluating all departmental service request types against the types of calls that the 311 Call Center is capable of handling intake. For more specialized calls that the 311 Call Center is unable to process, the MyLA311 program should consider enabling direct-intelligent routing to appropriate departments via IVR or a virtual assistant.

*Note: Performing this analysis may present an opportunity for consolidating other department call centers into the 311 Call Center. The process of reevaluating the types and services requests and updating the IVR should be reviewed annually based on changes in processes, the creation of new departments, or the addition of new service request types added to the MyLA311 system.*



## Observations

## Recommendations

The peer analysis revealed that some cities use an intelligent Interactive Voice Responses (IVRs) to determine which calls should be routed to the 311 Call Center agents and which calls should be handled by the departments, thus limiting the number of customer transfers, and decreasing the call volume to 311 Call Center agents. In addition, IVRs avoid asking the customer to repeat information, which occurs when a customer is transferred to another department after discussing with a 311 Call Center agent.

### City Assets

MyLA311 program has not captured all city assets. For instance, it has not:

- Identified all city-maintained trees.
- Captured sewers, storm drains, or manholes.
- Identified streetlights owned by the Department of Water and Power. Note: Streetlights maintained by the Bureau of Street Lighting are represented in the system.

Fulfillment departments reported customers to have challenges in properly identifying the correct asset location and type when submitting a service request. As a result, service requests are incorrectly routed leading to field service crew inefficiencies as they attempt to locate the correct asset.

### 5-5 Consider Tagging all City Assets

The MyLA311 program should consider establishing a process to work with fulfillment departments on physical and electronic asset tagging (e.g., Quick Response code, RFID). Asset tags will help identify serviceable city property and corresponding location data, which would allow individuals to identify city assets (e.g., streetlight, bench, hydrant) requiring service.

*Refer to recommendation 7-2 for the corresponding system functionality.*

**Figure 12** and **Figure 13** demonstrate future state intake workflow, developed to reflect the recommendations included in this section:

Figure 12 - MyLA311 To-Be Intake Process (Part One)

