

# 311 PROGRAM

Update to the Portland City Council

November 2020



**OMF** OFFICE OF  
MANAGEMENT  
AND FINANCE

# Program Overview

Portlanders should not have to understand how their local government is organized to access the information and services they need.

The 311 Program's mission is to simplify community member access to services by serving as a welcoming and knowledgeable front door for both the City and the County government.

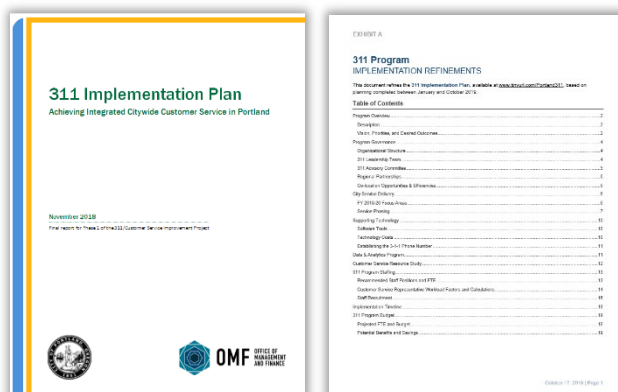
The program provides a single point of contact for community members – including residents, business owners and visitors – to access City government and the services it provides. The program also provides information and referral services to the community for other local government, community and social services, including vital and time-sensitive public notification in emergency and disaster.

Building on the foundation of the 25-year-old City/County Information & Referral Program, the 311 Program advances the City's efforts to provide equitable, high-quality information and services. Over the next few years, the program will expand and enhance its capacity to help community members find information, request services, report issues, pay fees, and participate in government. The 311 Program will also provide valuable data and insights into the community's needs and interests, allowing Bureaus and City Council to make more informed service and communication decisions.

## CURRENT CITY PARTNERS

Bureau of Development Services  
Bureau of Emergency Communications  
Bureau of Human Resources  
Bureau of Planning and Sustainability  
Bureau of Technology Services  
City Budget Office  
Hearings Office  
Office of Mayor Wheeler  
Office of Commissioner Eudaly  
Office of Commissioner Hardesty  
Office of Commissioner Ryan  
Office of Community & Civic Life  
Office of Equity and Human Rights  
Office of Management and Finance  
Portland Bureau of Transportation  
Portland Housing Bureau  
Portland Fire & Rescue  
Portland Parks & Recreation  
Portland Water Bureau  
Prosper Portland

## REGIONAL PARTNERSHIPS



Additional information on the plan and process for developing the 311 Program can be found in the 311 Implementation Plan and Implementation Refinements documents, available at: [www.portland.gov/omf/311-customer-service-program](http://www.portland.gov/omf/311-customer-service-program)

# Implementation Timeline

## FY 19-20



### Virtual Customer Service (POWR)

COMPLETE

Replace PortlandOregon.gov with a new One City, service-focused website.



### In-Person Customer Service

COMPLETE

Create a One City Customer Service Center at The Portland Building that provides citywide information, referral and resolution services as well as reception and visitor assistance.

% of Total 311 Services Offered



Total Program FTE



## FY 20-21



### Phone Customer Service

COMPLETE

Deploy the 3-1-1 phone number for the region's landline and cellular providers.



### Software Tools

UNDERWAY

Work with the Bureau of Technology Services to implement a service desk solution to log contacts with community members and intake, route, and track the status of a request.

% of Total 311 Services Offered



Total Program FTE



## FY 21-22



### Data & Analytics Program

UNDERWAY

Collect, manage, and analyze well-designed data to inform the 311 Program and bureau service and outreach decisions.



### Outreach Campaign

PENDING

The 311 Program will launch community outreach, in partnership with 911, 211, and City Bureaus.

% of Total 311 Services Offered



Total Program FTE



## FY 22-23

Full 311  
Program

### Full Citywide 311 Program

311 provides a first stop for community questions and requests, whether someone contacts the City online, by phone, or in-person

% of Total 311 Services Offered



Total Program FTE



# Customer Service Program

## A VISION FOR CUSTOMER SERVICE

The following vision for customer service was developed in 2018 by representatives from nearly all City bureaus and offices, as part of the 311 Customer Service Improvement Project:

Portlanders should not have to understand the City's form of government to access City information and services.

