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BEFORE THE PUBLIC SERVICE COMMISSION OF UTAH

In the Matter of the Petition of Salt Lake County for Assignment of 3-1-1 Dialing Code	**PETITION** Docket No. _____

Pursuant to Utah Code Section 63G-4-201, Salt Lake County ("County" or "Salt Lake County") respectfully submits to the Utah Public Service Commission ("Commission") this petition and requests agency action for assignment of the 3-1-1 dialing code to the County. The Commission has jurisdiction over this request pursuant to authority delegated to the several states by the Federal Communication Commission (FCC) in the FCC's Report and Order and Further Notice of Proposed Rule Making in *In The Matter of the Use of N11 Code and other Dialing Arrangements*, CC Docket No. 92-105. In support of this petition, the County provides the following information.

1. <u>Information regarding Salt Lake County.</u> Salt Lake County functions a regional government that serves over 1 million citizens within its boundaries. However, it also serves as the local municipal government for the unincorporated areas within the county. Salt Lake County is governed by a County Mayor and a politically diverse County Council. Additionally, there are 18 elected officials that work together with the common goal of moving Salt Lake County forward.

2. <u>County's Plan for using 3-1-1 code.</u> Salt Lake County's 3-1-1 Non-Emergency Customer Response Management system is a single point of contact designed to make government more user-friendly and responsive to county residents by providing citizens with one telephone number to call for information on government services and to report non-emergency concerns. The main component of the 311 Salt Lake County Service Helpline is the three-digit phone number, accessible from within the County limits. The "3-1-1" initiative strives to help government agencies provide efficient service delivery by allowing them to focus on their core missions.

Studies show that most cities without a 3-1-1 system have a lack of consistency, coordination and citizen focus when handling request for information and service. The common issues were misrouted calls, high abandoned call volumes, misdirected calls to police, conflicting information or instructions from employees and wasted valuable city resources.

In recognizing opportunities to correct these problems and improve customer service to our constituents, implementing 3-1-1 seeks to accomplish the following:

- Offload non-emergency calls from 911

- Offload calls from other departments

- Provide consistent information to citizens

- Provide consistent and efficient service to citizens

- Improve call-tracking capabilities to better analyze citizen needs of service

- One call resolution

CRM systems also offer local governments the opportunity to use the centralized information to inform their performance management, identify problems specific to a

neighborhood, and provide direction for the capital budget. More and more local governments are implementing customer service systems to benefit from these features.

3-1-1 Goals, Objectives, and Deliverables

Goals:

- Improve citizen satisfaction through ease of use and access to 3-1-1
- Consolidate existing resources/develop efficiencies
- Improve service request routing and tracking
- Improve county service
- Implement mobile web or mobile application for services

Objectives:

- A central body in or under the county's purview handles citizen questions and concerns
- Simplified access to county non-emergency services and information
- Phone, web, e-mail, fax, walk-in, and kiosk access to county services
- Citizens satisfaction with county services is improved
- Citizen satisfaction is measured and shared between 3-1-1 and county departments
- Obtain cost efficiencies
- Central source of real-time information and history of activity
- Improve service request traceability
- Improve internal request handling
- Integrate phone, web, counter and kiosk services
- Monitor timelines of service delivery

- Provide accountability for timely service

- Use data to facilitate long-term planning and development of goals and priorities for the county

- Improve management reporting capability (trends, service peaks, cross-functional analysis)

- Offer accurate information about disaster situations: where to go for help, what to do, where to find shelter, how to find a missing person, etc.

Deliverables:

- One telephone number to access service

- 24x7 access to county services

- Requests for information are resolved by 3-1-1

- Tracking number given to callers to track request through completion

- Pool existing resources in a central call intake, management and resolution system

- Requests for services are tracked by a universally deployed tool

- Service requests are routed to the appropriate department

- Service request can be routed for cross-departmental collaboration

- Simple information requests are handled by 3-1-1 rather than transferring to other, more costly, department experts

- A central data repository about service fulfillment and historical data by property is created

- Record and track responses to improve processes, people and technology

- Develop performance measures to support implementation of a results-based accountability model

- Develop enterprise standards and eliminate shadow and duplicate systems by creating a single front-end CRM tool

- Act as primary point of contact for citizens during power and water outages

Other Deliverables:

- Provide a catalyst for other organizations for new 3-1-1 services

- Create online permitting services

- Provide new telephone services such as web chat and call recording

- Leverage multilingual resources to reduce language barriers

- Personalize correspondence and surveys to citizens to ensure random, candid feedback on services

a. Proposed hours of operation:

We are proposing to have 24 hour access to county services via web based and phone application. We have recently wrapped up our discovery phase of our procurement process to get a feel for what kind of technology is available to meet our needs.

