Ordinance No. 122650

Council Bill No. 116158

AN ORDINANCE relating to customer service improvements; abrogating an unexpended allowance in the 2008 Budget of Finance General; and reappropriating the unexpended allowance to the 2008 Budget of the Department of Executive Administration.

CF No.

Date Introduced: 03-17-08	
Date 1st Referred: 03-17-08	To: (Finance and Budget FAB)
Date Re - Referred:	To: (committee)
Date Re - Referred:	To: (committee)
Date of Final Passage: 3-24-08	Full Council Vote: 8-0
Date Presented to Mayor: 3-25-08	Date Approved: 4-1-08
Date Returned to City Clerk: 4-1-08	Date Published: 2 — T.O. ✓ F.T.
Date Vetoed by Mayor:	Date Veto Published:
Date Passed Over Veto:	Veto Sustained:

The City of Seattle - Legislative Department

Council Bill/Ordinance sponsored by: Jean Godden
Councilmember

Committee Action:

3/20/08 - Do Pass - 3-0 (JG, SC, NL)

3-24-08 Passed 8-0 (Excused: Licata)

This file is complete and ready for presentation to Full Council. Committee: (initial/date)

Law Department

Law Dept. Review	OMP Review	City Clerk Review	Electronic Copy Loaded	Indexed

City of Seattle
Gregory J. Nickels, Mayor

Office of the Mayor

February 19, 2008

Honorable Richard Conlin
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Conlin:

I am pleased to transmit the attached proposed Council Bill that re-appropriates $500,000 that was set aside in the 2008 Budget to fund an analysis of, and potential improvements related to, City customer access and service issues. I believe that this customer service analysis will move us closer to the goal of excellent customer service for every Seattle resident regardless of age, income, or language.

In the 2008 Adopted Budget, the City Council appropriated $500,000 in Finance General Reserves for a customer service analysis, contingent on the development of a scope of work and staffing approach that addresses questions posed in an accompanying Statement of Legislative Intent. The Director of Executive Administration has submitted the requested scope of work and staffing approach, attached as Exhibit A to the fiscal note accompanying this legislation. The project plan includes analysis of cost savings and efficiencies; the extent of existing customer service problems and challenges; the relationship between and opportunities for consolidation of utility call centers, the customer service bureau, and a proposed 311 call center; and alternatives and other options to incrementally improving customer service through decentralized improvements or a scaled-back 311 system. I believe this proposed plan addresses all of the questions in the statement of legislative intent, and that the project may begin.

Thank you for your consideration of this legislation, which allows us to move forward with the customer service improvement initiatives. Should you have questions, please contact Fred Podesta at 386-0041.

Sincerely,

GREG NICKELS
Mayor of Seattle

cc: Honorable Members of the Seattle City Council

600 Fourth Avenue, 7th Floor, P.O. Box 94749, Seattle, WA 98124-4749
Tel: (206) 684-4000, TDD: (206) 615-0476 Fax: (206) 684-5360, Email: mayors.office@seattle.gov

ORDINANCE 122650

AN ORDINANCE relating to customer service improvements; abrogating an unexpended allowance in the 2008 Budget of Finance General; and reappropriating the unexpended allowance to the 2008 Budget of the Department of Executive Administration.

WHEREAS, in the 2008 Adopted Budget, through Council Budget Action 140-1-D-1, the City Council appropriated $500,000 in Finance General Reserves to fund an analysis of, and potential improvements related to, City customer access and service issues; and

WHEREAS, Council Budget Action 140-1-D-1 provided that the funds for the analysis would be reappropriated from Finance General by the Council once a staffing approach and scope of work has been developed that would be responsive to the questions posed in the Council's Statement of Legislative Intent 140-2-C-1; and

WHEREAS, the Department of Executive Administration has submitted to the Council, and the Council has approved, a project scope of work that will address issues identified in the Council's Statement of Legislative Intent 140-2-C-1, including a review of cost efficiencies, review of existing process models, analysis of how existing and proposed call centers and the customer service bureau would interact, and options for centralized and decentralized solutions to City customer service challenges; and

WHEREAS, the Executive and Council will form a joint interdepartmental team to oversee the implementation of the project scope of work; and

WHEREAS, the Department of Executive Administration may engage one or more consultants with special expertise to advise the City on its review of current customer service operations and assist with the development of options for improvement after there is agreement among all members of the interdepartmental team on the choice of consultants; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The appropriations for the following items in the 2007 Budget are modified, as follows:

Fund	Department	Budget Control Level	Amount
General Subfund (00100)	Finance General	Reserves (2QD00)	($500,000)
General Subfund (00100)	Executive Administration	Business Technology (C8400)	$500,000

Section 2. This ordinance shall take effect and be in force thirty (30) days from and after its approval by the Mayor, but if not approved and returned by the Mayor within ten (10) days after presentation, it shall take effect as provided by Municipal Code Section 1.04.020.

