



# CALGARY TAKES 3-1-1 TECHNOLOGY TO THE NEXT LEVEL

## MOTOROLA PREMIERONE CUSTOMER SERVICE REQUEST SYSTEM



Calgary, Alberta, is a leader in citizen engagement. In 2005, it became the first Canadian city to adopt “3-1-1” as a single number for citizens to call with non-emergency questions or requests. Since then, Calgary’s 3-1-1 Center has continued to lead, making municipal government ever more accessible, responsive and accountable. And Calgary has blazed additional trails in the 3-1-1 world. While using Motorola’s PremierOne™ Customer Service Request (CSR) system to manage citizen services, the city also is using the technology to administer a wide range of internal work processes. Calgary continues to improve its services while making city operations more efficient, delivering greater value for the taxpayer dollar.

### CUSTOMER PROFILE

#### Calgary, Alberta, Canada

- Population of 1.1 million
- First Canadian city to adopt 3-1-1
- Fielded 1.2 million 3-1-1 calls and 595,000 service requests in 2011

### Key Benefits

- Citizen direct access to the City 24/7
- Consistent, accurate responses to inquiries
- Increased accountability for departments
- Business intelligence for improved decision making

## THE SITUATION

When Calgary's government leaders decided to establish a 3-1-1 system, they had four main goals in mind. They wanted to provide:

- An accessible system that citizens could reach easily, 24/7
- A consistent and accurate response, no matter who handled the call
- Specific service commitments, with tools that held business units accountable for those promises
- Business intelligence to support better strategic and budgetary decisions.

"The real issue was improving customer service and access," said Terry Pearce, Calgary's Manager of Citizen Services. At the same time, the new system would amass large volumes of data that could support tracking, trending and reporting. By providing a deeper understanding of city operations, the system would reveal opportunities for money-saving efficiencies.

In 2011, Calgary's 3-1-1 Center fielded 1.2 million calls and logged 595,000 service requests. More than half the calls the Center receives are simply questions. Thanks to CSR's vast knowledge base, the service representative who takes such a call usually finds the answer with just a few keystrokes.

When a caller asks for service – reporting uncollected trash, for example, or requesting a permit for a block party – the rep enters one or more keywords to bring up the correct pre-configured service request from the Contact Center database. The rep enters the necessary details, and CSR routes the request to the appropriate business unit. Calgary currently has 542 service request types in the CSR system, supporting 28 lines of business.

Citizens who like to communicate online can submit any of 83 service request types through Calgary's website, Calgary.ca. Starting in September 2012, citizens will also be able to make service requests through their smart phones.



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## THE SOLUTION: TAKING 3-1-1 HIGHER

Many municipalities operate contact centers that field questions, take requests and track service delivery. But Motorola's technology has helped Calgary raise 3-1-1 to a high art.

For example, when a new situation prompts numerous calls about the same question – such as where to park for an upcoming event – information is added to the knowledge base and automatically presented to the agent on a future keyword search. The bigger that database grows, the more likely that reps can answer questions themselves, rather than transfer routine calls to busy specialists in various business units, Pearce said. "The knowledge base satisfies roughly half the inquiries we receive by phone."

Another benefit of the system's power is the way business units use data from CSR to help streamline their operations. That was the case for Calgary's Fire Prevention Bureau, which conducts fire inspections for businesses. After analyzing data collected in CSR, the Bureau restructured itself to operate more efficiently.



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**"They determined that instead of five operating offices, they really needed only four. They used the same data to redistribute the number of staff in those individual offices to better reflect the workflow."**

Glenn Dreissigacker, 3-1-1 Business Coordinator, City of Calgary

## CASE STUDY

CALGARY, ALBERTA

CSR also saves Calgary's business units money by identifying duplicate service requests – complaints from multiple citizens about the same pothole, street light or other problem. In the past, because of duplicate calls, business units often dispatched crews to attend to problems that had already been fixed, wasting time and money.

"In 2011, over 6,400 duplicate requests for services already brought to the City of Calgary's attention were identified through the use of the PremierOne technology," said Pearce. "It is obvious that significant unnecessary dispatching of crews has been avoided, resulting in substantial savings."

When a natural disaster strikes, the flexible CSR software helps employees in the 3-1-1 Center quickly accommodate emerging needs. After a flood several years ago, for instance, Alberta's provincial government required a way to register complaints about non-insured losses in Calgary. "We built that service request in less than an hour," said Clarke Bellamy, a 3-1-1 business coordinator.

During disasters, 3-1-1 staff have also connected CSR to systems in the city's Emergency Operations Center (EOC), Pearce said. "Selected data is posted to a view in EOC so resources can get an idea of where the public is reporting issues such as flooding, basement seepage, sewage backup and manhole covers blowing off." City council members use reports from the system to learn about citizens' complaints and the city's response before community meetings. "They can study the data ahead of time and be prepared for the issues that might come forward," Pearce said. "Or they can use the data to show that there have been improvements in performance."

## THE RESULT

While Calgary is using CSR to manage service delivery in a host of creative ways, the city's most striking innovation lies in the way it uses the platform to

administer activities within city government. "Out of the 542 service request types in the system, we have 98 that are geared toward an internal audience," Bellamy said. For example, the 3-1-1 Center has a service request to cover the job of bringing a new hire onboard, such as adding that person to payroll and providing access to the information technology (IT) system. The same work occurs in reverse when an employee leaves the department. Center staff also use CSR to hold themselves accountable when other departments ask them to reconfigure service requests, or to modify other aspects of the 3-1-1 system.

"We can measure, by business units, how well we're performing those services on their behalf," Bellamy said.

Data collected about their activities over the years helps coordinators like Bellamy and Dreissigacker predict when such requests will keep their hands full, and when they'll have time to tackle big new projects. "We try to align new projects and resources, using the tool to identify the actual workflow coming in," Bellamy said.

Beyond the 3-1-1 Center, other business units use CSR to manage internal work processes as well. One example is the Development and Building Approvals (DBA) unit, which has a service request type called Internal Issues Management.

DBA uses this function to monitor service delivery issues that might create political problems or other complications if not handled impeccably. "By tracking these in the system, they can ensure that appropriate communication is provided to mitigate risk and keep them in a proactive posture," said Pearce.

These are just a few of the innumerable ways in which CSR's business intelligence capacity helps keep Calgary ahead of the curve.

"In 2011, over 6,400 duplicate requests for services already brought to The City of Calgary's attention were identified through the use of PremierOne technology."

Terry Pearce, Manager of Citizen Services



**"We're sitting on a gold mine of data. We're becoming more strategic rather than reactive. We're seeing increased efficiencies in the overall workflow process. And we've got all the data in one place."**

Clarke Bellamy, 3-1-1 Business Coordinator, City of Calgary



**CASE STUDY**  
CALGARY, ALBERTA



### **OVER A DECADE OF 3-1-1 LEADERSHIP**

Motorola is committed to delivering the highest quality Customer Relationship Management (CRM) in the marketplace and has years of public sector CRM and 3-1-1 call center experience, along with documented success in the deployment of some of the world's most successful public sector CRM solutions. This background, combined with our expertise in delivering mission critical systems, devices and services to governments worldwide, makes PremierOne™ CSR the CRM solution of choice. We support our PremierOne CSR system with a comprehensive portfolio of services spanning installation, training, maintenance and technical support. Services include an end-to-end hosted solution option to assist customers with optimized implementation and exceptionally efficient day-to-day operations.

For more information, visit [motorola.com/PremierOneCSR](http://motorola.com/PremierOneCSR).

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