In addition to the technology side (i.e. Customer Relation Management (CRM) software), we are looking to have call takers available from 7:30 am – 5:00 pm. During this time, if constituents need additional help than what they can access through web based and mobile app assistance, these operators will be standing by to help.

b. Proposed Staffing:

To begin, we are proposing a quasi-decentralized model of staffing in the sense that we will have 2-3 call takers at the switch board and routing the calls to the department/division administrative assistant.

Additionally, because Salt Lake County does not have a standard way of tracking calls received throughout the entire county government, we will look to the analytics from the CRM software to determine the number of call takers needed and the hours of operation for the future.

c. A description of staff training:

Successful system and process implementations, whether they involve custom development or package configuration, means ensuring that development and support staff and end users have been trained in their required duties and use of the system.

The County's effort to configure and install a citizen relationship management (CRM) package and implementation involves two phases of staffing and training:

Development through Implementation Phase

Staffing

Leadership team

Project Management team

City/County Resources

Contract Staff

Vendor Staff

Technical Support Staff

Training Support Staff

Training

Introductory methodology and project organization

Product configuration training

System administration training

Self-service configuration training

Knowledge Base training

Train the trainer course

Implementation & Support Phase

Staffing

Customer Service Agents

Application Support Staff

Knowledge Support Staff

Reporting Support Staff

Training

Supplemental configuration and Script flow

Supplemental system administrator and configuration course

End user case handling training

After contracts are signed, members of the project team will attend training sessions that will cover the configuration and scripting with the product of choice. We foresee the staffing for implementation and support phase to be an ongoing activity. Curriculum will have to be developed internally for both call taker and end-user training.

d. Plan for community outreach:

The county is planning an extensive marketing campaign to publicize the

availability of 3-1-1. Additionally, educating employees about 3-1-1 is an important part of the success of this project. Outreach to all employees is in the process of being conducted, as is direct communication between city/county leaders, City/County Council Members, and other formal and informal leaders within the county.

3. Affected Area. Salt Lake County is approximately 808 square miles with over 1 million people. The plan is for everyone that is within the boundary of Salt Lake County to have access to 311. As a regional government, we see this as a regional solution to solving access issues to government services. Please see attached map for the boundaries of Salt Lake County.

4. Historic Call Volume. Below are the number of calls received only from the county switchboard. As previously stated, the county does not have a system in place that tracks all calls coming into the county regardless of department or division. In addition, the various departments and divisions are not all diligent on tracking calls. Thus, we are looking for an enterprise solution to accomplish this very thing in addition to making county services more accessible to the public.

2008 Total Switchboard Calls

Incoming   2715
Outgoing   4305

2009 Total Switchboard Calls

Incoming   2909
Outgoing   4338

2010 Total Switchboard Calls

Incoming   2822
Outgoing   3985

2011 Total Switchboard Calls

Incoming   2632
Outgoing   3956

2012 Total Switchboard Calls

Incoming   2518
Outgoing   4014

2013 Total Switchboard Calls January 2013 – June 2013 Prior to VoIP Implementation

Incoming   1265
Outgoing   2190

2013 VoIP Implementation June 2013 – June 2014

Incoming   3618
Outgoing   532

Again, these numbers do not paint a full picture as they are not representative of all the departments and elected offices in the county. These are merely the numbers for the calls taken from 3-1-1 for constituents who have century link as a provider.

5. Public Need. For the current and past Salt Lake County administration, finding ways to improve service delivery to its citizens has been at the top of the priority list. With a wide array of methods to collect, track, and act on service requests from citizens, it is extremely difficult to provide the top notch service that citizens request and deserve. County leaders recognize the need to more effectively and efficiently manage the services the county delivers and to improve cross-functional coordination for services requiring the participation of several departments and municipalities.

Many citizens have expressed frustration with being redirected multiple times to get answers to their requests. When citizens want to report a pot hole, street light or traffic signal outage, they are oft-times left to guessing who the road belongs to. Is it a city, county, or state road? They don't know and often don't care. They just want the problem resolved.

The same can be said for reserving a park. With the multitude of parks, pavilions, and green space that we as a state pride ourselves on, the process of securing a reservation can prove to be quite daunting. Again, they are left to determine who has jurisdiction over the park. Would it not be easier to simply call one number to get solutions to these issues? Would it not be great to be able to pick up your smart phone and take a picture of the pothole and enter a service request right on the spot without having to know the jurisdiction because GIS data will pinpoint where you are and determine where the service request should go? A 3-1-1 Citizen Relationship Management (CRM) is the most plausible solution and is desperately needed.