Portlanders can easily and effectively access local government information and services, regardless of language, ability or resources. They are empowered to contact their government. They get accurate answers quickly and easily and feel confident that their needs and voices are being heard and considered.

City employees use a service-first approach in their interactions with community members and are empowered to provide high-quality customer service. They have the tools, technology, and capacity for a service-first approach to customer service. Improved workflows enhance the speed and accuracy of service. Bureau program staff have more capacity for their specialized responsibilities.

Leaders and decision-makers have timely information about community issues and desires. As a result, the City and its bureaus more effectively and efficiently address the community's needs.

In service of this vision, the 311 Customer Service Program:

- Helps community members find information, report issues, and request City services online, over the phone and in-person at City buildings.
- Works to increase access for community members who historically have lower rates of participation in local governance by delivering services in a manner that seeks to overcome systemic language, cultural and disability related barriers.
- Provides information and referral services for all bureaus and is building capacity to intake and resolve service requests over time.



311 Customer Service staff at the Portland Building  
Customer Service Desk

## 311 PROGRAM TEAM

Michelle Kunec-North

*311 Program Manager*

John Dutt

*Customer Service Supervisor*

Joshua Gregor

*Continuous Improvement Coordinator*

Lisa Leddy

*Customer Service Specialist*

David Muir

*Customer Service Specialist*

Jessica Previch

*Customer Service Specialist*

Alma Rios-Rodriguez

*Customer Service Specialist*

Teresa Solano

*Customer Service Specialist*

Christina Weinholz

*Customer Service Specialist*

Jonah Willbach

*Customer Service Specialist*

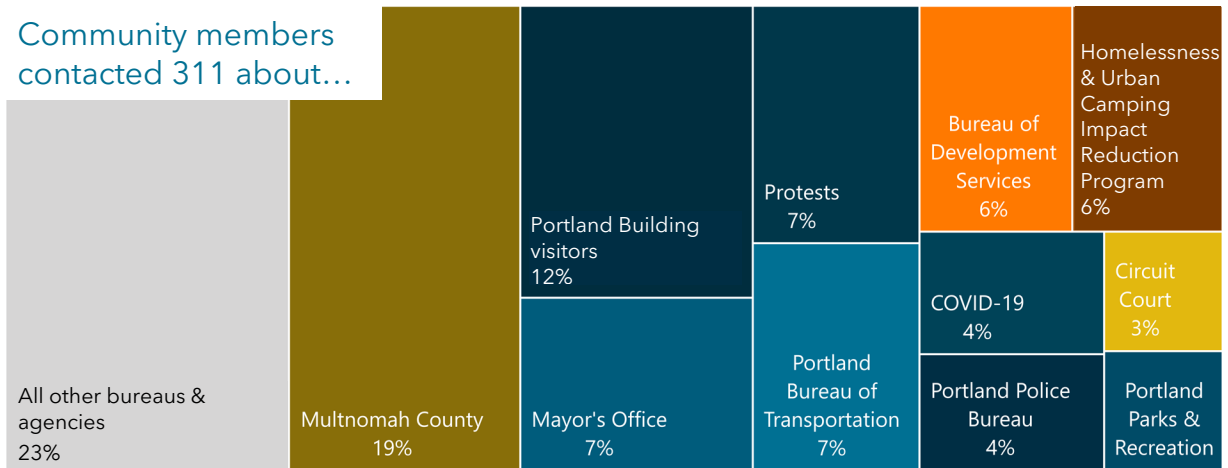
(in recruitment)

*Customer Service Specialist*

(in recruitment)

*311 Program Analyst*

## Community members contacted 311 about...



## By the Numbers Performance Metrics

### Contact volumes and methods

Between November 2019 and October 2020, the 311 Program received **96,279** contacts:



