Memorandum

TO Honorable Members of the Quality of Life Committee: Dwaine R. Caraway (Chair), Sandy Greyson (Vice Chair), Adam Medrano, Rick Callahan, Carolyn R. Davis, Lee M. Kleinman

SUBJECT 311 Customer Service Center & Service Request System Presentation

Attached is a briefing that will be presented to you on Monday, September 23, 2013. The briefing focuses on the performance of the 311 Customer Service Center and the Service Request System (also referred to as CRMS).

Please contact me if you have any questions.

Joey Zapata
Assistant City Manager

Attachment

cc: Honorable Mayor and Members of the City Council
     A.C. Gonzalez, Interim City Manager
     Warren M.S. Ernst, Interim City Attorney
     Daniel F. Solis, Administrative Judge
     Rosa A. Rios, City Secretary
     Craig D. Kinton, City Auditor
     Ryan S. Evans, Interim First Assistant City Manager
     Jill A. Jordan, P.E., Assistant City Manager
     Forest E. Turner, Assistant City Manager
     Charles M. Cato, Interim Assistant City Manager
     Theresa O'Donnell, Interim Assistant City Manager
     Jeanne Chipperfield, Chief Financial Officer
     Frank Librio, Public Information Officer
     Elsa Cantu, Assistant to the City Manager - Mayor and Council

311 Customer Service Center & Service Request System

Key Focus Area

E³

Efficient, Effective, Economical Government

QUALITY OF LIFE COMMITTEE

SEPTEMBER 23, 2013

Overview of 311 and Service Request System

- 311 Customer Service Center

- Service Requests via the web

- Dallas 311 Smartphone App Launch

- Service Request Performance

- Additional upcoming enhancements

A Brief History of 311 & Service Requests

- Dallas incorporated 7 major communication centers into unified 911/311 Call Center in 1994
  - Second 311 Center in the U.S. (after Baltimore)
- Service Request system (CRMS) implemented in 2002
  - Service request submission available to residents on the web beginning 2003
- 311 split from 911 in 2008
  - Recognition of different skill sets needed for 911 calls vs. 311 calls
  - New focus on creating positive customer service experience for callers

Services Provided by 311 Customer Service Center

- 311: Information plus intake for non-emergency service requests

- Water Customer Service: Billing & payment, start/stop service

- Court Services: Information about ticket payment, court dates

- Radio Dispatch: Dispatch field crews for urgent services (main breaks, traffic signals out, aggressive dogs, etc.)