Passed by the City Council the 24th day of March, 2008, and signed by me in open session in authentication of its passage this 24th day of March, 2008.

President ________ of the City Council

Approved by me this 1 day of April, 2008.

Gregory J. Nickels, Mayor

Filed by me this 1st day of April, 2008.

City Clerk

(Seal)

Gregg Johanson
2008 Customer Service Study Appropriation FISC
February 1, 2008
Version #2

Form revised November 15, 2007

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	DOF Analyst/Phone:
Executive Administration	Gregg Johanson/3.9833	Lawand Anderson/3.2780

Legislation Title:
AN ORDINANCE relating to customer service improvements; abrogating an unexpended allowance in the 2008 Budget of Finance General; and reappropriating the unexpended allowance to the 2008 Budget of the Department of Executive Administration.

- **Summary of the Legislation:**
  The proposed legislation implements budget action under Green Sheet 140-1-D-1 of the 2008 Adopted Budget on expenditure of an appropriation of $500,000 in Finance General's 2008 Budget, and transfers the appropriation authority from Finance General to the Department of Executive Administration (DEA).

- **Background:**
  As part of the 2008 Adopted Budget (Green Sheet 140-1-D-1), the City Council placed $500,000 in Finance General Reserves to fund an analysis of and potential future improvements to City customer access and service issues. The intention of the Council was that funding for the analysis would be appropriated from Finance General by the Council once the Executive had developed a staffing approach and a scope of work response to questions posed in the Council's Statement of Legislative Intent 140-2-C-1.

  The Department of Executive Administration attaches to this fiscal note the project scope of work and staffing plan, responsive to SLI 140-2-C-1. The project plan includes analysis of cost savings and efficiencies; the extent of existing customer service problems and challenges; the relationship between and opportunities for consolidation of utility call centers, the customer service bureau, and a proposed 311 call center; and alternatives and other options to incrementally improving customer service through decentralized improvements or a scaled-back 311 system.

  The $500,000 appropriation will be used to address these issues, and possibly to begin implementation of customer access and/or service improvements.

- *Please check one of the following:*

____ **This legislation does not have any financial implications.** *(Stop here and delete the remainder of this document prior to saving and printing.)*

__X__ **This legislation has financial implications.** *(Please complete all relevant sections that follow.)*

Appropriations: *This table should reflect appropriations that are a direct result of this legislation. In the event that the project/ programs associated with this ordinance have appropriations that were, or will be, received because of previous or future legislation or budget actions, please provide details in the Notes section below.*

Fund Name and Number	Department	Budget Control Level*	2008 Appropriation	2009 Anticipated Appropriation
General Subfund (00100)	Finance General	Reserves (2QD00)	($500,00)	$0
General Subfund (00100)	Executive Administration	Business Technology (C8400)	$ 500,000	$ 0
TOTAL			**$ 0**	**$ 0**

**See budget book to obtain the appropriate Budget Control Level for your department.*

Notes:

Anticipated Revenue/Reimbursement: Resulting From This Legislation: *This table should reflect revenues/reimbursements that are a direct result of this legislation. In the event that the issues/projects associated with this ordinance/resolution have revenues or reimbursements that were, or will be, received because of previous or future legislation or budget actions, please provide details in the Notes section below the table.*

Fund Name and Number	Department	Revenue Source	2008 Revenue	2009 Revenue
TOTAL				

Notes: **None.**

Total Regular Positions Created, Modified, Or Abrogated Through This Legislation, Including FTE Impact: *This table should only reflect the actual number of positions created by this legislation In the event that positions have been, or will be, created as a result of previous or future legislation or budget actions, please provide details in the Notes section below the table.*

Position Title and Department*	Position Number for Existing Positions	Fund Name and Number	Part-Time/ Full Time	2008 Positions	2008 FTE	2009 Positions **	2009 FTE **
TOTAL							

* *List each position separately*
*** 2009 positions and FTE are total 2009 position changes resulting from this legislation, not incremental changes. Therefore, under 2009, please be sure to include any continuing positions from 2008.*

Notes: **None.**

- **Do positions sunset in the future?** *(If yes, identify sunset date):* Not applicable.