77,784 phone calls



6,785 emails & web submittals



11,710 walk-ins

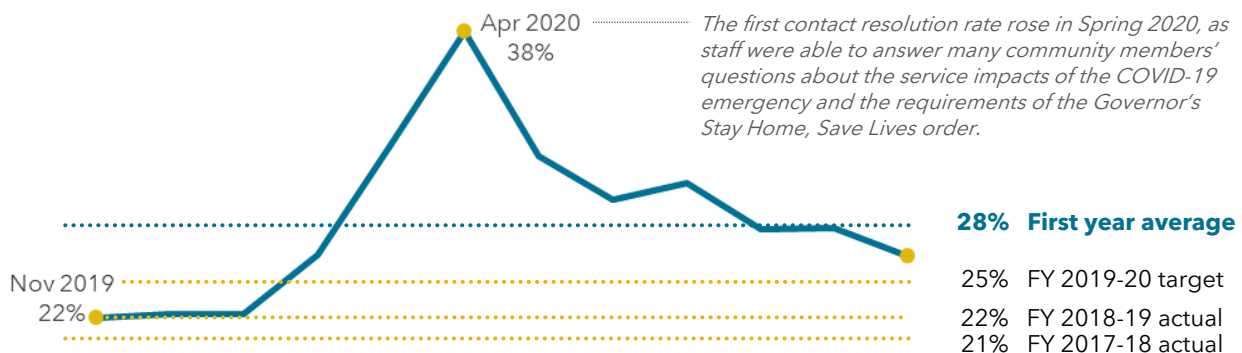


90% of calls were answered within 25 seconds

*Note, the Portland Building Customer Service Desk was only open for 10 weeks during this period due to the COVID-19 emergency.*

### First contact resolution rate

This metric measures the percentage of callers whose request is resolved on their first contact to 311. The Program has a long-term goal of a **75%** one-contact resolution rate.



# Supporting the community during emergencies

## COVID-19 PANDEMIC

During the COVID-19 emergency, the 311 Program helped over 4,100 residents, business owners, and visitors:

- Learn about the Governor's **Stay Home, Save Lives Order** and subsequent emergency declarations, including business and face covering requirements and how to report non-compliance.
- Apply for Prosper Portland **business assistance programs**, loans and grants.
- Request **Emergency Stabilization Fund** assistance from the Portland Housing Bureau.
- Find out how to access **public services** while facilities are closed or operating under emergency protocols.
- Learn about the City/County **Eviction Moratorium**.
- Find out how to access **emergency shelter**.
- Request **PPE for homecare workers** who assist people with disabilities.
- Find **COVID-19 testing**.
- Learn about and transfer to the Portland Water Bureau to apply for the **Small Business Program for Utility Relief**.
- Learn the status of, and how to access, the **Portland COVID-19 Household Assistance Program**.
- Find information about other community, state, and federal housing, employment, and financial assistance programs.

311 staff have also provided overflow relief to 211 Info, which helps community members access social and health services, during the COVID emergency.

## DEMONSTRATIONS FOR SOCIAL JUSTICE

311 staff responded to over 6,500 calls and emails related to local protests in response to racial and social injustice, as well as to the local and federal response. 311 staff also answered questions about the City Budget process and instructed community members on how to provide testimony related to budget priorities.

## WILDFIRES

311 staff supported community members during the Riverside, Beachie Creek, and other wildfires in Fall 2020. These wildfires caused evacuations of nearby communities and resulted in hazardous air quality throughout the region. City and County offices were closed, public services were impacted or suspended, and many public agencies operated remotely.

311 staff helped hundreds of community members find out how and when to access public services, learn about evacuation statuses and requirements, find shelter, and get connected to support services offered by the County and other local agencies.

## Helping staff help the community

During 2020, 311 staff received many calls from community members significantly impacted by the COVID-19 crisis and wildfires. Staff also took calls from countless callers upset about the actions of protestors, police, federal agents, or the City. Staff handled these calls with patience and grace.

In response to the taxing nature of these calls, the 311 Program provided staff with training and support in trauma-informed strategies, de-escalation, and self-care from the Brad Taylor Group to help them best serve the community during a difficult time.



## Working together 911, 311, 211

311 systems are designed to complement 911 (police, fire, and medical emergencies) and 211 (community and health services) systems. When combined, these systems provide the public with access to a range of local government and community information and services.

In its first year of operation, the 311 Program worked closely with the Bureau of Emergency Communications (BOEC) and its 911 call-takers, dispatchers, and operational staff to:

- Provide **in-service training** to 911 call takers on the capabilities of the 311 Program.
- Add a **keypad transfer button** to allow 911 call-takers to quickly and easily transfer calls to a 311 Customer Service Specialist.
- Begin redesigning the **non-emergency line's** (503-823-3333) interactive voice response menu to make it easier for callers to self-triage and reach the appropriate call-taker.