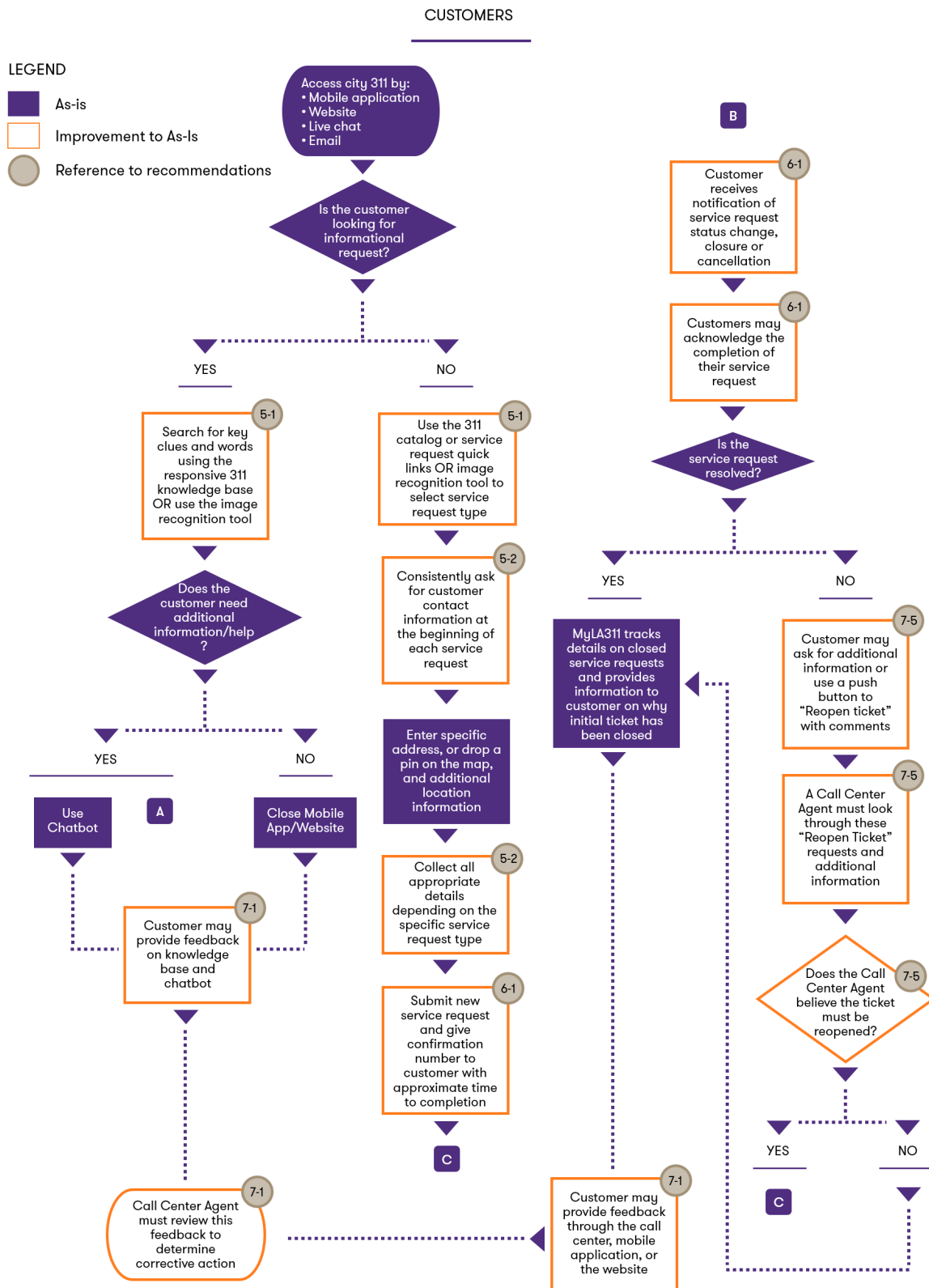
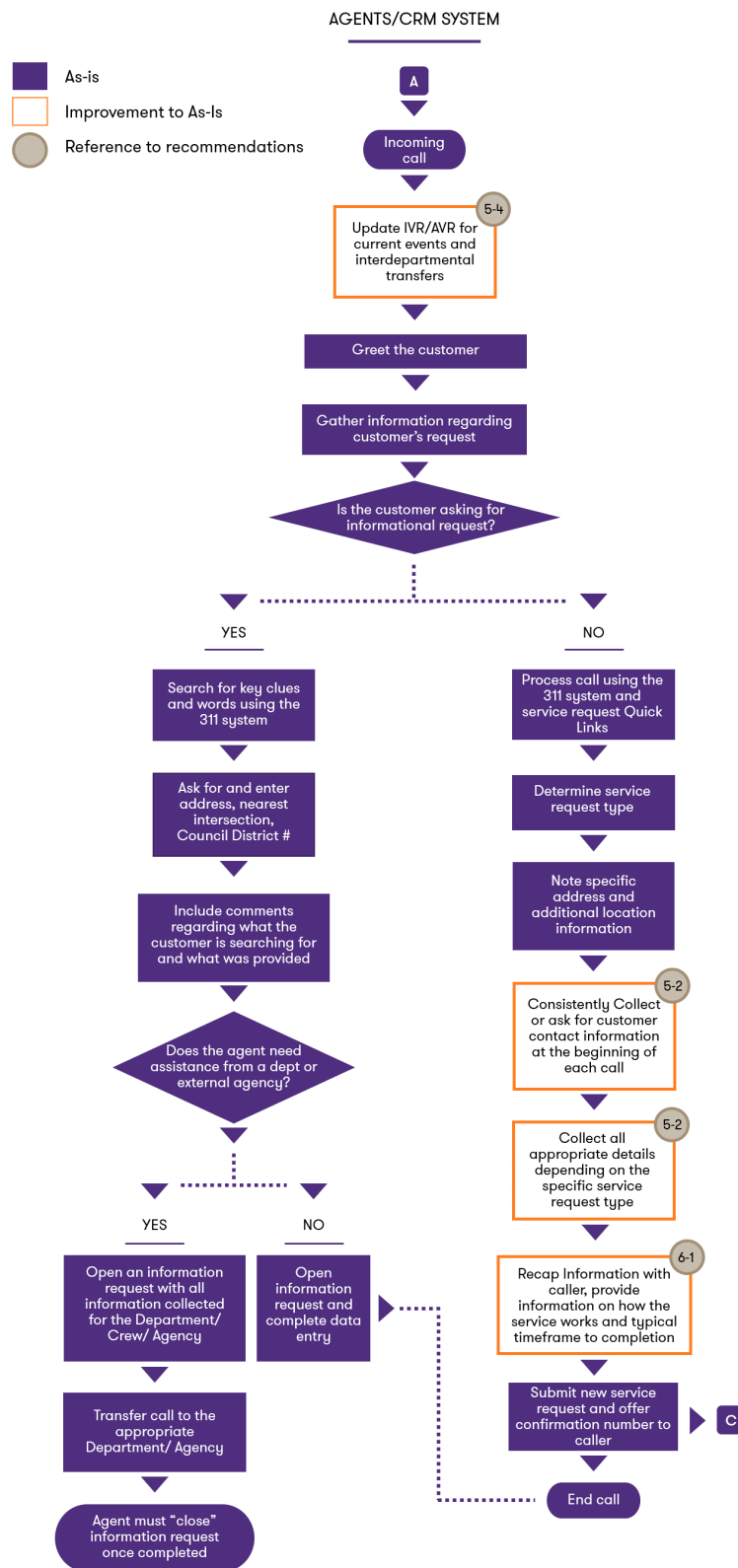


Figure 13 – MyLA311 To-Be Intake Process (Part Two)





## 8.6. FULFILLMENT PROCESS

The fulfillment workflow primarily leveraged information gathered during interviews with MyLA311 department stakeholders.