Spending/Cash Flow: *This table should be completed only in those cases where part or all of the funds authorized by this legislation will be spent in a different year than when they were appropriated (e.g., as in the case of certain grants and capital projects). Details surrounding spending that will occur in future years should be provided in the Notes section below the table.*

Fund Name and Number	Department	Budget Control Level*	2008 Expenditures	2009 Anticipated Expenditures
TOTAL				

* *See budget book to obtain the appropriate Budget Control Level for your department.*

Notes: **None.**

- **What is the financial cost of not implementing the legislation?**
  The Department of Executive Administration will not be permitted to use the appropriations in Finance General to support the customer service study.

- **<u>What are the possible alternatives to the legislation that could achieve the same or similar objectives</u>?** None.

- **<u>Is the legislation subject to public hearing requirements</u>:** No special public hearings.

- **<u>Other Issues</u>:** None.

<u>Please list attachments to the fiscal note below:</u>

Exhibit A: Statement of Work – Customer Service Analysis

City of Seattle
Department of Executive Administration
Fred Podesta, Director, Department of Executive Administration
Gregory J. Nickels, Mayor

Date: March 11, 2008

To: Honorable Councilmember Jean Godden

From: Fred Podesta, Director FP
Department of Executive Administration

Subject: Statement of Legislative Intent for Customer Service Analysis

As you are aware, the Council adopted Statement of Legislative Intent (SLI) 140-2-C-1 with the 2008 budget. The SLI established funding for an analysis of issues relating to the City's customer service. The SLI requested that the Executive analyze four topics: cost efficiency, existing processes, interaction between major City call centers, and a range of options for improvement.

Please find attached a statement of work that describes how the Department of Executive Administration will approach the customer service analysis specified in the SLI. The statement of work is meant to be attached to the draft ordinance already transmitted Council and has been revised to reflect to the agreement reached during recent discussions between you, the Executive's representatives, and Council Central staff.

This work will be accomplished by an interdepartmental team that will have representation from the Department of Executive Administration (DEA), your office, Council Central Staff, the Customer Service Bureau, the Department of Finance, and the Department of Information Technology. The project will be organized into two phases. During the first phase, the team will review a selected set of existing customer service processes, document challenges associated with these processes, and identify a range of options for customer service improvements to be analyzed during the second phase. At the end of the first phase, the team will report its findings to the Council and secure agreement to proceed. The statement of work calls for this report to Council to occur in June and the final report to be delivered in August.

DEA may engage one or more consultants with special expertise to advise the City on its review of current customer service operations and assist with the development of options for improvement. DEA will take this step when there is agreement among all members represented on the interdepartmental team regarding the choice of a consultant. In contrast to these types of consultant contracts, DEA may also augment the team as needed with contractors who can assist with routine technical tasks such as the mapping of processes and quantification of operating costs.

This work is a major opportunity for the City to improve service to its customers and I very much look forward to working with you. If you have any questions please call me directly at 6-0041.

cc with attachments:
Regina LaBelle, Mayor's Office
Ken Nakatsu, Mayor's Office

700 Fifth Ave., 43rd Floor, Post Office Box 94669, Seattle, Washington 98124-94669
Tel: (206) 684-0987 TDD: (206) 615-0476 Fax: (206) 684-8286
http://www.seattle.gov/executiveadministration/

	Department of Executive Administration **Statement of Work** **Customer Service Analysis** **March 11, 2008**

Introduction

As part of the 2008 budget, the Council adopted a statement of legislative intent (SLI) that established funding for an analysis of issues relating to the City's customer service. This SLI was in response to a budget submittal from the Department of Executive Administration (DEA) to develop a 311 program for the City.

In North America, 311 is reserved as a standard telephone number for reaching local government non-emergency services. More than 60 metropolitan areas have developed 311 programs to improve customer service with the goals of easier access, improved processes, and greater accountability.

The specific intent of the funding and SLI is to address Council questions related to the City's existing customer service operations, to complete a broader review of how to improve these operations, and to provide Council and the Executive with further information to determine whether further investment should be made toward developing a 311 program or whether to consider other options to improve customer service.