6. Cost of Implementation. Through conversations with the various service providers, none of them will charge a fee to set up the 311 number for non-emergency county service.

7. Funding Sources. Salt Lake County Mayor has allocated some dollars for the overall 3-1-1 initiative which includes software, marketing, and training. Additionally, we are working with other municipalities on a cost sharing structure to cover costs for the project.

8. Connections to other governmental entities. 3-1-1 will be available for typical/daily, non-emergency communications with local law enforcement, fire departments, water departments, and other local government departments and agencies. Letters of support for the County's 3-1-1 proposal from a number of these entities are forthcoming and will supplement this petition.

Additionally, 3-1-1 could be available in emergency situations to collect and disburse emergency related information to government employees and the general public. This information obtained could have a critical role in real-time situational awareness

following an emergency event that would contribute to a better coordinated, more effective and efficient emergency response by local government departments and agencies.

9. <u>Answering 3-1-1 calls.</u> These calls will be answered by a live voice in addition to having IVR technology set-up for times when a live voice is not available. Also, we are looking to establish a comprehensive knowledge base so that citizens can go through self-help menu options to satisfy their reason(s) for calling.

10. <u>Communication with service providers.</u> The County has communicated with the various service providers in the area.

11. <u>Implementation time frame.</u> In 2013, Salt Lake County Mayor Ben McAdams, in his state of the county address, mentioned the necessity for citizens to have easier and more access to County government services. Since then, we have earnestly been pursuing a 3-1-1 Citizen Relationship Management (CRM) solution.

The timeline and narrative provided in this section describe the effort to accomplish the following:

- Procure and install the software needed to record calls for service
- Develop a knowledge base to provide accurate answers to inquiries from county residents and visitors
- Procure and install web-based/phone app software that will enable citizens a self-help option

February 2014—August 2014: During this time period, employees from Salt Lake County have been doing their due diligence of fact finding by touring other cities and counties 3-1-1 centers. We also attended a national conference on 3-1-1 which proved to

be quite beneficial as various contacts were made throughout the country to support us in our endeavor.

Additionally, Salt Lake County completed the discovery phase of the procurement process in mid-July as we hosted three CRM software vendors. These meetings were designed to provide county employees an opportunity to learn more about 3-1-1, its utility, and the various technologies available.

August 2014

Report to the Mayor an update and timeline for this initiative.

August 2014—September 2014

Steering committee will draft the RFP to procure the 3-1-1 CRM solution software.

October 2014

We will secure an outside consultant to review the RFP and provide critical feedback.

November 2014

Publish and distribute the RFP. We will have the RFP out for 30 days.

December 2014

The project team will began planning for the next phase of the project, which will include vendor evaluation, additional technology assessment and alignment, contract negotiations, and plans for development and additional staffing. Vendor questions regarding the RFP will also be answered.

January 2015—February 2015

Selection committee will narrow the field to X number of vendors from those that responded to the RFP. Vendor Presentations will subsequently be held.

February 2015—March 2015

Representatives that attend the product demonstrations will rate each vendor in a variety of areas, including but not limited to, core functionality, product ease of use, ability to customize the product to the county needs, vendor's solutions for business scenarios, etc. Additionally, the project team will factor in each vendor's cost and price models. We think it is necessary to also interview the vendor's clients in various cities who had installed the CRM packages under consideration.

March 2015—April 2015

Vendor will be selected and notified.

March 2015—June 2015

Contract negotiations with vendor and county will take place.

June 2015—August 2015

Vendor arrives on site to oversee installation of software and build knowledge base. Business process reviews will be completed for service requests.

12. <u>Procedures for Customer Service Reps.</u> *See* section 2(d).

13. <u>Citizen information regarding 3-1-1.</u> *See* section 2(e).

Based on the information provided herein, the County requests that the Commission assign the 3-1-1 dialing code to the County for the entire Salt Lake County area, as outlined on the attached map.

DATED this __2__ day of __September__, 2014.

SALT LAKE COUNTY

Roderic Land
Salt Lake County Mayor's Office

CERTIFICATE OF SERVICE

I hereby certify that on this _2nd_ day of ~~August~~ September, 2014, I caused to be mailed, via first

class U.S. Mail, postage prepaid, and/or electronic mail, a true and correct copy of the foregoing

PETITION in The Matter of the Petition of Salt Lake County for Assignment of 3-1-1 Dialing

Code, to the following recipient(s):

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_____
Legal Secretary