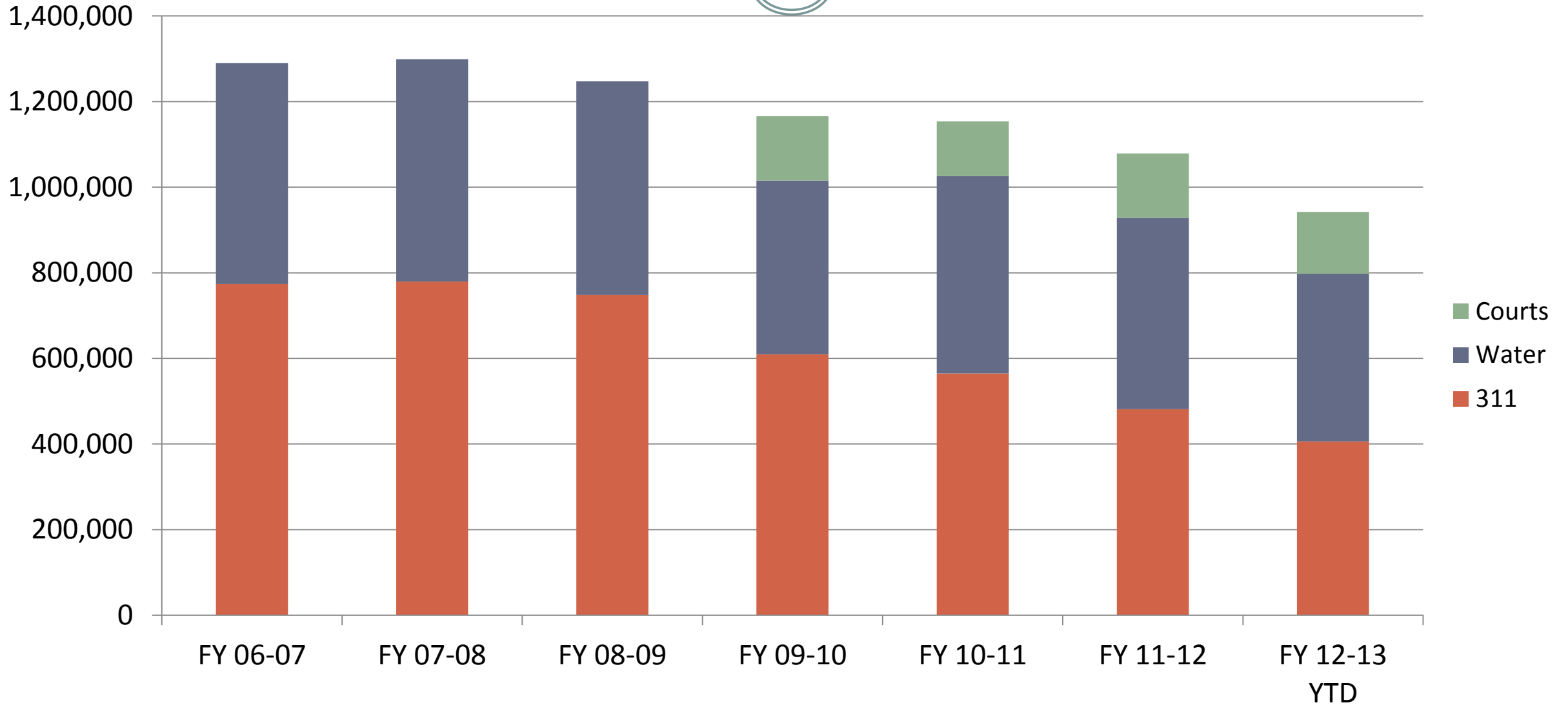# Three Ways to Submit Service Requests

- Call 311

- Go to http://www.dallascityhall.com/services/services.html

- Use the Dallas 311 Smartphone app

311 Customer Service Center Hours of Operation

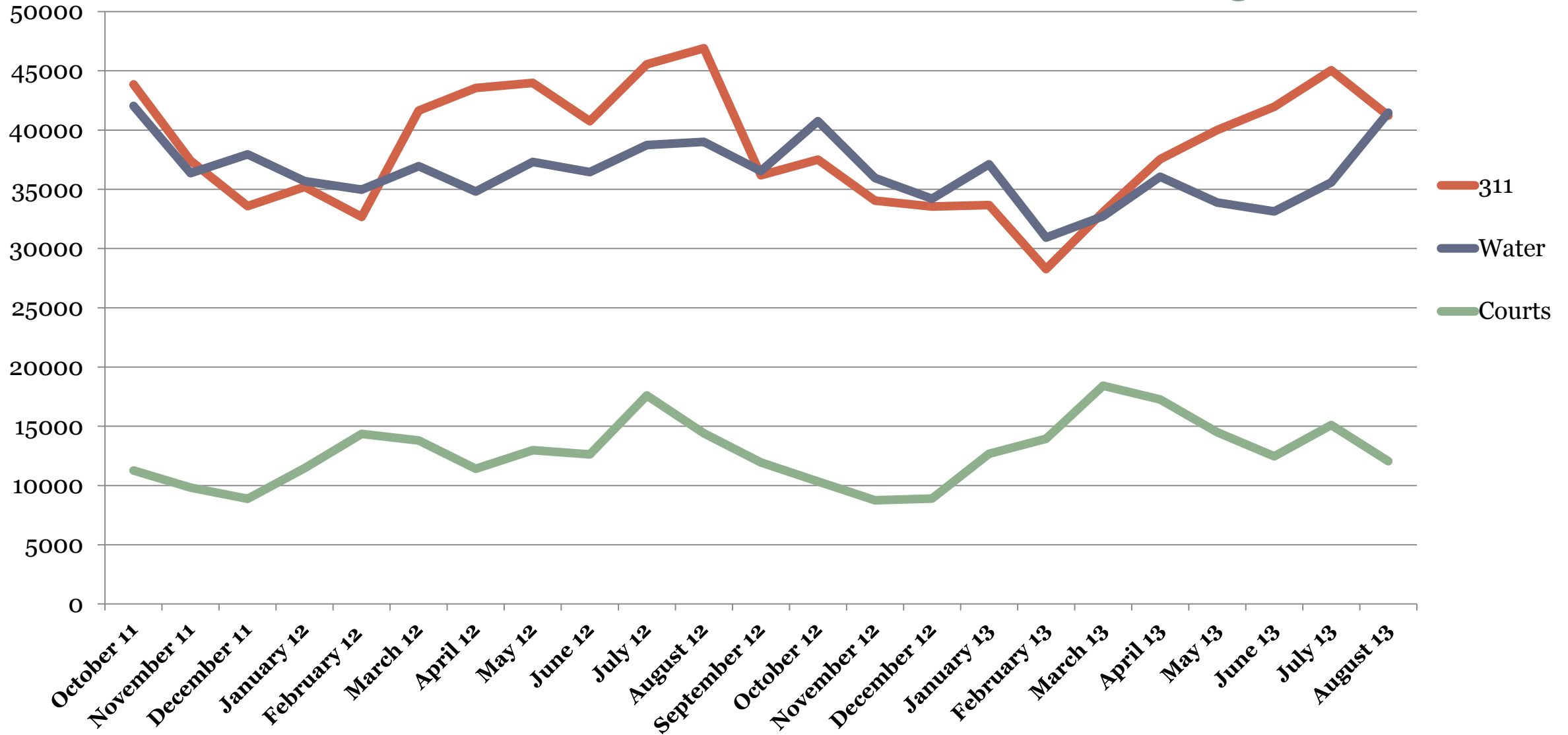| Phone Queue	Hours	Days
311 & Radio Dispatch	24/day	7 days/week
Water Customer Service	8:00 am – 5:00 pm	Monday - Friday
Court Services	8:00 am – 5:00 pm	Monday - Friday