The purpose of this document is to describe the scope of work and staffing approach to accomplish the analysis called for in the SLI, which requested four areas of study:

1. Cost Efficiency: the analysis will examine what existing City costs, including staffing, could be shifted to a 311 call center as well as other efficiencies that could be realized.
2. Existing process models: the analysis will evaluate existing customer service models and identify existing challenges and problems. This will include mapping existing business practices, documenting service level goals, reviewing current performance, and quantifying existing costs.
3. Utilities Call Center (UCC) and Customer Service Bureau (CSB): the analysis will examine how the UCC and the CSB would interact with a 311 call center. This will include projections of call volumes and efficiencies, a refined cost allocation methodology, and an evaluation of whether it would be advisable to consolidate operations.
4. Range of Alternatives: the analysis will lead to a set of options for both centralized and decentralized customer service improvements with a range of costs.

An inter-departmental project team will be assembled to perform the analysis by accomplishing tasks in six major categories: scope definition, service assessment, process mapping, cost analysis, options identification, and options analysis.

Two Project Phases

The work will be divided into two major phases. In the first phase, the team will examine existing processes and identify options for improvements. These options will not be limited to varying levels of investment in a 311 system, but will also include alternatives relating to improvements that could be made in a decentralized manner by making targeted investments or process changes in individual departments. At the completion of the first phase, the team will submit to Council a report outlining the existing customer service delivery models, the associated problems, and a list of options that have potential for fixing those problems. Council will review the report to determine whether the funding associated with the SLI should be used to conduct a closer examination of how new investments/systems could improve customer service delivery.

The second phase of work will be a comparative analysis of the possible solutions to improving customer service in the City identified during the first phase. In examining each option for improvement, the team will compare capital and operating costs, quantify relative benefits, study various operational models (including the interaction of the utility call center and Customer Service Bureau), and review possible staff reassignments.

The phases and major task are outlined in the table below.

Phase	Task
One: Examine Existing Process and Identify Options	Define the Scope of the Study
	Document service goals and performance
	Map service processes
	Analyze current costs and staffing requirements
	Identify a range of improvement options
	Deliver Phase One report to Council
Two: Analyze Options	Document potential service improvement
	Map proposed process improvements
	Estimate potential costs and staff reassignments
	Review customer service strategies of other jurisdictions
	Review interaction between the UCC, CSB/311
	Deliver Final Report

Key project tasks are described in more detail below.

Define the Scope of the Study: given the sheer number of services offered by the City, it would be impractical to assess them all before embarking on an improvement program. At the same time, the City's existing de-centralized approach to customer service and the lack of summarized performance data make it difficult to prioritize which services need the most attention.

The project team will select a subset of City services for study. The criteria for whether a service is studied relates to whether it has significant customer impact, is suspected to face challenges, and appears to offer potentially manageable solutions in the context of this analysis. The study list will include a minimum of four service areas, of which two will be cross-departmental in nature and two will relate to services operated within a single department. The potential list of service areas to be studied is listed below; some preliminary analysis will be completed to finalize the actual study list.

- Abandoned vehicles
- Animal control
- Communication and information for major events (holidays, parades, etc.)
- Graffiti removal
- Litter, debris, and illegal dumping
- Potholes
- Services for customers who speak English as a second language
- Sidewalks
- Street lights
- Street signage
- Street vegetation
- Storm or similar emergency response (some of which is repetitive of items above, but may be studied in the context of a single, high-volume event):
    - Flooding issues
    - Power outages, downed wires
    - Downed trees or other obstructions in street
    - Problems with traffic signals or signage
    - Service requests or questions relating to food, shelter, or other human services (including interaction with 211)

Document Service Goals and Performance: the project team will interview the managers and staff associated with each service area being studied. The information that is gathered will be used to document service level targets and the current performance of the service in relation to those targets.

The team will document:

- The target performance in terms of accessibility, equity, responsiveness, service delivery time, and quality of outcomes.
- How performance goals are established.
- The information that is available about customers' satisfaction with the current service model.
- The methods by which departments track service requests and overall service performance.

The team will identify causes of service problems and document the impacts to customers when services do not meet goals.

Map Service Processes: for each service process under study, the project team will conduct the appropriate research and then draft a flow diagram and compile a companion data set. These products will describe how customers access services and information, how service delivery work flows through City departments, and how exceptions are handled. The data to support process mapping will be gathered through interviews and workshops with City managers and employees, by reviewing documentation where available, and by direct observation of service operations.

Appendix A includes a an example of a "swim lane" flow diagram, which the team will create for each analyzed process to illustrate the information, actions, and decisions involved in a process as well as the various participants.

