

CITY OF LOS ANGELES

CALIFORNIA



ERIC GARCETTI
MAYOR



INFORMATION TECHNOLOGY AGENCY

CITY HALL EAST
200 N MAIN ST, ROOM 1400
LOS ANGELES, CA 90012
213.978.3311

ita.lacity.org

TED M. ROSS
GENERAL MANAGER
CHIEF INFORMATION OFFICER

JOYCE J. EDSON
EXECUTIVE OFFICER

MARYAM ABBASSI
ASSISTANT GENERAL MANAGER

BHAVIN PATEL
ACTING ASSISTANT GENERAL MANAGER

TITA ZARA
ACTING ASSISTANT GENERAL MANAGER

February 23, 2022

REF: EXE-035-22

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

SUBJECT: COUNCIL FILE NO. 21-0278 - REPORT ON THE STATUS OF HIRING A CONSULTANT TO EVALUATE THE CITY'S 3-1-1 SYSTEM

Pursuant to City Council File No. 21-0278, the Information Technology Agency (ITA) is submitting the following report on the status of hiring a consultant to evaluate the City's 311 system.

Background

We live in a digital world. 3-1-1 is a digital lifeline to get LA City government information and services. Using the COVID-19 pandemic as a catalyst for improved digital services, the ITA is proud to work with City of LA departments and elected officials to improve the 3-1-1 system for our new normal. On 6/30/2021 a motion was submitted by the Personnel, Audits, and Animal Welfare (PAAW) committee for ITA, with assistance from the Controller's office to report back on the status of funding and contracts available to hire a qualified consultant to evaluate 3-1-1's current "as-is" processes, propose "to-be" processes and best practices, and conduct an assessment of the existing 3-1-1 Customer Relationship Management (CRM) system.

Project Objectives

The ITA, submitted a request to use the Controller's bench contracts to enlist a qualified firm to provide consulting services related to MYLA311 end to end customer service improvements pursuant to the recent Controller's Office audit of MyLA311 system and services. The department prepared a detailed Task Order Solicitation (CEB-295-21) with the objective to select a consultant with knowledge and experience in public sector service request intake and fulfillment, customer engagement practices, and general information exchange with constituents, as well as technologies used to facilitate and manage these services such as IVR, CRM, virtual agent, Chat, etc. Experience with improving customer satisfaction and creating an omnichannel customer journey was also desired.

The project's main objectives are as follows:

Objective #1 - Understand existing MyLA311 as-is processes and technologies - Conduct group interviews, review existing process diagrams/system documentation, and basic

MyLA311 system and data analysis to understand existing MyLA311 processes and related user experience across the call center, website, and mobile application from intake to field service fulfillment.

Objective #2 - Provide recommendations for process improvements in the 3-1-1 call center. Provide recommendations (including roles/responsibilities) for to-be improvements in the 3-1-1 call center related to intake and MyLA311 processes. This can include best practices for end-to-end customer care, administration/automation of knowledge base articles (catalog of services) from City departments, receiving calls in 3-1-1 vs automated transfer of calls to department call centers or use of self-service options, communication of expectations for service delivery and timing, and recommendations for modern/emerging call center technology solutions for speech recognition and intelligent routing.

Objective #3 - Provide recommendations for best practices for the MyLA311 system - Provide recommendations (including roles/responsibilities) for to-be improvements in the MyLA311 system, website, and mobile app. Provide a framework of requirements for every service process (simplicity of service intake, communication of expectations back to customer, notification of fulfillment, net promoter score user survey, etc). This may include consolidation of confusing or lightly used service options, consistent messaging to customers, methods to communicate service requests that cannot be completed near term or are transferred to another agency, guidelines for streamlining content in preparation for new technology such as virtual assistants/automation, service request naming conventions, etc.

Objective #4 - Draft the Statement of Work for a Request for Proposal for a new 3-1-1 system that can perform the recommended best practices - Our existing, legacy 3-1-1 system will not be able to perform the recommended improvements in Objectives #2 and #3. Draft the Request for Proposal (RFP) Statement of Work (SOW) for 3-1-1 CRM system implementation services for our selected platform. The SOW should support proposed improvements and utilize existing process maps and systems documentation to detail the existing 3-1-1 functionality. The Statement of Work should include existing MyLA311 functionality that is needed, new MyLA311 functionality identified during this engagement, and necessary tasks for re-platforming from one system (legacy MyLA 311) to the new system.

Project Milestones and Status

ITA's Task Order Solicitation was released on Oct 6, 2021 and four (4) proposals were received on Oct 24, 2021. The proposals were rated based on factors such as cost, experience, timelines, and methodology. The top two (2) consulting firms were then interviewed by ITA, resulting in the selection of Grant Thornton. With the assistance from the City Administrative Officer (CAO), ITA has identified funding in the amount of \$174,720 for this project. A Task Order contract (22-004-0-32) was executed with Grant Thornton on January 11, 2022 and the project was kicked off on January 18, 2022.

As of the date of this report, a project plan was drafted and approved. Available documentation regarding the current MyLA311 system features, the City's intake and fulfillment processes, governance policies, and system architecture/infrastructure have been reviewed. Meetings have been conducted with the primary stakeholder departments and teams using MyLA311 to gather information about the current system processes, pain points, and to obtain feedback from the user community about changes and/or new functionality they would like to see with a new system that

would help make them more efficient and improve the overall customer experience dealing with the City. These include:

- ITA and department IT staff assigned to work on the MyLA311 system
- 3-1-1 Call Center agents and supervisors
- MyLA311 users from Street Services
- MyLA311 users from Sanitation
- MyLA311 knowledge base content editors and approvers from various departments
- Council Office feedback was invited via email to get their input and suggestions as well

The consulting team is now formulating a draft report of the current processes, pain points, and possible changes needed based on the feedback received. The project team is conducting “outside-in peer city review” against other similar sized cities that have 3-1-1 call centers and similar service request intake processes and systems.

Next major project milestone will include making recommendations for process improvements that could be implemented to improve the overall customer experience dealing with the City’s service request intake and service delivery system and processes, as well as possible technology changes to support service improvements.

The consultant’s work is estimated to finish by the end of April 2022. That will include a final report and the Statement of Work that ITA will use as part of it’s MyLA311 system replacement project. The MyLA311 system replacement project is currently under consideration as part of the City’s annual Budget process.

Recommendations

ITA recommends reporting back to the PAAW Committee, upon the project’s completion, with its findings and recommendations to improve the MyLA 311 processes and systems.

Fiscal Impact Statement

There is no General Fund impact for this consulting services. The estimated cost of \$174,720 for this SOW has been identified in the Telecommunications Development Fund Account (TDA).

Respectfully submitted,



Ted Ross
Chief Information Officer, General Manager

ec: Honorable Mayor Eric Garcetti
Honorable Councilmember & Chair, Paul Koretz
Honorable Councilmember & Vice Chair, Marqueece Harris-Dawson
Honorable Councilmember, Mike Bonin
Maria Ramos, City Administrative Officer
Melissa Velasco, City Administrative Officer
Matias Farfan, Office of the Chief Legislative Analyst
Josh Drake, Office of the Chief Legislative Analyst
Ed Magos, ITA
Donna Arrechea, ITA
ITA Executive Team