

and 311 Implementation Plan for more details). This could be scalable depending on the volume of visitors to the building. OMF and Civic Life have stated that changes to I&R would require a revised agreement between the City and Multnomah County, since it is jointly funded. The County contributes 50% (FY 2018-19 equates to \$302,500) of the current program's costs through an Intergovernmental Agreement (IGA), and the remaining costs are paid for by General Fund overhead and discretionary ongoing resources.

Service level impacts

Citywide services: Currently the City offers a fragmented approach to customer service, providing the community access to its services through individual bureau phone lines, multiple websites, I&R, and in-person access at various locations. There are 137 general information City phone numbers. OMF lists that every year, over 200,000 calls to City hotlines go straight to voicemails, and for I&R, it must refer 80% of incoming calls for a resolution. One in three residents think it is difficult to get information from the City, based off a recent representative and statistically valid survey conducted by OMF for the 311 program.

The overall 311 Program will add value through enhanced services to the community, but will require reallocation of service delivery and funding resources. All bureaus currently contribute to I&R through the Overhead model and some also maintain their own customer service programs. However, the intent of the 311 program is to have a coordinated system that provide services for, and requires funding from, all bureaus. The 311 Program will serve bureaus by receiving, triaging and routing, resolving, and responding to public inquiries, which will result in a service cost for those bureaus. Presumably, this service will also result in additional staff capacity and/or cost savings for bureaus that would otherwise need to spend staff time fielding inquiries now managed by 311.

Portland Building: Prior to renovation, bureaus located in the Portland Building utilized existing bureau staff for their front desk needs as all floors were open to the public. These bureau-specific front desks will no longer exist upon reopening of the building and all visitors will need to check-in at the building's first floor desk. There is currently no mechanism for providing information, reception and visitor management services at a shared first floor desk. The 311 Program (all scaled options) would fill this need but would result in increased tenant costs. In addition, it is unclear at this time how many visitors are expected as this is a new building access and service mode – making it difficult to project staffing needs.

The City of Portland has three equity goals and multiple strategies to ensure equitable, accessible service to all Portlanders.¹⁴ The survey results provided by OMF highlight the community's unfulfilled service level perception, and discusses the community's preference for engaging with the City. Vulnerable populations – older residents, disabled persons, and lower-income residents – prefer to contact the City by phone. Younger residents and more privileged residents prefer virtual (online) contact. The Portland community prefers a single contact phone number and a more robust website.

¹⁴ Office of Equity & Human Rights website. *Citywide Racial Equity Goals & Strategies*. <https://www.portlandoregon.gov/oehr/article/537589>.