The 311 Program is currently working with BOEC, the Police Bureau, and Portland Fire & Rescue to identify any services that can be onboarded to 311 to alleviate non-emergency call burdens to these bureaus. For example, the 311 Program could assist Portlanders in filing certain non-emergency police reports or in requesting copies of existing police reports. The 311 Program also plans to conduct a coordinated 911-311-211 public education campaign to encourage community members to place the right call to the right number.

### WHO TO CALL FOR HELP:

- 9-1-1** To reach police, fire, and medical emergency response for a life-threatening emergency or when a crime is in progress
- 3-1-1** For City or County information and services
- 2-1-1** For information and connections to community health and social services



# Customer Service Capability

311 Program staff can assist the public with a wide variety of needs, including:

- Finding **general information about the City**, including the hours, location, and amenities of parks and facilities; contact information for elected officials, government programs and staff; City Council agendas, and parking rules.
- Finding **property or neighborhood information**, such as utility providers; leaf, garbage, recycling, and compost pick-up schedules; online zoning and permit information; Neighborhood Association and Coalition contacts; and land use notices.
- Finding City **employment and contract opportunities**.
- Making an **ADA or language access** request or complaint.
- Reporting **homeless and urban camping** activity and learn about what is being done to address needs of campers and neighbors.
- Reporting **neighborhood livability** concerns, including noise, right of way obstructions, code violations, graffiti, and construction site nuisances.
- Registering for a **Portland Parks & Recreation** class or apply for a simple park permit.  
*\*Suspended due to the COVID-19 emergency.*
- Learning how to **appeal City decisions**, including land use, billing, towing, and facility exclusions, through the Hearings Office.
- Applying for a **City board or commission**.
- Finding information about a variety of **Multnomah County programs** and services, including animal services, assessment & taxation, elections, aging and disability services, and Health Department services.
- Finding **Multnomah County Circuit Court** information, such as how to reschedule cases, address family law matters, and pay traffic and parking tickets.





## The Portland Building Customer Service Desk

In December 2019, the 311 Program and its partners – Portland Parks & Recreation, the Portland Bureau of Transportation, and the Office of Management and Finance’s Facilities Division – opened the Portland Building Customer Service Desk. The Customer Service Desk provides in-person community access to local government information and services.

Staff are available to assist community members in-person Monday through Friday from 8:00 a.m. to 5:00 p.m. excluding federal holidays. Staff are fluent in English and Spanish and have resources to assist community members in additional languages. *Note: The Portland Building has been closed to the public since March 2020 due to the COVID-19 emergency.*

311 Program staff provide:

- **Online Self-Service Assistance** for all City bureaus to assist customers in completing of web forms and applications that do not require customer credentials.
- **Information & Referral services** for all City bureaus, Multnomah County and other agencies, including general information about city bureaus, programs and services as well as information about neighborhoods and properties.
- **Program-specific customer service** over the counter for certain programs, as defined in service level agreements.
- **Reception and visitor management**, including visitor and visiting employee sign-in and badging and directions to meetings and events.

The larger Customer Service Zone also provides multiple rooms and seating areas for City bureau staff to meet with customers and other members of the public.

When the building was fully occupied, 311 staff assisted about **4,500 community members and employees per month** at the Portland Building’s Customer Service Desk.

## Service Enhancements

311 Program staff is working with its partners to expand the 311 Program's capacity to support citywide customer service. Currently, program staff are in conversations with bureau staff to better support and/or transfer:

- Portland Bureau of Transportation Information & Referral Line
- Portland Bureau of Transportation Area Parking Permit renewals
- Portland Fire & Rescue Information Line
- Portland Parks & Recreation maintenance reporting
- Portland Parks & Recreation ranger dispatch
- OMF Facilities requests and issue reporting

The Program is also expanding existing partnerships with Multnomah County and 211 Info.



## CIVIL RIGHTS ACCESS & ACCOMMODATIONS

The 311 Program and the Office of Equity and Human Rights are working together to allow the 311 Program to serve as a central point of contact for community members who wish to make an ADA Title II or Civil Rights Title VI request or complaint.

Beginning June 16, the City's new website, [Portland.gov](http://Portland.gov), lists 503-823-4000 as a single point of contact for these requests and complaints. As an interim step, 311 staff are directing requests and complaints to a compiled list of staff contacts throughout the City.



## Washington Park Parking Hotline

In October 2020, the 311 Program took over answering the **Washington Park Parking Hotline**. The parking hotline number is posted on parking meters and signage throughout Washington Park. Previously, Portland Parks & Recreation contracted with an external call center to answer these calls.