Call Volume

7

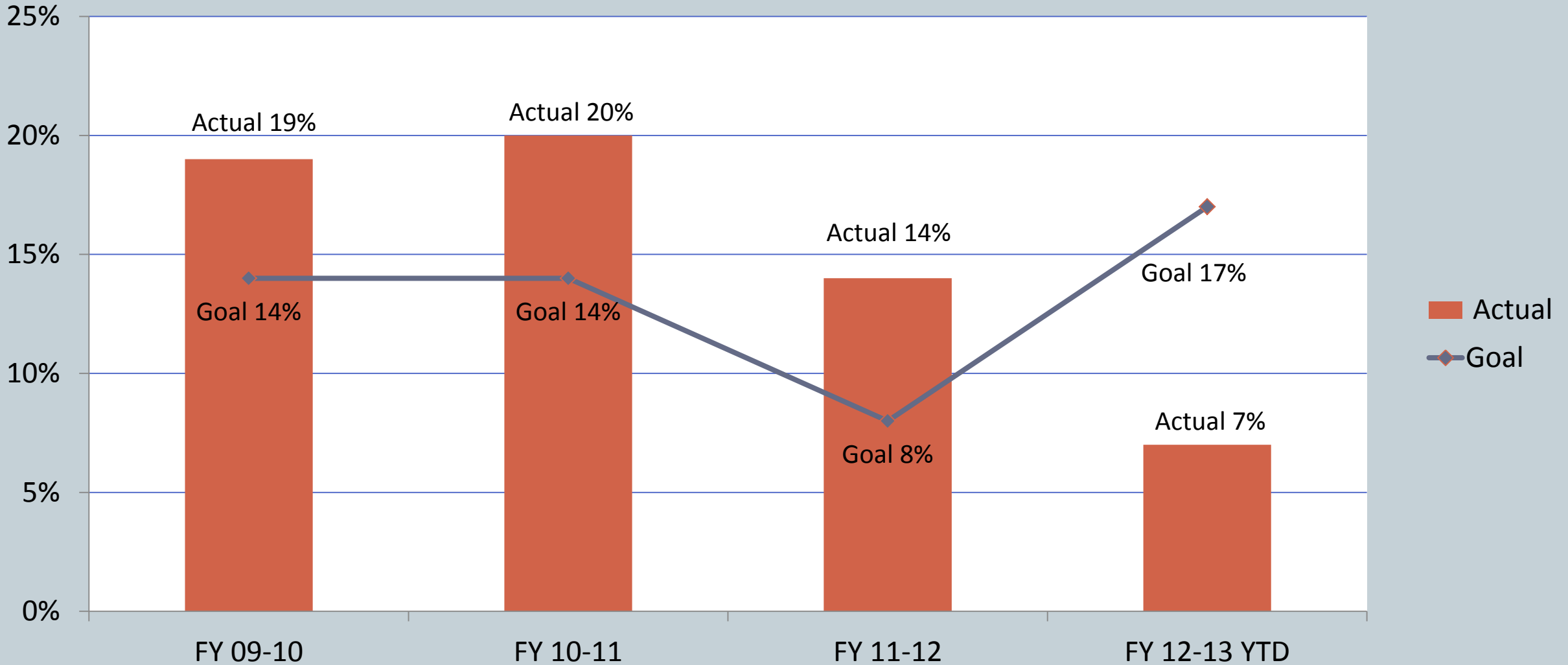Monthly Call Trends
FY 11-12 and YTD FY 12-13

