



*High performance. Delivered.*

## **Accenture Transforms Citizen Services in New York City**

As the biggest and most populated city in the United States, New York has one of the nation's largest and most complex city governments. More than 50 agencies provide over 900 different services to eight million residents.

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## Business Challenge

When Michael Bloomberg became mayor, one of his priorities was to offer New Yorkers an improved level of government service, including systems and processes through which residents could easily interact with city agencies to receive information, file complaints and resolve issues. As it was, citizens looking for government assistance were confronted with more than 4,000 entries on 14 pages of the NYC telephone book, and more than 40 resource-intensive call centers were required to direct inquiries to the right City offices. The Mayor's vision was that of a high-performance, centralized, all-purpose call facility- accessible through the simple-to-remember 3-1-1 phone number that would be answered by a live operator who would quickly direct callers to the information or resources they needed, anytime of the day or night. This single, integrated communication channel would manage all of the city's non-emergency service and information requests.

For help in designing, developing and launching the "3-1-1 Citizen Service Center" - the first major initiative of the Bloomberg administration and one of the most ambitious and comprehensive citizen service centers ever developed by a government organization - the city needed to team with a lead resource that had deep customer relationship management (CRM) capabilities, solid large-scale integration experience and the ability to deliver an ambitious solution within a short timeframe.

Accenture was the city's choice based on its reputation as a leading global management consulting and technology services and outsourcing company with the skills, the resources and the experience to oversee and deliver the highly visible NYC 3-1-1 project quickly and with minimal risk. Additionally, Accenture had a hands-on understanding of the city's technology infrastructure and an excellent track record of working with New York on important technology projects.

## How Accenture Helped

Working closely with the city's Department of Information Technology and Telecommunication (DoITT) and multiple hardware and software vendors, Accenture initiated four teams of professionals from both Accenture and the DoITT to quickly and efficiently build and launch the new Citizen Service Center and 3-1-1 hotline. These teams were charged with:

- Developing a searchable knowledge base and taxonomy of city, state and federal government services. The Accenture/DoITT relationship used enterprise content management technologies to feed information into a Customer Relationship Management tool and established the basic structure of information that enabled Citizen Service representatives to respond quickly to callers' inquiries. The result was a comprehensive repository of information dealing with more than 7,000 aspects of the city's government
- Building an entirely new, integrated call center operation. Accenture took the lead in establishing a facility to house up to 450 Citizen Service representatives along with the supporting technology infrastructure, which is based on Siebel Systems' Call Center application (v7) running on a Sun Solaris platform. Other key solution components include computer telephony integration from Genesys Telecommunications, telephony and private branch exchange systems from Nortel and data network routers from CISCO. The 45,000-square-foot operations center and technology hub is capable of handling 12 million calls a year-three times the volume of calls managed by the next largest city call center in Chicago
- Introducing a host of new operational processes. Accenture leveraged customer contact software applications from its alliance partner, Siebel Systems, and content management tools from Interwoven.

Through Interwoven's enterprise content management platform and its Connector for Siebel eBusiness Applications, users can aggregate, create, categorize and publish content to Siebel, such as FAQs, literature, and other information about agencies and the services they provide. This means citizen service representatives have a single point from which to create, manage, approve and deploy content to Siebel applications. This greatly improves the management and delivery of content, while ensuring the delivery of consistent information to the city's call center applications, as well as to the city's website

- Rolling out 3-1-1 to more than 100 New York Police Department precincts. Accenture guided the networking of all 122 of the city's police precincts to the 3-1-1 system's database to help resolve "quality of life" complaints lodged over the hotline. A Citizen Service representative can route non-emergency calls to a specific precinct's computer, which allows the police to analyze quality of life problems more quickly and determine the most effective responses

The integrated, one-stop-shop 3-1-1 solution provides a single point of entry to city government for all residents, visitors and businesses and is evidence of the city's leadership in managing change and its quest for high performance. Services offered include:

- Directory assistance information about local government phone numbers, addresses or office hours
- Responses to requests for information about specific processes or publications
- Action on requests for a broad range of services, from repairing potholes and broken street lights to acquiring birth certificates and arranging for sanitation pickups
- Reports on quality of life issues or complaints with the New York Police Department

- First line of communication to citizens during large-scale emergencies
- Collects residents' opinions regarding public policy issue

The project involved significant organizational change, business process change and content design and collection, as well as new computers a new system and a creative combination of technologies. The 3-1-1 service in New York is designed to help deliver these value-added benefits:

- Maximizes accessibility to agency information and services
- Maximizes service fulfillment efficiency and effectiveness
- Maximizes impact of service delivery
- Optimizes City administrative burden
- Maximizes public safety

### High Performance Delivered

With Accenture's help, the city of New York has applied best practices in customer relationship management to transform the way it delivers services to its citizens and to become a high-performance organization. Today, city residents can dial 3-1-1 anytime, day or night, and speak with a live Citizen Service representative who can assist them with a wide range of service requests and information in 171 languages from Amharic to Zulu. The integrated system provides callers with more personalized service, faster problem resolution and easier access to knowledgeable help.

With Accenture still onboard in a maintenance/caretaker capacity, the ultimate test of the new 3-1-1 system came in August 2003 when a major US power outage brought the City to a virtual standstill. 3-1-1 received more than 150,000 calls in less than two days. The technical infrastructure ran without interruption. And because the 3-1-1 system is highly flexible, the Accenture team was able to immediately establish an emergency bank of auxiliary call takers to triage the incoming volume.

The city has already saved money from the consolidation of agency call centers. Over the longer run, the city expects to save millions more. More importantly, this 3-1-1 implementation is a dramatic example of how a visionary government initiative can transform services and deliver high-performance capabilities. New York's 3-1-1 Citizen Service provides insights into how the city is performing. With access to integrated information from millions of callers, the city is better able to manage its finite resources. The city can analyze how it utilizes staff to respond to problems, identify trends and proactively address problems. The 3-1-1 project represents a revolutionary change in government. It has changed the manner in which New Yorkers contact government. It has changed the manner in which agencies operate and allocate resources. And it has changed the way the public and the Mayor hold agencies accountable.

According to Gino Menchini, commissioner of DoITT and chief information officer of New York City, "We now have access to new data that enables us to make better management decisions and allocate our resources more efficiently, which translates into cost savings to the city. Accenture was an integral teaming partner in driving the successful launch of the 3-1-1 program. Armed with a unique understanding of the city's technology infrastructure, Accenture was able to quickly and deftly assemble all the moving parts of a complicated new system - which included introducing many new processes, applications and technologies - and make them work together seamlessly."

Speed to value was another important benefit. Accenture was able to help launch the ambitious Citizen Service program within just nine months of the mayor's announcement of his vision for a more accessible government. During its first year of operation, 3-1-1 received more than 8 million calls and is now averaging more than 40,000 calls per day.

The city anticipates that the system will ultimately handle 12 million calls each year, making it one of the largest and most sophisticated Citizen Service systems in the world. Accenture continues to be involved in further improving the city's ability to deliver Citizen Services, and is currently responsible for assisting the city in supporting and enhancing the infrastructure and applications for the 3-1-1 call center.

To assess the impact of 3-1-1, DoITT initiated a survey of residents that yielded these results:

- People are interacting more with government
- People are being helped faster
- People are receiving high-quality service
- People believe that city government can help them

Another innovative solution from Accenture to help businesses and government agencies achieve high performance. For more information, visit the Web sites at [www.accenture.com](http://www.accenture.com) and [www.nyc.gov](http://www.nyc.gov).

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