Appendix B includes a draft data collection model that will be used by the project team to structure the interviews and workshops and to design the study's data repository.

Analyze Current Costs and Staffing Requirements: the project team will compile a detailed accounting of the current costs associated with each City service being studied. This accounting will include loaded labor and non-labor costs and will identify the numbers of employees providing the service and their associated job classifications. The costs of service will be quantified in terms of overall annual expenditures as well as the average costs per service transaction. This analysis will consider the needs for staffing and other resources to handle incoming complaints/inquiries (the front end processes) as well as improving service delivery and meeting performance goals (the back end processes).

Identify a Range of Improvement Options: as described above, the project team will identify service challenges and problems. To address the issues encountered, a range of improvement options will be identified. This set of alternatives will include budget-neutral strategies (such as moderate process re-engineering) as well as improvement options involving small, mid-level, or major investments. The team will develop options for service improvements that can be made in a decentralized manner, such as adding customer service resources in a single department, as well the options for a centralized solution, such as a 311 program.

Deliver Phase One Report to Council: the team will deliver a report to Council that outlines existing customer service delivery models and the problems associated with those models. The team will also describe a set of options for service improvements that will be analyzed in the second phase of work. Council use the report to consider which of the improvement options, if any, should be further studied.

Document Potential Service Improvement: for each option analyzed, the team will outline expected improvement in service levels, operational efficiencies, costs savings, or any other potential benefits.

Map Proposed Process Improvements: the team will draft a flow diagram that describes the delivery model for each proposed service improvement option. The purpose of these documents will be to highlight the specific process changes being proposed.

Estimate Potential Costs and Staff Reassignments: the documentation of options will include an analysis of the one-time and ongoing costs associated with implementing and maintaining the service improvement. In this approach, improvements will be evaluated for their potential to improve service, increase efficiency, or avoid future costs (including risk). As part of this cost analysis, the team will explore the potential of reassigning existing staff to support improved service processes.

Review the Interaction between the UCC and CSB/311: the interdependencies between the UCC and either the CSB or a 311 call center will be documented. As with other services, the team will clarify which types of customer questions and service requests will be handled by a general purpose call center versus those that would be routed to the UCC. In addition, the feasibility of consolidating a centralized general purpose program (regardless of its scale) with the UCC will be assessed. For any 311 option considered, the team will document how the functions of the current CSB will be absorbed.

Review Customer Service Strategies of Other Jurisdictions: the team will investigate whether other jurisdictions that are comparable to Seattle have implemented customer service improvement strategies that similar to options being studied.

Final Report: the final report will describe how each improvement option could be implemented, operated, and maintained. This description will include process improvements, costs, benefits, and potential reassignment of City staff.

Deliverables

The project deliverables will be assembled into a pair of reports, one for each phase of the project. Together the reports will have the following elements:

- An overall assessment of the general challenges to delivering quality service and the impacts to the City's customers.
- A detailed description of the current state of each studied service:
  - A data sheet that provides background, service goals, and performance.
  - A flow diagram that describes how the service is performed.
  - A cost summary that describes staffing and non-labor costs.
- A set of improvement options for each service, including:
  - Flow diagrams that describe alternative ways in which the improved service could operate.

- Projections for the one-time and ongoing costs of executing each improvement option.
- Descriptions of which functions and staff positions would be reassigned to support a centralized approach to improve customer service.
- An examination of whether other jurisdictions have successfully implemented similar solutions.

- A recommendation of the best set of solutions.

Schedule

The table below lists major tasks and the projected dates they are scheduled to be undertaken.