*Table 8 - Fulfillment Process Observations & Recommendations*

Observations	Recommendations
<p><b>Service Request Statuses</b></p> <p>There are valid reasons for the department to close a service request without performing the services, such as:</p> <ul style="list-style-type: none"> <li>• Incorrect selection for the service request type.</li> <li>• Service Request not covered within the control of the City of Los Angeles.</li> <li>• Lack of city resources or budget to complete the service request.</li> </ul> <p>However, most of the time, there is little information provided to customers to explain why the service request was closed. As referenced in <b>Section 6.4</b>, the closure of unaddressed requests is one of the most important customer complaints about MYLA311.</p> <p>Although reason and resolution codes are defined at the department level for each service request type, standardization does not exist across the 311 program and there is inconsistency across departments.</p>	<p><b>6-1 Establish Standardized Service Request Status and Resolution Codes</b></p> <p>The MyLA311 program should consider establishing standardized service request reason codes across all service types and formalize the process for entering information for service requests. The process should include requiring when service requests are updated and justifications for resolution codes.</p>

## Observations

## Recommendations

*(Note: Reason codes are meant to provide status updates and resolution codes are meant to provide closure information on the service request).*

For instance:

- Some departments only provide resolution codes, and therefore, customers only receive notifications in the system when their requests have reached a final resolution.
- Some departments leave comments within the service request, but these comments are classified as internal and therefore are not viewable to customers.
- Some departments close tickets without providing the services and without including resolution codes.

As a result, an increased volume of calls is placed to 311 by customers requesting updates on their service requests, which could be avoided if the status of service requests was updated consistently and regularly.

### Service Request Processes

Service requests are occasionally incorrectly assigned to departments due to the customer or 311 Call Center agent's misdiagnosis of the service request type.

When a department identifies an improperly classified service request, they must transfer the ticket to the correct fulfillment department or field services crew. However, an established process for transferring service requests between departments does not exist. For these instances, the first receiving department must close the initial service request ticket and open a new service request type to correctly dispatch to the appropriate receiving department.

In addition, there is no process for notifying the new receiving department of the service request and indicating the time of the original service request. As a result, the length of the fulfillment activity for the customer is generally extended. Customers are not typically notified regarding delays in service fulfillment or with the new service request number they can use to track completion.

### Service Request Processes

Service requests can be classified as complex or basic depending on whether an inspector is required to diagnose the request type and to assess the materials or resources needed for fulfillment activities. Departments may also need to decouple the services into separate work orders.

However, the process is manual and has not been defined to track activities between different field service crews. Since this

### 6-2 Establish a Process to Manage Transfers of Service Requests between Departments

The MyLA311 program should consider developing a process for how the City of Los Angeles handles service request transfers between different departments or field service crews. At a minimum, there should be a process for the receiving department or field service crew to acknowledge the receipt of the service request that was transferred. In addition, the process should require customers to be notified of the transfer and expected new timing of service request completion.

*Refer to recommendation 7-8 for the corresponding system functionality.*

### 6-3 Establish Process to Manage Multiple Work Orders for a Service Request

The MyLA311 program should consider evaluating the current service catalog and develop a process for tracking and monitoring different work orders for service requests.

## Observations

is a manual process, customers rarely receive updates regarding the progress of their service requests.

### Service Request Processes

Field service crews may identify additional service requests while they are out in the field. However, because a formalized process for documenting the service request does not exist, the requests are not always logged within the MyLA311 system.

When requests aren't logged, performance cannot be correctly reflected in the MyLA311 system which prevents field service crews from receiving proper recognition for the additional work completed.

In addition, some departments manually close their service requests in batches on a daily or weekly basis. Therefore, the timing of when the service request is updated in the MyLA311 system is unrelated to when the performance of the field service crew's work was completed. Therefore, service request data in the system may be outdated and the MyLA311 program may not have an accurate view of work that is outstanding.