Call Trends

- Peak days for calls are Mondays, Fridays, and the day after holidays
- Peak season for calls
  - 311:
    - Late spring & summer
    - Impacted by growing season and animal reproduction
  - Water Customer Service:
    - Late summer & early fall
    - Impacted by summer watering bills
  - Courts:
    - Call spikes generally coincide with warrant round ups
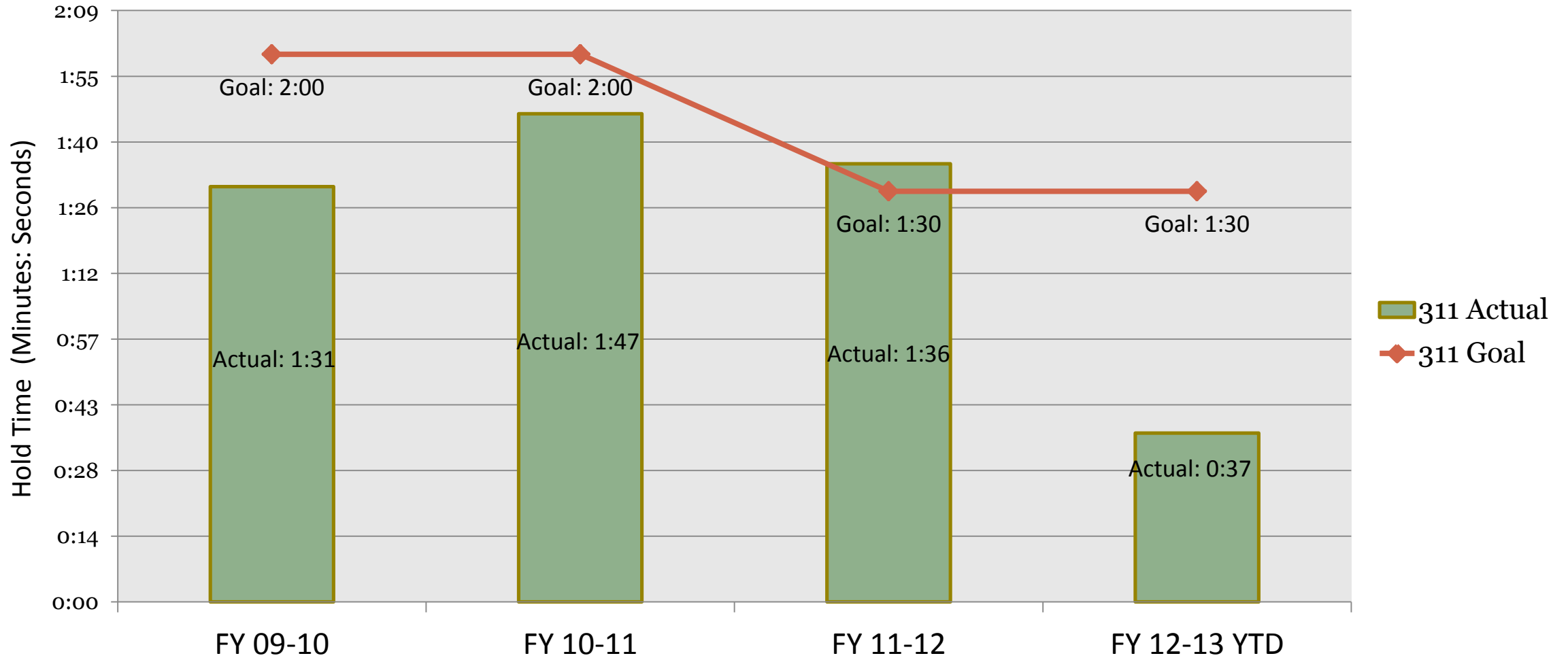
Call Trends, cont'd