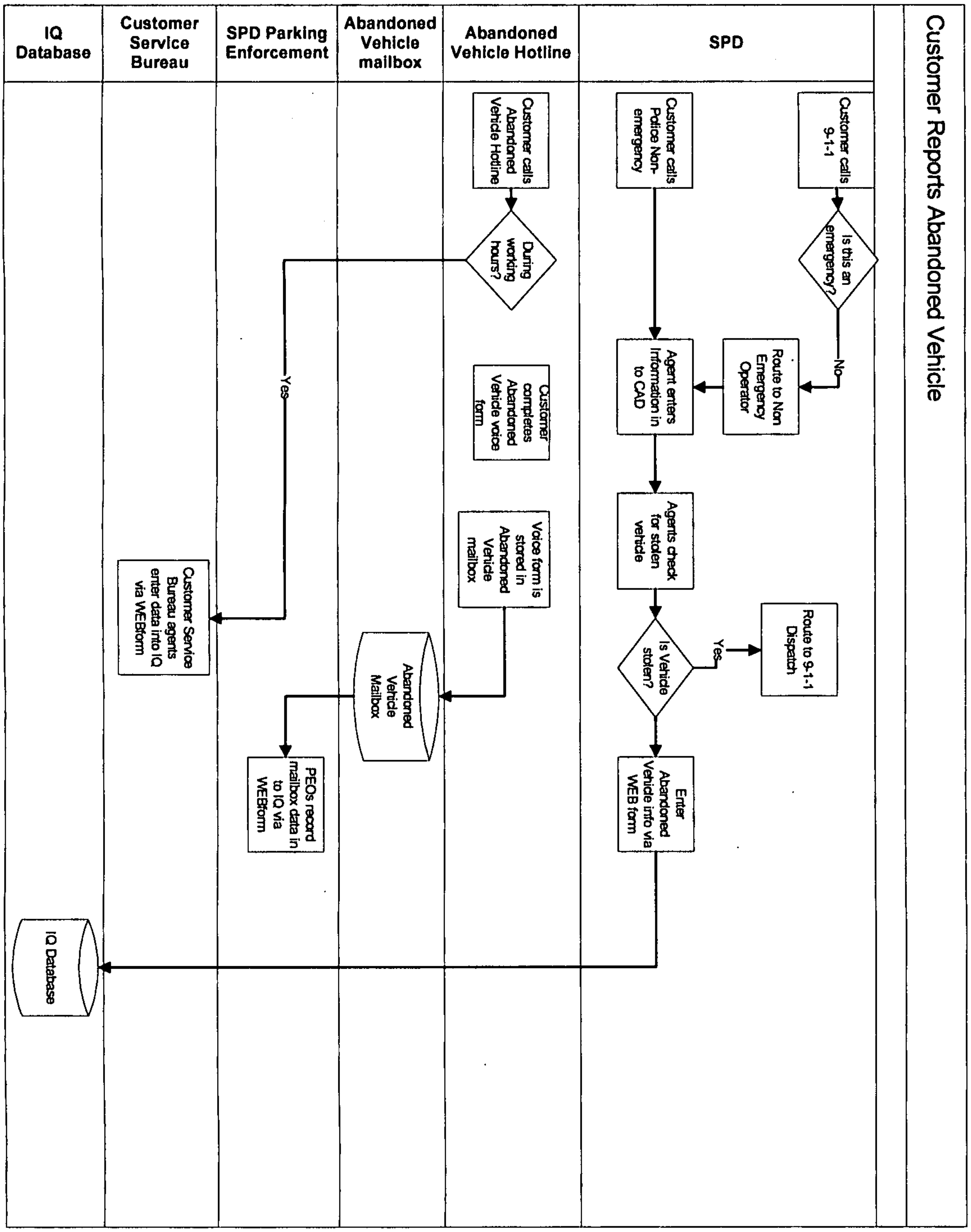
Task	Start Date	Completion Date
Finalize statement of work, including the scope of services to be studied	01/28/08	3/11/08
Assemble team	2/18/08	3/21/08
Conduct departmental interviews	3/3/08	5/23/08
Compose draft process maps and compile data sets	3/17/08	5/30/08
Identify service challenges and problems	3/24/08	5/30/08
Deliver Phase One Report		6/5/08
Analyze improvement options	5/12/08	5/23/08
Deliver final report		8/7/08

Project Management and Staffing

This work will be accomplished by an interdepartmental team with representation from DEA, Councilmember Godden's office, Council Central Staff, the CSB, the Department of Finance, and the Department of Information Technology. The project will be managed by DEA. The team may be augmented with contractors as needed to assist with routine technical tasks such as process mapping. There also may be a need to engage consultants who bring expertise about customer service best practices and to assist with projecting costs associated with areas in which the City lacks specific experience, such as the operating costs of a 311 call center. These types of advisory consultants would be engaged when there is agreement among members of the interdepartmental team about what advice is needed and which consultant to hire.

Appendix A: Process Model Diagram

The illustration below is an example of a "swim lane" flow diagram. It is formatted to capture the sequence and flow of information, specific actions, and decisions involved in a process as well as the various participants. A diagram such as this will be composed for each specific service request transaction type studied under this statement of work.



