

Seattle 3-1-1

Creating a Customer Centered Organization

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Why has the Mayor proposed a 3-1-1 program for Seattle?

- Over 1,000 lines in the phone directory
- Long hold times and confusing message trees
- Frequent hand-offs from one agency to another—sometimes dropped
- No consistent hours, service standards, issue tracking
- Uneven support for non-English speakers
- The result: a system that frustrates City employees and frustrates our customers



What we did.

- Identified the City's highest volume phone numbers
- Interviewed staff from 30 different City contact centers
- Researched what other cities are doing
- Interviewed staff from 4 other cities
- Visited contact centers in 3 other cities
- Surveyed Seattle residents



Here's what some of those cities told us:

- **Albuquerque:** "There is **more respect for city government** because people who used to be taking phone calls are now **providing direct service.**"
- **Austin:** "Gains in **accountability** and better overall **relationships with citizens.**"
- **Denver:** "**78% customer satisfaction**, which is a quantifiable benefit."
- **New York:** "Increased **access** for constituents and increased **accountability** for government."



We also surveyed Seattle residents. Here's what they told us.

- Having a **single phone number** for non-emergencies is a **good idea** (86%)
- Implementing such a system would be a **good use of tax dollars** (76%)
- However, over a third of Seattle residents say that they have had a problem, complaint, or service request that they did not report to the City because it was **too much trouble to figure out who to contact** (35%)
- 8% admitted calling 9-1-1 for non-emergency purposes.

