



# MEMORANDUM

Date: January 18, 2023

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Lesher   
County Administrator

Re: **Additional Information for the January 24, 2023 Board of Supervisors Meeting – Intergovernmental Agreement for Implementation of a Regional 3-1-1 System**

## Background

Discussions between Pima County and the City of Tucson (CoT) regarding a collaborative implementation of a regional 3-1-1 system have been underway for several years. Through a partnership between the County and CoT we intend to provide a central source of management for all 3-1-1 calls within Pima County. County/CoT callers with non-emergent needs will be routed to the appropriate County/CoT resource.

Decongesting the 9-1-1 call centers is a primary factor driving the development of this system. A secondary benefit will be to provide an improved customer service experience and greater accessibility to county resources for all constituents. Non-emergency calls will be immediately transferred to a 3-1-1 operator, who will then guide callers to their desired resource. Through this partnership with CoT and a strategic planning process, this new system will evolve into one of the primary methods constituents engage with the county. The purpose of this memo is to provide details on the operational plan that details the collaboration between the CoT and Pima County, the platform used to manage customer inquiries to the 3-1-1 line, the timeline for implementation, and the initial County costs associated with implementing the 3-1-1 system.

## Operational Agreements

With CoT bearing the initial costs of system setup, we recognize the importance of establishing clarity in the shared responsibilities between the County and City. It is imperative that this implementation be successful in improving public service and realizing operational efficiencies. Furthermore, we recognize that our interest in how the County operates and serves its constituents cannot be sacrificed nor diminished. To that end, the Intergovernmental Agreement (IGA) establishes Operational Agreements to define a process with recourse and other remediation mechanisms that allows the County to ensure its goals and objectives are achieved and not driven by the city (and vice-versa).

In November 2022, County's Information Technology Department (ITD) began the process of collaborating with the city's 3-1-1 Public Safety Communications Department. Through these meetings we have established operational agreements that represent the technical and operational expectations from each entity.

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The Honorable Chair and Members, Pima County Board of Supervisors

Re: **Additional Information for the January 24, 2023 Board of Supervisors Meeting – Intergovernmental Agreement for Implementation of a Regional 3-1-1 System**

January 18, 2023

Page 2

Attached to this memorandum is the current Operational Agreement co-developed between County ITD and the CoT Public Safety Communications Department. As prescribed in the IGA, this Operational Agreement will be continuously revised to define the operational procedures and protocols throughout this engagement between the County and CoT. Through these operational agreements, other local government entities will also be afforded the opportunity to participate in the co-developed 3-1-1 system.

#### Common Management Platform

To minimize community confusion, we have agreed that CoT will serve as the hub of the system. Furthermore, we have agreed to standardize the Customer Relationship Management (CRM) platform as the same system utilized by the Pima County Department of Transportation. This system (SeeClickFix) is a web and mobile-enabled software platform specifically designed for 3-1-1 call management by public entities. Standardization on this CRM will allow for seamless data sharing and transfer of calls between CoT and County. Upon the receipt of a 3-1-1 call, the appropriate designation of either County or CoT will take place based on GIS data and/or constituent inquiry. 3-1-1 operators will utilize the CRM to facilitate the callers to their desired resource.

Pima County Sheriff's Department has been briefed and will be fully involved throughout the implementation of the regional 3-1-1 system. Equally important, other County Departments within Public Works and Human Services will be engaged in its implementation to ensure we maximize opportunities for innovation and enhancement of services that the regional 3-1-1 system will make available to the public.

#### Timeline

The regional 3-1-1 system will be implemented in a phased approach. An iterative improvement process will be employed to continuously assess and refine its development throughout the implementation.

During Phase I (present to March 2023), we will establish the 3-1-1-steering committee, which will consist of representatives from all public-facing resources in the County. With the assistance of the Communications Department, this committee's purpose will be to develop call workflows and an overall response plan for incoming 3-1-1 calls or requests. At the end of Phase I the County will complete the technical changes to route all "land-line" call into the 3-1-1 system. This "soft launch" will provide an opportunity to collect data, evaluate processes and determine readiness for the county-wide full-scale implementation.

Phase II will commence in March 2023. During this phase we will develop departmental workflows and refine the intake processes for 3-1-1 requests. The continuous improvement process will ensure that necessary enhancements and improvements are developed in anticipation of the full launch. Through customer feedback, needs assessments, and ongoing reviews, the system and all related internal procedures will be improved and expanded.

The Honorable Chair and Members, Pima County Board of Supervisors

Re: **Additional Information for the January 24, 2023 Board of Supervisors Meeting – Intergovernmental Agreement for Implementation of a Regional 3-1-1 System**

January 18, 2023

Page 3

CoT and County will continuously monitor the effectiveness and efficiency of the system. Once both parties agree that the system is adequately developed for full scale deployment, Phase III will commence, and we will collaborate on a unified public information campaign. Phase III is expected to occur in late 2023.