Appendix B: Data Collection Model

The table below illustrates the categories of information to be gathered for each service area. Data will be collected via interviews, workshops, and by reviewing documentation.

<table>
<tr><td colspan="7">Background</td></tr>
<tr><td>Service Area Name</td><td colspan="6"></td></tr>
<tr><td>Summary description</td><td colspan="6"></td></tr>
<tr><td>Organization</td><td colspan="6">▪ Department
▪ Org Unit(s)
▪ Manager(s)</td></tr>
<tr><td rowspan="6">Staffing</td><td colspan="2">Quantity</td><td colspan="2">Payroll Title</td><td colspan="2">Hrs/Wk</td></tr>
<tr><td colspan="2"></td><td colspan="2"></td><td colspan="2"></td></tr>
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<tr><td colspan="2"></td><td colspan="2"></td><td colspan="2"></td></tr>
<tr><td rowspan="5">Budget</td><td colspan="3">Summit Account</td><td colspan="3">Amount</td></tr>
<tr><td colspan="3"></td><td colspan="3"></td></tr>
<tr><td colspan="3"></td><td colspan="3"></td></tr>
<tr><td colspan="3"></td><td colspan="3"></td></tr>
<tr><td colspan="3"></td><td colspan="3"></td></tr>
<tr><td>Costs</td><td colspan="6">▪ What are overall annual program costs to provide the service?
▪ What are the costs per transaction?
▪ What costs are passed on to customers?
▪ What is the annual volume of service request transactions?
▪ What factors can significantly affect the cost of a transaction?
▪ What are the costs associated with initiating and tracking service requests?</td></tr>
<tr><td>Products</td><td colspan="6">▪ What products are produced?
▪ How are they delivered to customers?
▪ How is the quality of the product assessed?
▪ How is the product specified?</td></tr>
<tr><td colspan="7">Customers</td></tr>
<tr><td>Profile</td><td colspan="6">▪ What size is the service population?
▪ Are customers classified in categories (i.e. residential, commercial)
▪ Is demographic data available or relevant to describe the customer base?
▪ Where are customers located? How is customer contact info recorded?</td></tr>
<tr><td>Information</td><td colspan="6">▪ Is there a persistent customer record that can join multiple requests?</td></tr>
</table>

	▪ Are customer records integrated across departments? ▪ For on-line services are user names and passwords required?
Requirements	▪ How do customers prefer to contact the City? ▪ How quickly do customers need to have service transactions completed? ▪ What operating hours are convenient to customers?
Access	
Information	▪ How is the service publicized to customers? ▪ Is background information readily available? ▪ Are frequently asked questions compiled and published?
Contact mechanisms	▪ How do customers contact service providers? ▪ When do customers contact service providers?
Hours	▪ What are the operating hours for each contact mechanism? ▪ What resources are available to serve customers outside regular hours? ▪ Is there a different intake process for after-hours support? ▪ Do service requests that are received after hours get acted upon immediately or are they held until the next business day?
Multiple language support	▪ Are key documents translated into multiple languages? ▪ Are employees prepared to utilize translation and interpretation services?
Operations	
Ease of use	▪ How do customers learn the procedure for using the service? ▪ How many contacts must a customer make to manage a service request? ▪ What is the estimated amount of customer time required to initiate a service request?
Turnaround time	▪ How long does it take to process a request? ▪ How much of the overall turnaround time represents actual work versus "latency" in with the request waits in a work queue?
Quality of deliverables	▪ What percentage of transactions delivers products that meet customers' requirements? ▪ How are exceptions handled?
Status Communications	▪ Is the process explained to customers? ▪ Are customers provided an estimate of how long it will take to fulfill the service request? ▪ If a turnaround estimate is provided, how is it determined? ▪ Are customers informed of progress while a request is pending? ▪ How does a customer inquire about the status of a request? ▪ How is a customer informed if a request is delayed or completed earlier than anticipated? ▪ Is the customer notified when the work is done and granted an opportunity to provide feedback to the program? ▪ Is there a record of the communications with the customer?
Accountability	
Performance	▪ Do documented performance service level targets exist?

targets	▪ How are service level targets communicated to employees? ▪ How are service level targets communicated to customers? ▪ What steps were taken to align service level targets with customers' requirements?
Customer satisfaction	▪ What methods are used to measure customer satisfaction? ▪ What are the satisfaction targets? ▪ How are satisfaction targets established?
Tracking mechanisms	▪ What tools are used to track service requests for operational purposes? ▪ Is it possible to have multiple cases for the same problem? ▪ What tools are used to measure the quality of service against targets? ▪ Who receives performance reports?
Performance history	▪ Has the service met its service targets over the past 24 months? ▪ Are there external factors that are affecting the quality of service? ▪ What is the level of customer satisfaction over the past 24 months? ▪ What processes are in place to assure continuous improvement?