311 Customer Service Representatives are available to provide community members with parking information and navigation for the Hoyt Arboretum, Oregon Zoo, Portland Children's Museum, Portland Japanese Garden, International Rose Test Garden, World Forestry Center, and other attractions as well as the over 1,400 parking spaces inside Washington Park.

Staff provide general information on parking requirements, including for accessible parking, tour buses and RVs, and drop-off and delivery zones. They can troubleshoot problems with parking meters and resolve payment issues. If necessary, 311 staff can escalate issues to the Washington Park Program Manager for resolution or contact Park Rangers for immediate response.

*From my end, the transition (to the 311 Program) could not have gone smoother. John and his team are absolute rock stars and I think the in-person training before launch was helpful. The team reaches out to me via email whenever follow up is needed, which has been working very well.*

*Antonia Pattiz  
Washington Park Program Coordinator  
Portland Parks & Recreation*



# Program Upgrades

Since City Council formally created the 311 Program in November 2019, staff have been working with partners to complete a variety of foundational steps necessary to implement a fully operational 311 Program.

## REMOTE WORK CAPABILITY

The COVID-19 emergency, and the City's resulting remote work guidance, provided the impetus for the 311 Program to transition to remote call-taking. Such capability had long been a goal of the program's precursor Information & Referral Program. 311 staff worked with the Bureau of Technology Services to select, configure, deploy, and test AVAYA Agent for Desktop in Summer 2020. 311 Customer Service Specialists are now able to remotely log into the City network via VPN and answer 3-1-1 and 503-823-4000 lines as if they were working from a City office. This remote capability not only provides staff additional safeguards against COVID-19, but also offers additional options for work-life balance and will allow the program to operate remotely in the event of a natural disaster.

## ESTABLISHING THE 3-1-1 PHONE NUMBER

The City has had authorization to use the 3-1-1 (three digit) phone number for community access to local government services for many years. However, prior to October 2020, community members could not dial 3-1-1 and connect successfully to City staff. This year, 311 Program staff worked closely with BTS staff to enable community members to call 3-1-1.

Specifically, 311 Program staff worked with Multnomah County and BOEC to define a geographic boundary for the 3-1-1 phone number that would capture all community members within the Greater Multnomah County area. Bureau of Technology Services (BTS) - Telecommunications staff coordinated with all local landline and cellular telephone providers to route 3-1-1 calls into the City's system. BTS also ensured internal telecommunications networks were appropriately right sized and configured.

311 staff have been successfully answering calls placed to 3-1-1. Once operational readiness measures are met, the program will launch public outreach to encourage community members to call 3-1-1.

## STAFF CLASSIFICATIONS & RECRUITMENTS

During the first year of implementation, the 311 Program hired a Program Manager and Continuous Improvement Coordinator. In February 2020, City Council approved a new represented 311 Customer Service Representative Classification. Existing Information & Referral Specialist staff were then transferred into this new, expanded role. The 311 Program is currently in the recruitment and hiring process for a 311 Program Analyst and additional Customer Service Representatives.


## ORGANIZATIONAL MOVE TO OMF



Staff from the Office of the CAO, Office of Community & Civic Life, Bureau of Human Resources, and City Budget Office worked together to transition the 311 Program, including personnel, budget, contracts, and interagency agreements, to the Office of the CAO as of July 1, 2020.

## Welcome to Portland, Oregon



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## Service Desk Software Solution

311 Program staff are working with BTS to configure a service desk solution that will create, manage, and track contacts from community members. This solution would complement and integrate with the City's new website and webforms. As of November 2020, the Bureau of Technology Services was in the procurement process for vendor-provided solution.

A service desk tool will allow 311 staff to:

- Reference a **knowledge base** with comprehensive information about a range of programs and services.
- Support community members in **multiple formats**, including in-person and by phone, email, webform, text, and chat.
- **Log contacts** with community members & customers
- **Intake, route, and track** reports or requests
- Collect, manage, analyze and share **well-designed data** about the type, frequency, and resolution of incoming requests.
- **Share customer contacts** and requests with bureaus citywide.

Once implemented, the service desk solution will significantly improve customer service, streamline work for 311 staff, enable enhanced data collection, and allow the program to share actionable information with bureaus, elected officials, and the public.