## Recommendations

*Refer to recommendation 7-6 for the corresponding system functionality.*

### 6-4 Develop a Process for Managing Service Requests and for Recording them in Real-Time

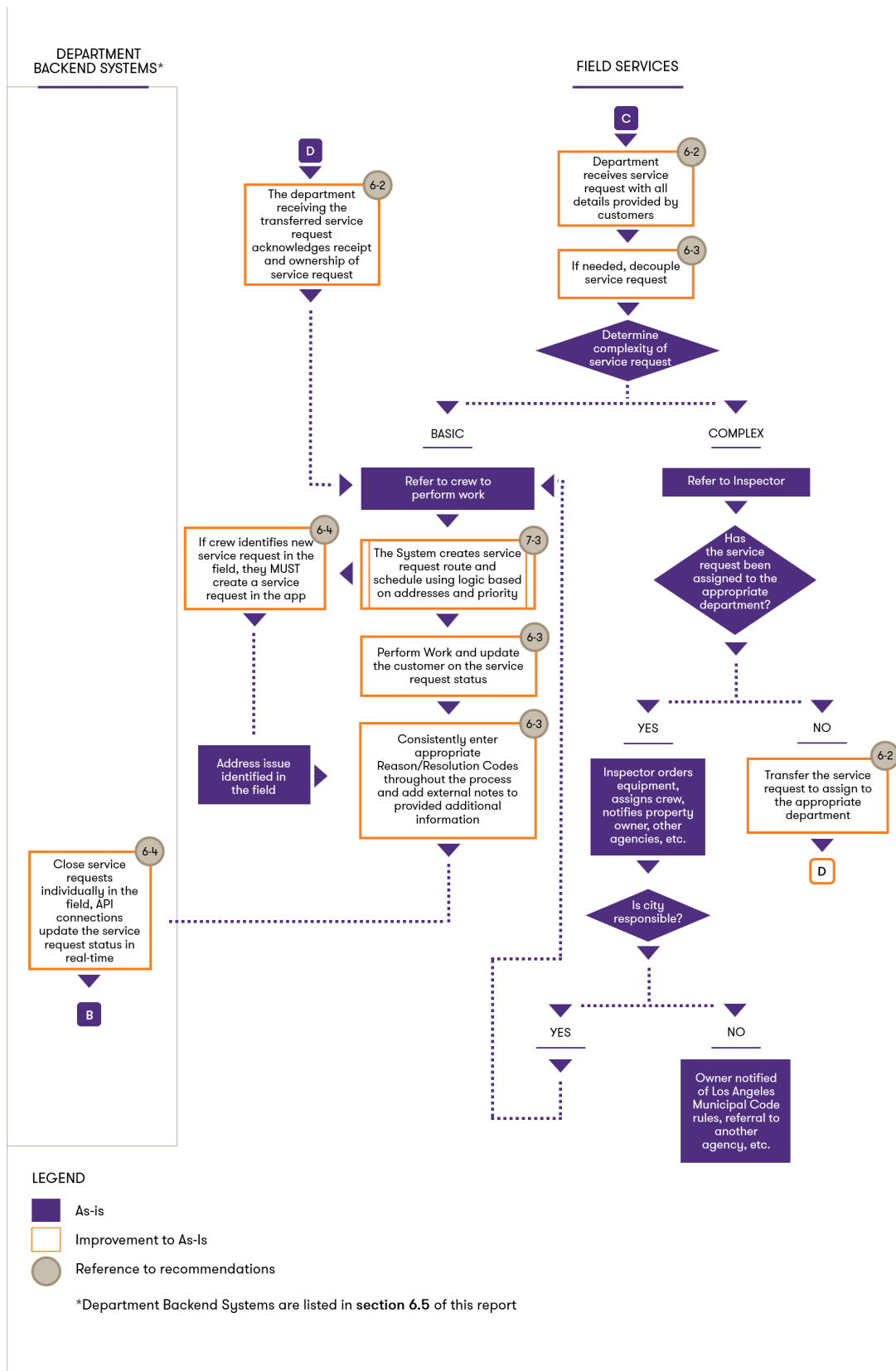
The MyLA311 program should consider developing a formal process requiring that additional services identified by field service crews be entered into the MyLA311 system. The expectations for closing service requests in real-time should also be defined.

*Refer to recommendation 7-10 for the corresponding system functionality*

**Figure 14** demonstrates the future state fulfillment workflow, developed to reflect the recommendations included in this section:



Figure 14 - MyLA311 To-Be Fulfillment Process





## 8.7. TECHNOLOGY

Table 9 - Technology Observations & Recommendations

Observation	Recommendation
<p><b>Customer Facing Technology: Self-Service Experiences</b></p> <p>MyLA311 system offers self-service options such as the knowledge base articles and the website's CHIP, the Chatbot. The knowledge base articles have a search function allowing users to search by department, category, keywords, or article titles. The chatbot leverages data from the knowledge base to help address simple customer questions.</p> <p>The only way a customer can provide feedback on the knowledge base articles and the chatbot is by submitting feedback tickets through the website. However, during the period May 2021 through June 2022, there was only one suggestion for a knowledge base article that should be created, and there were no feedback tickets submitted relating to the chatbot.</p> <p>The 311 Call Center currently monitors manually the customer questions received by the chatbot, which is inefficient for identifying how to improve chatbot responses and consequently, decreases the number of information requests received by the 311 Call Center.</p>	<p><b>7-1 Capture Customer Feedback for MyLA311 Self-Service Tools</b></p> <p>The MyLA311 program should consider incorporating the ability to capture immediate customer feedback on the MyLA311 system self-service options.</p> <p>Feedback could be assessed through traditional rating structures such as a one-to-five scale or thumbs up or thumbs down to how helpful the self-service was at addressing the customer's inquiry and including a comment field for negative responses.</p> <p><i>Note: Receiving additional and timely feedback will allow MyLA311's digital service self-service capabilities to continuously improve and help decrease the number of information requests received by the 311 Call Center.</i></p>

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## Observation

### Customer Facing Technology: GIS Features

Service requests are created in the MyLA311 system with the help of GIS address validation and other geospatial support allowing the creator of the request to adequately communicate the location of the service to field service crews. MyLA311 uses GIS layers provided by the Bureau of Engineering.

The MyLA311 system includes an address validation feature to verify that the location is inside the city limits.

From a review of the GIS capabilities, the following observations were identified:

- ✓ The MyLA311 system performs an address validation after customers, or 311 Call Center agents enter the entire address and do not offer suggestions while characters are entered. Therefore, it takes longer to enter the address in the system.
- ✓ As mentioned in Recommendations 5-5, not all city assets are captured in the MyLA311 GIS system layers. Customers have difficulties properly submitting service requests if the asset is not identifiable in the MyLA311 system. Therefore, field service crews may perform maintenance on the incorrect location of the asset.

Not all departmental backend systems can capture the GIS latitude and longitude information, which leads to difficulties for field service crews in finding the location of the service request.

## Recommendation

### 7-2 Enhance MyLA311 GIS Features

The MyLA311 program should consider the following enhancements:

- ✓ Updating the GIS locator to autosuggest and autocomplete addresses from partial user input.
- ✓ Including a placeholder for RFID technology for all city assets will enhance the Bureau of Engineering's GIS layers for customer identification of service requests. Proper identification of city assets during intake will prevent inefficiencies of field service crews in locating the subject of the service request.
- ✓ Ensuring that all departments' backend systems have an integration that captures latitude and longitude information. Proper identification of the location will also prevent inefficiencies experienced by the field service crews in locating service requests.