#### Costs

As specified in the IGA, CoT will finance the costs to initially setup the 3-1-1 system. Fortunately, because the County's Department of Transportation had previously implemented SeeClickFix we already own the necessary enterprise licensing to expand the system for 3-1-1. Therefore, there are no significant upfront costs necessary to incorporate the additional County departments and resources. To operate the system, we anticipate an initial allocation of two County staff assigned to the Communications Department to oversee the coordination and handling of incoming 3-1-1 service requests.

#### Recommendation

Through this partnership with the City of Tucson, a regional 3-1-1 system will provide the public with non-emergency call diversion and a unified customer-friendly experience for constituents to have greater accessibility and receive efficient responsiveness to inquiries or service requests. For this reason, I recommend that the Board of Supervisors approve the Intergovernmental Agreement for the Implementation of a Regional 3-1-1 System.

JKL/je

#### Attachment

c: The Honorable Chris Nanos, Pima County Sheriff  
Carmine DeBonis, Jr., Deputy County Administrator  
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer  
Steve Holmes, Deputy County Administrator  
Javier Baca, Director, Information Technology Department  
Kathryn Skinner, Director, Transportation Department  
Mark Evans, Director, Communications Department



## Operational Agreement

The City of Tucson and Pima County have agreed to collaborate and partner in the development, evolution, and ongoing function of a regional 3-1-1 system. Therefore, each participant agrees to:

- Assign a 3-1-1 technology work group and representative
- Participate in team meetings for implementation, ongoing workflow, technology, and training efforts
- Engage in ongoing 3-1-1 workgroups, public outreach, and public information campaigns
- Collaboratively evaluate software and technology related to 3-1-1 operations
- Explore future system integration, automation, and requisite resources to expand request intake and improve 3-1-1 services

This document outlines a phased implementation and supports the IGA and associated agreements between the parties to permit all 3-1-1 calls to be routed to the City of Tucson.

The City of Tucson and Pima County agree that each will participate in the implementation of 3-1-1 and its evolution, with the primary objectives of:

- Decongest 9-1-1 via triage and transfer of non-emergency requests to 3-1-1
- Provide an improved consistent community experience when requesting government services
- Identify community needs and gaps in available non-emergency services
- Provide a regional 3-1-1 service

**Current State:** Callers dialing 3-1-1 via wireless device are routed to the City of Tucson Resource Line. Callers dialing 3-1-1 via landline are routed to Pima County and receive a recorded message that states the service is not available and directs callers to a general number within Pima County.

**Phase I** implementation requires (in progress):

- Establishment of a 3-1-1 leadership team
- Establishment of an operational business plan
- Timely on-boarding and training of 3-1-1 staff
- Deployment of 9-1-1 technology to facilitate 9-1-1 to 3-1-1 call handoff
- Leveraging community and partner initiatives and resources to meet community core needs
- Prioritization of City and County departments for 3-1-1 on-boarding
- Establishment of 3-1-1 Engagement Teams

As part of Phase I, both parties agree to establish a handoff process for any incoming call to 3-1-1 received by the City of Tucson that allows Pima County to receive and respond to community requests received via 3-1-1. Both parties agree that the use of SeeClickFix to facilitate that handoff will be evaluated for approval and implementation by each agency's technology representative.



**Phase II** is the workflow and deployment of department request intake using 3-1-1 Engagement Teams, beginning March 2023.

- Development of call flows with each agency
- Build-out of citizen request workflow
- Reduction of department published phone numbers
- Evaluation of technology interface and workflow automation opportunities
- Engagement of internal and external stakeholder groups for feedback and service demands
- Implementation of mobile applications and other self-service opportunities

Both parties agree that opportunities exist to define workflow and system integration for community call intake for the City of Tucson and Pima County departments or workgroups during this phase. Should additional resources be required due to demand, each agrees to negotiate solutions and additional resource requirements.

**Phase III** is estimated to begin in late 2023 and includes:

- Unified public information and education campaign
- On-going long-term outreach, accessibility review, and community feedback processes
- Data and reporting evaluation – leaders, users, elected officials, etc.
- Department feedback and needs assessments
- Regional CRM review
- Ongoing evolution of services and technology via active users group

The first two phases are designed to establish 3-1-1, implement technology, and begin call intake in a soft-launch model. Once established and functional, public education and outreach are necessary for access to information and services via 3-1-1. Development and testing of a fully functional 3-1-1 system is critical to success, prior to any public information and education campaign.

The evaluation of SeeClickFix as a long-term CRM requires a collaborative effort, likely after no less than one year of publicly announced 3-1-1 services. Both parties should be prepared for a combined Request for Proposal (RFP) process, selection and potential system replacement.

**Critical Assessment points:**

January 2023 – Budget planning and development

March 2023 – Planned 9-1-1 network transition and 3-1-1 phone installation

August/September 2023 – Progress continuity and public information campaign planning review