City of Seattle
Department of Executive Administration
Fred Podesta, Director, Department of Executive Administration
Gregory J. Nickels, Mayor

Date: March 11, 2008

To: Honorable Councilmember Jean Godden

From: Fred Podesta, Director FP
Department of Executive Administration

Subject: Statement of Legislative Intent for Customer Service Analysis

As you are aware, the Council adopted Statement of Legislative Intent (SLI) 140-2-C-1 with the 2008 budget. The SLI established funding for an analysis of issues relating to the City's customer service. The SLI requested that the Executive analyze four topics: cost efficiency, existing processes, interaction between major City call centers, and a range of options for improvement.

Please find attached a statement of work that describes how the Department of Executive Administration will approach the customer service analysis specified in the SLI. The statement of work is meant to be attached to the draft ordinance already transmitted to Council and has been revised to reflect the agreement reached during recent discussions between you, the Executive's representatives, and Council Central staff.

This work will be accomplished by an interdepartmental team that will have representation from the Department of Executive Administration (DEA), your office, Council Central Staff, the Customer Service Bureau, the Department of Finance, and the Department of Information Technology. The project will be organized into two phases. During the first phase, the team will review a selected set of existing customer service processes, document challenges associated with these processes, and identify a range of options for customer service improvements to be analyzed during the second phase. At the end of the first phase, the team will report its findings to the Council and secure agreement to proceed. The statement of work calls for this report to Council to occur in June and the final report to be delivered in August.

DEA may engage one or more consultants with special expertise to advise the City on its review of current customer service operations and assist with the development of options for improvement. DEA will take this step when there is agreement among the members of the interdepartmental team on the choice of a consultant. In contrast to these types of consultant contracts, DEA may also augment the team as needed with contractors who can assist with routine technical tasks such as the mapping of processes and quantification of operating costs.

This work is a major opportunity for the City to improve service to its customers and I very much look forward to working with you. If you have any questions please call me directly at 6-0041.

cc with attachments:
Regina LaBelle, Mayor's Office
Ken Nakatsu, Mayor's Office

700 Fifth Ave., 43rd Floor, Post Office Box 94669, Seattle, Washington 98124-94669
Tel: (206) 684-0987 TDD: (206) 615-0476 Fax: (206) 684-8286
http://www.seattle.gov/executiveadministration/

122650

STATE OF WASHINGTON – KING COUNTY

--ss.

222610
CITY OF SEATTLE,CLERKS OFFICE

No. TITLE ONLY

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:122647-48,50-51

was published on

04/04/08

The amount of the fee charged for the foregoing publication is the sum of $ 63.23, which amount has been paid in full.

Subscribed and sworn to before me on

04/04/08

Notary public for the State of Washington,
residing in Seattle

Affidavit of Publication

State of Washington, King County

City of Seattle

TITLE-ONLY PUBLICATION

The full text of the following ordinances, passed by the City Council on March 24, 2008, and published here by title only, will be mailed, at no cost, on request for two months after this publication. For further information, contact the Seattle City Clerk at 684-8344.

ORDINANCE NO. 122651

AN ORDINANCE appropriating money to pay certain audited claims and ordering the payment thereof.

ORDINANCE NO. 122650

AN ORDINANCE relating to customer service improvements; abrogating an unexpended allowance in the 2008 Budget of Finance General; and reappropriating the unexpended allowance to the 2008 Budget of the Department of Executive Administration.

ORDINANCE NO. 122648

AN ORDINANCE relating to assistance for the homeless; authorizing an agreement with the United States Department of Housing and Urban Development for additional funds available under the McKinney-Vento Homeless Assistance Act and increasing appropriations in the 2008 budget of the Human Services Department; all by a three-fourths vote of the City Council.

ORDINANCE NO. 122647

AN ORDINANCE relating to the Joint Training Facility project, located at 9401 Myers Way S. in Seattle; authorizing the amendment and restatement of the parking covenant approved by Ordinance 121122.

Publication ordered by JUDITH PIPPIN, City Clerk

Date of publication in the Seattle Daily Journal of Commerce, April 4, 2008.

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