### Customer Facing Technology: Service Request Attachment Capabilities

The MyLA311 system allows for pictures to be uploaded for intake and fulfillment.

However, there is a limit on the size of the picture (5MB), and customers and field services crews have experienced difficulties when the picture size exceeds this limit.

In addition, multiple pictures cannot be uploaded at the same time.

Finally, when a service request is cloned for additional follow-up, a manual process is required to upload photos from the previous service request rather than copying the photos automatically.

### 7-3 Enhance Service Request Attachment Capabilities

The MyLA311 program should consider enabling technology to allow for increased picture sizes and multiple pictures to be uploaded at once. In addition, enabling the technology to copy relevant attachments from prior service requests for when a new service request is created or cloned.

## Observation

## Recommendation

Lack of developed attachment capabilities can lead to service request details being unaccounted for. The attachments could help field service crews identify the issue and avoid departments having to contact the customer for additional information.

**Customer Facing Technology: Informational Content**  
Customers may submit the incorrect service request type or provide inaccurate information since they are unfamiliar with the terminology used on the service request intake form. There are limited fields on the intake form and there is no explanation for how this information will be used by the field service crew. When there is inaccurate information submitted within the service request, the wrong field services crew may be dispatched.

The MyLA311 system doesn't require the customer to submit their contact information for creating a service request ticket, i.e., this is not a mandatory field given customers may prefer to submit their service request anonymously. Not submitting this information may have an impact on the quality of the service to the customer since the departments won't be able to connect with the customer if they need additional information to fulfill the request or if they want to provide the customer with a status update. Also, the system currently doesn't create a "warning" to communicate this impact to not submit customer information when the service request ticket is created without this information.

### 7-4 Provide Informational Prompts to Help Customers with the Service Request Intake

The MyLA311 program should consider including information prompts within their service request intake form that helps define terminology and how it impacts the city's response to the service request.

In addition, the MyLA311 program should consider including information on their website and the intake form to inform customers of the benefits of receiving notifications and status updates when they create an account with the MyLA311 system. For example, the intake form could display a message, such as "Take advantage of tracking your service request by creating a MyLA311 account."

### Customer Facing Technology: Service Request Statuses

MyLA311 system does not allow for service request tickets to be reopened after the service request has been closed by the field services crew.

When service requests appear to be closed without the service rendered, there is little information shared with the customer to explain why their service request was closed. As a result, customers may submit a new service request since their original request has not been resolved. Therefore, departments and the 311 Call Center spend additional resources handling these calls and dispatching field service crews to investigate requests as they may not have visibility of the prior work performed in the original service request.

### 7-5 Allow for Service Requests to be Reopened

The MyLA311 program should consider enabling technology to allow for service requests to be reopened for instances where the fulfillment of the service request is not completed.

In addition, there should be system functionality and supporting process to escalate service requests within departments to prioritize fulfillment requests where multiple tickets of the same type occur, including a grouping or tagging feature to facilitate review of related requests.

## Observation

## Recommendation

In addition, there is no method to communicate or escalate the service request to the new receiving department. Therefore, there are additional delays in these requests being resolved.

### Back-Office Technology: Services Catalog

The MyLA311 system maintains a one-to-one relationship between service requests and the field service crew or department assigned to the request. Complex requests which require coordination between multiple departments must be managed outside of the system leading to inefficiencies or lack of ownership. Often customers are not informed of the complexity of the service request or the additional time necessary for the service to be completed.

### 7-6 Enable Decoupled Services Catalog

The MyLA311 program should consider enabling the capability for decoupling services by allowing separate work orders to be associated with one customer service request. The MyLA311 Program should evaluate the current service request catalog and identify instances where service requests involve multiple field service crews or departments.

### Back-Office Technology: Field Service Route Scheduling

The MyLA311 system does not provide field services operations. Most departments manually create their routes and schedules based on when the service request was created and the location of the request.

The Bureau of Sanitation's SANSTAR system is the only department system that has assisted with the creation of a route schedule for field service crews by using logic to retrieve the address' service day. However, when a new service request is created for the Bureau of Sanitation there is no notification sent to their field service crew to alter their route.

### 7-7 Enable Intelligent Route Scheduling

The MyLA311 program should consider enabling intelligent or automated route scheduling for field services, and the ability for the system to prioritize and intelligently route service requests. The system functionality could have the ability to capture new service requests and transmit automated notifications, by e-mail or text messaging, to alert for high priority cases or unusual queue thresholds.

### Back-Office Technology: Service Request Workflow

As referenced in recommendation 6-2, there is not a process to transfer service requests between departments. Once a service request type is submitted, the system doesn't allow the receiving department to change the type of request in the system if it was not correctly classified. As a result, departments must close the original service request and open a secondary ticket under the correct type, which leads to inefficiencies within the department's operations. In addition, customers are unaware of the service request delay.

### 7-8 Allow for Service Requests Types to be Updated

The MyLA311 program should consider allowing for the service request types to be updated in the system when they are not correctly classified. In addition, there should be a system-generated notification to the customers clarifying the change in service type and providing a new expected completion date.