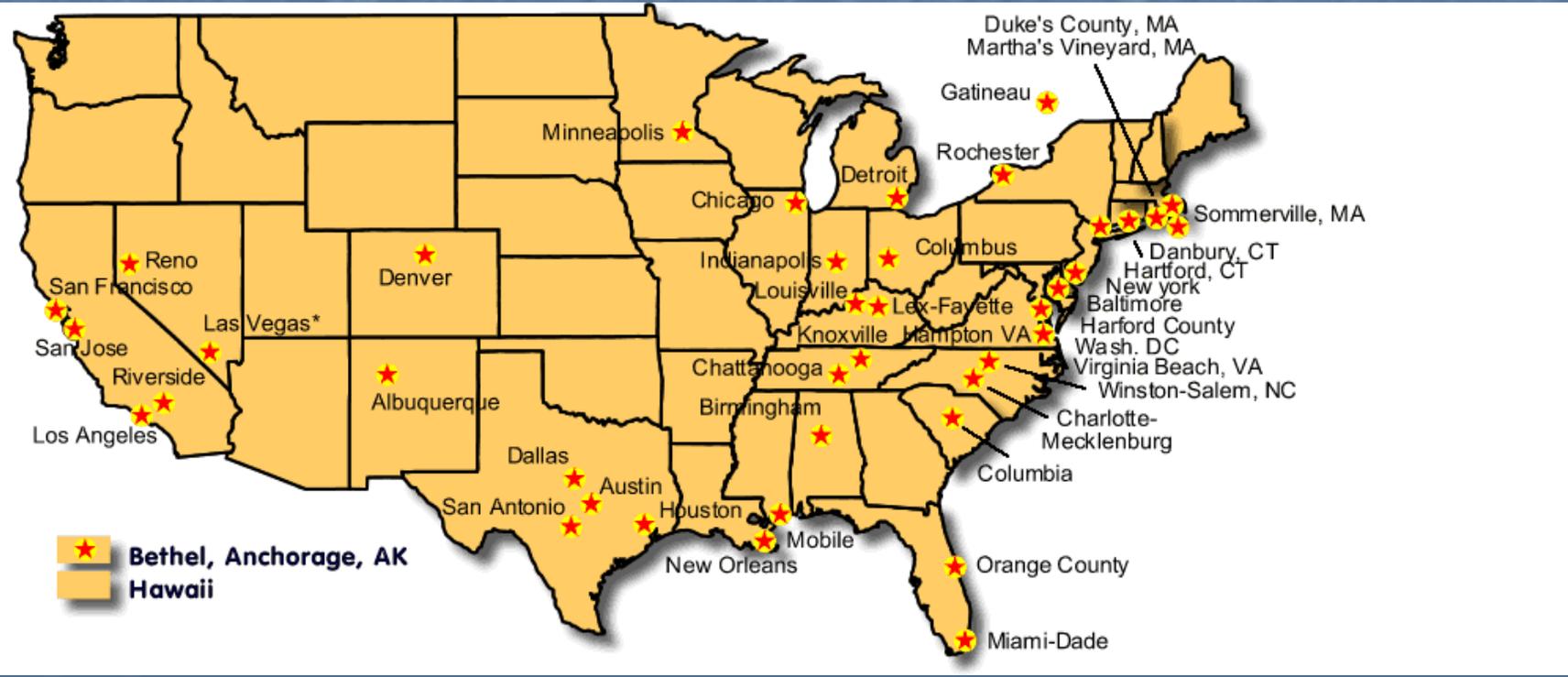


This confusion sometimes leads customers to call 9-1-1 for non-emergency issues.

- Seattle's December 14, 2006 Windstorm After-Action Report notes that "the vast majority of callers to 9-1-1...were reporting conditions or situations that were not appropriate for Fire or Police emergency response. We need another place to route these callers to free up the 9-1-1 trunks for true emergencies." (p. 49)



50 U.S. cities have implemented 3-1-1 programs or are planning 3-1-1 programs in response to these same problems.



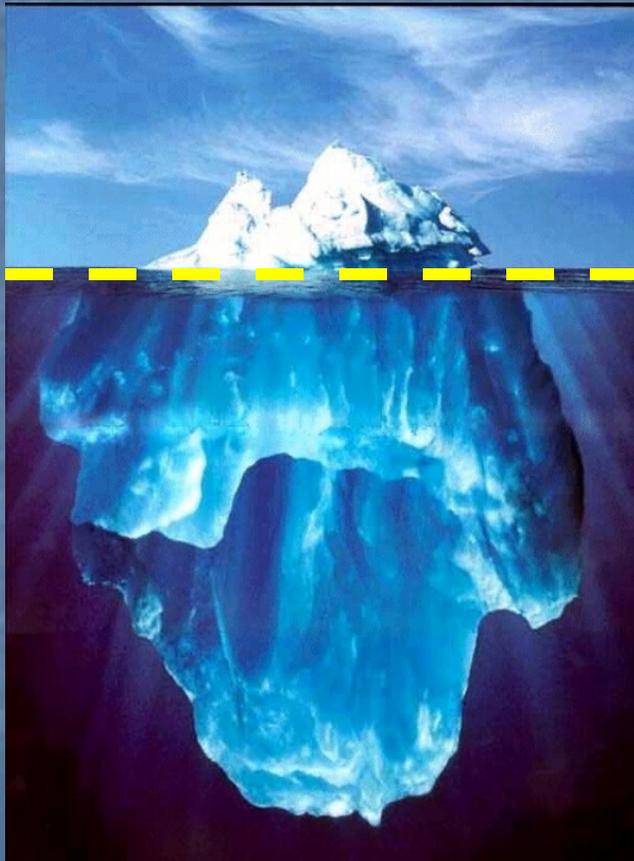


The Mayor's proposal: a 3-1-1 program for Seattle.

- One easy-to-remember number to call for information, assistance, service
- Integrated service for multiple issues
- Extended hours of service and language support
- Consistent responses and service levels
- Service tracking and accountability
- Complete data for performance measurement and improvement



3-1-1 is much more than a phone number



- 3-1-1 call center to interact with customers
- Software to
 - Supply answers to frequent questions
 - Manage service requests
 - Track customer demands
 - Report on performance
- Improved business practices
 - Re-designed work flows
 - Data to allocate resources and monitor performance



The Schedule:

- 2007:
 - Budget approval
 - Acquire 3-1-1 number
- 2008:
 - Design the processes and work flows
 - Select Customer Relationship Management (CRM) software
 - Budget Approval
- 2009:
 - Implement CRM Software
 - Locate and build out space
 - Hire and train staff
- 2010
 - Soft Launch



In summary, a 3-1-1 program does 3 things

- 3-1-1 makes government more accessible
- 3-1-1 makes government more transparent
- 3-1-1 makes government more accountable

Thank you for your interest in making city government more responsive to its customers.