### Back-Office Technology: Infrastructure

The MyLA311 system is a traditional on-premise CRM platform comprised of the web, database, storage area network devices, and other components required to support the City of Los Angeles platform. Nevertheless, the underlying technology platform continues to suffer due to end-of-life components and sub-optimal environmental factors. This is

### 7-9 Migrate On-Premise Infrastructure to the Cloud

The City of Los Angeles should consider hosting the MyLA311 system on a modern cloud-based platform that provides high availability, disaster recovery, security monitoring, and rapid scalability. This will enable real-time connections between MyLA311 and department systems.



### Observation

exacerbated through the patchwork involvement of the ITA and several other departments which have varying responsibilities for the development and management of the MyLA311 system.

As a result, the MyLA311 system has experienced network issues, power outages, and issues in maintaining connections with department systems in real-time. These deficiencies occur since the MyLA311 hardware is subject to heavy traffic related to services, departmental system integrations such as SANSTAR, or other issues despite the availability of load balancers on the city network that distributes work to internal servers in a uniform manner.

Some of these issues have been mitigated by limiting reports & enhancements to load balancing algorithms, but reliability issues have persisted despite these efforts. Compounding the issue, limiting the size of reports has impacted the ability to query service requests with greater than 1,000 records. As the City receives thousands of service requests each day, this artificial limit materially impacts the city's ability to measure its service request backlog and assess service delivery performance. These deficiencies result in service delays, additional department manual work, and outdated service request information.

In addition, when the GIS layers provided by the Bureau of Engineering are down, the city must document Service Requests on paper and enter them when the system is restored which may lead to inaccurate address entry.

**Back-Office Technology: Departments' Systems**  
As documented in Section 6.5, some departments have existing backend systems, for work order or asset management, that are used to manage departmental operations or fulfillment of services. Some of these systems are outdated and have difficulties in maintaining connections with the MyLA311 system. Finally, other departments may not have the tools or systems to assist in managing their operations.

As a result, some service requests may not be entered into the MyLA311 system and may not be closed appropriately and promptly. Affects both the customers' satisfaction and the department's performance report.

### Recommendation


In addition, the City of Los Angeles Bureau of Engineering's GIS locator should also be constructed in a high-availability environment and remote-hosted in the "cloud" to prevent impact on the service request intake process.

### 7-10 Evaluate Integration with Departments' Systems

The MyLA311 program should consider assessing the advantages and disadvantages of whether the MyLA311 program will have the full integration with each department's backend systems or provide these features as part of the overall MyLA311 system.



# Appendices



# APPENDIX 1 – DEPARTMENTS INVOLVEMENT IN MYLA311 PROGRAM

# Appendix 1

Table 10 below captures all the groups found in the organizational chart of the City of Los Angeles (Section 6.1), demonstrating which departments participate in the MyLA311 program and which don't.

Table 10 - MyLA311 Participating Departments


Participating in MyLA311 program & Description	Not Participating in MyLA311 Service Request or Fulfillment services
<ul style="list-style-type: none"> <li>Bureau of Sanitation (LASAN) – Uses the MyLA311 system to process service requests. The GIS layer identifies residential versus commercial trash collection. The sanitation system is connected to MyLA311 for intake.</li> <li>Board of Public Works (BPW) &amp; Office of Community Beautification (OCB) - Uses MyLA311 system to process service requests. The GIS layer assigns service requests to various contractors based on location.</li> <li>Bureau of Street Services (BSS) – Uses the MyLA311 system for service request processing. The GIS layer identifies which yard or office to assign service requests to.</li> <li>Bureau of Street Lighting (BSL) - Uses the MyLA311 system for service request processing. MyLA311 integrates to the BSL system where they intake service requests and document asset or parts usage.</li> <li>Department of Water &amp; Power (DWP) – MyLA311 system is integrated into the DWP billing system to verify Sanitation accounts. The MyLA311 system handles only one service request type for reporting water waste.</li> <li>Bureau of Engineering (BOE) – Uses the MyLA311 system to handle Sidewalk repair rebates and handicap access. The GIS provides various map layers needed by the MyLA311 system.</li> <li>Department of Recreation and Parks (RAP) – Uses MyLA311 system for intake of park maintenance services. The Maintenance system integrates with the MyLA311 system for the intake of service requests. They have a webform for intake as well. The GIS layers help identify park locations.</li> <li>Los Angeles Animal Services (LAAS) – The MyLA311 system has service request types for reporting stray animals,</li> </ul>	<ul style="list-style-type: none"> <li>Bureau of Contract Administration</li> <li>Housing Authority</li> <li>Los Angeles World Airports</li> <li>Harbor</li> <li>Library</li> <li>City Employees' Retirement System</li> <li>Fire &amp; Police Pension System</li> <li>El Pueblo</li> <li>Cultural Affairs</li> <li>Convention &amp; Tourism Development</li> <li>Zoo</li> <li>Disability</li> <li>Cannabis Regulation</li> <li>Civil, Human Rights, and Equity</li> <li>Economic and Workforce Development</li> <li>Employee Relations Board</li> <li>General Services</li> <li>Housing</li> <li>Aging</li> <li>Emergency Management</li> <li>Youth Development</li> <li>Community Investment for Families</li> <li>Personnel</li> <li>City Planning</li> <li>Neighborhood Empowerment</li> <li>Chief Legislative Analyst</li> <li>City Administrative Officer</li> <li>City Clerk</li> <li>Finance</li> </ul>



violations, and more. The GIS layer assigns service requests to the service center.

- Los Angeles Department of Transportation (LADOT) - Uses the MyLA311 system for reporting of eScooter violations (Dockless Mobility) and hiring vehicle complaints.
- Los Angeles Department of Building and Safety (LADBS) – The MyLA311 system can perform intake for property violations and make appointments for inspections. LADBS system integrates with MyLA311.

- Office of Public Accountability
- Fire (Commission)
- Police (Commission)
- Ethics Commission



## APPENDIX 2 – INDUSTRY LEADING PRACTICES REFERENCES

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# Appendix 2

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## Industry Leading Practices References

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# APPENDIX 3 – SAMPLE MYLA311 PROGRAM ROADMAP

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# Appendix 3

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## Recommendation Activities

Grant Thornton developed a listing of activities for each of the recommendations presented in Section 8 to assist the City of Los Angeles in tracking and monitoring their implementation as seen in **Table 11**. Further, **Figure 15** below depicts a sample of a potential roadmap for the MyLA311 Program to consider when prioritizing the implementation of these recommendations.

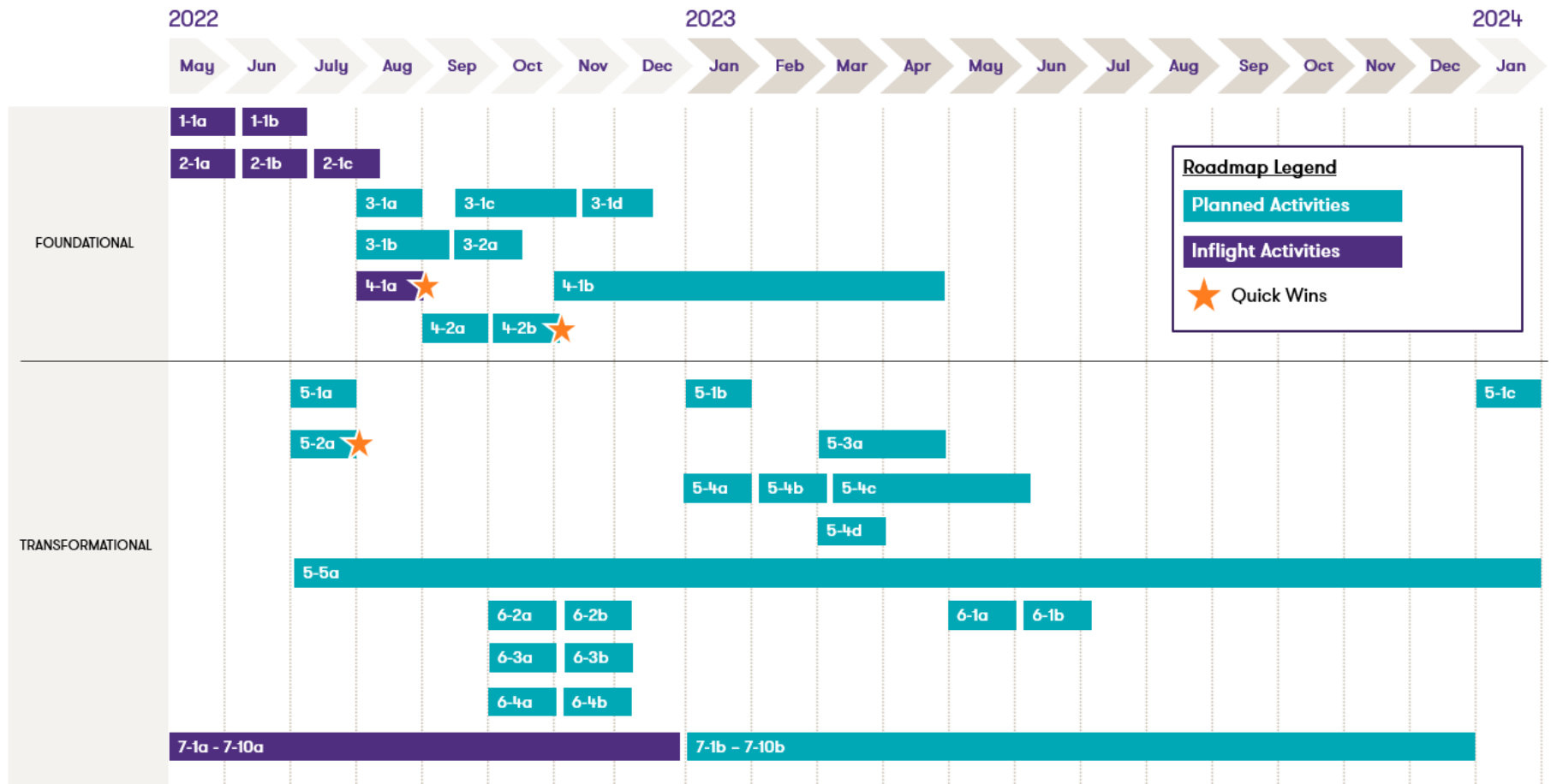
*Table 11 - Activities to Implement Recommendations*

Recommendation Number	Recommendation	Activities Number and Description
1-1	Define the Current Vision for the MyLA311 Program	<ul style="list-style-type: none"><li>✓ 1-1a: Define customer service vision with city departments, Mayor's Office, City Council Members</li><li>✓ 1-1b: Define Customer Service Charter</li></ul>
2-1	Review Citywide MyLA311 Governance	<ul style="list-style-type: none"><li>✓ 2-1a: Establish a Citywide Customer Service Steering Committee</li><li>✓ 2-1b: Identify Steering Committee governance roles &amp; responsibilities to provide oversight of the MyLA311 program</li><li>✓ 2-1c: Identify a Champion for Citywide Services committed to promoting a customer-centric service delivery</li></ul>
3-1	Establish Accountability for Service Delivery	<ul style="list-style-type: none"><li>✓ 3-1a: Define policies to support customer-centric service delivery</li></ul>

Recommendation Number	Recommendation	Activities Number and Description
		<ul style="list-style-type: none"> <li>✓ 3-1b: Establish a departmental Service Level Agreement for every service request type</li> <li>✓ 3-1c: Develop a reporting mechanism for collecting departmental MyLA311 operational data</li> <li>✓ 3-1d: Establish a process for evaluating departmental performance</li> </ul>
3-2	Define Metrics for Monitoring MyLA311 performance	<ul style="list-style-type: none"> <li>✓ 3-2a: Determine metrics to evaluate the departmental performance</li> </ul>
4-1	Establish a Knowledge Base Manager Role	<ul style="list-style-type: none"> <li>✓ 4-1a: Establish a Knowledge Base Manager Role</li> <li>✓ 4-1b: Establish a process to update knowledge base articles</li> </ul>
4-2	Develop Knowledge Base Management Standard Operating Procedures	<ul style="list-style-type: none"> <li>✓ 4-2a: Develop departmental Standard Operating Procedures (Policy) and training materials to update knowledge base articles</li> <li>✓ 4-2b: Develop a standardized form to capture key information required to create or update knowledge base articles</li> </ul>
5-1	Develop Content to Help Customers Navigate	<ul style="list-style-type: none"> <li>✓ 5-1a: Develop how-to-videos for high volume service requests</li> <li>✓ 5-1b: Develop how-to-videos for helping customers navigate the website</li> <li>✓ 5-1c: Promote the adoption of self-service options through social media</li> </ul>
5-2	Enhancements to the 311 Call Center Intake Process	<ul style="list-style-type: none"> <li>✓ 5-2a: Develop call handling scripts and train 311 Call Center agents to convey the benefit of sharing contact information</li> </ul>
5-3	Perform Ride-Alongs as Part of Call Center Agent Training	<ul style="list-style-type: none"> <li>✓ 5-3a: Establish a process for 311 Call Center Agents to perform ride-alongs with field service crews</li> </ul>
5-4	Evaluate the Calls Handled by the 311 Call Center	<ul style="list-style-type: none"> <li>✓ 5-4a: Collect data to identify services requiring the highest number of transfers and the main reasons</li> <li>✓ 5-4b: Determine which calls should be handled by the 311 Call Center agents or should be routed to departments</li> <li>✓ 5-4c: Consolidate call centers based on evaluation</li> <li>✓ 5-4d: Enable IVR to route customers to appropriate departments</li> </ul>
5-5	Consider Tagging all City Assets	<ul style="list-style-type: none"> <li>✓ 5-5a: Inventory citywide assets and establish a process to tag tangible assets</li> </ul>

Recommendation Number	Recommendation	Activities Number and Description
6-1	Establish Standardized Service Request Status and Resolution Codes	<ul style="list-style-type: none"> <li>✓ 6-1a: Standardize status (reason) and closure (resolution) codes for all service request types</li> <li>✓ 6-1b: Establish a process for communicating service request status to customers</li> </ul>
6-2	Establish Process to Manage Transfers of Service Requests between Departments	<ul style="list-style-type: none"> <li>✓ 6-2a: Develop a process for service request transfers between departments</li> <li>✓ 6-2b: Establish a process to notify customers that their service request was transferred [updated timeline]</li> </ul>
6-3	Establish Process to Manage Multiple Work Orders for a Service Request	<ul style="list-style-type: none"> <li>✓ 6-3a: Identify service request types that involve multiple departmental work orders</li> <li>✓ 6-3b: Establish a process for managing multiple departmental work orders through one service request</li> </ul>
6-4	Develop a Process for Managing Service Requests and for recording them in Real-Time	<ul style="list-style-type: none"> <li>✓ 6-4a: Assess each fulfillment department's resources and barriers to accessing the MyLA311 system at all times</li> <li>✓ 6-4b: Establish a process (or processes) for field service crews to enter information into the system</li> </ul>
7-1	Capture Customer Feedback for MyLA311 Self-Service Tools	
7-2	Enhance MyLA311 GIS Features	
7-3	Enhance Service Request Attachment Capabilities	
7-4	Provide Informational Prompts to Help Customers with the Service Request Intake	
7-5	Allow for Service Requests to be Reopened	<ul style="list-style-type: none"> <li>✓ 7-1a - 7-10a: Finalize CRM System RFP and solicit for proposed vendor solutions</li> <li>✓ 7-1b - 7-10b: Conduct CRM System Implementation Project</li> </ul>
7-6	Enable Decoupled Services Catalog	
7-7	Enable Intelligent Route Scheduling	
7-8	Allow for Service Requests Types to be Updated	
7-9	Migrate On-Premise Infrastructure to the Cloud	
7-10	Evaluate Integration with Departments' Systems	

Figure 15 - Sample MyLA311 Roadmap





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