- Approximately 30% of calls are for information only (no service request created)

- 10.1 % of calls overall are in Spanish

  - 311: 9.2%

  - Water: 12.5%

  - Courts: 5.6%

- Call volume decreasing over time

  - More information available on-line

  - Residents can submit and check service requests on-line

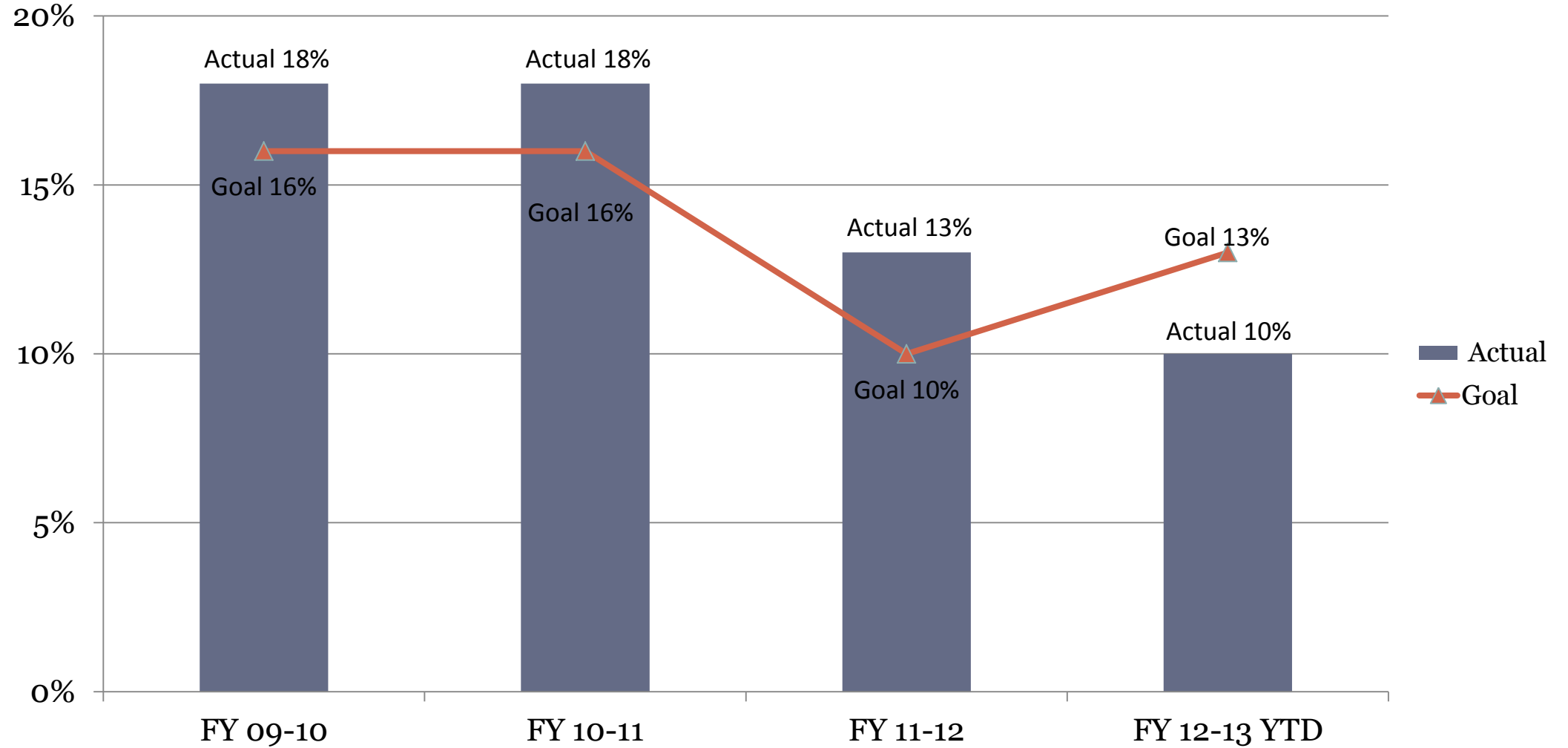# 311 Performance: Percent of Callers That Hang Up
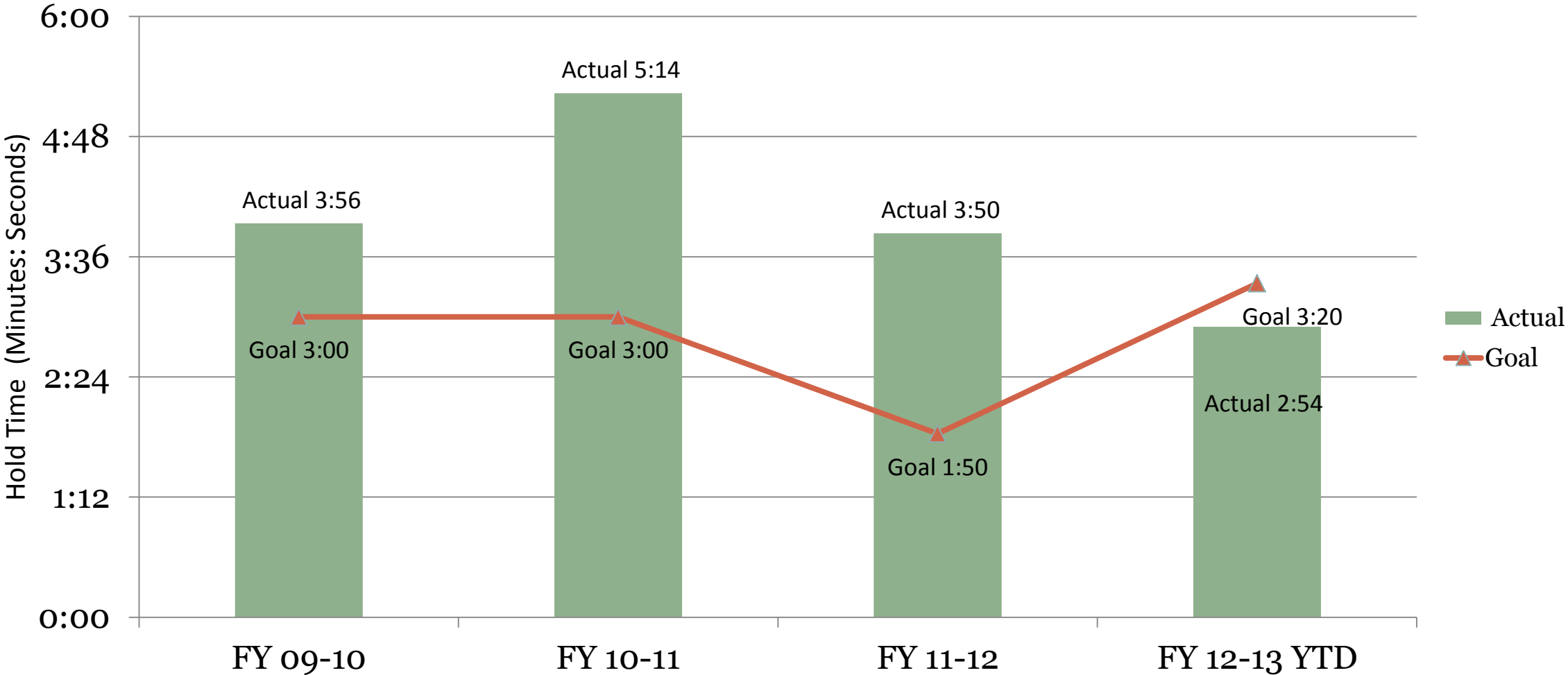
311 Performance: Average Hold Time

Hold Time (Minutes: Seconds)

Goal: 2:00

Goal: 2:00

Goal: 1:30

Goal: 1:30

Actual: 1:31

Actual: 1:47

Actual: 1:36

Actual: 0:37

FY 09-10

FY 10-11

FY 11-12

FY 12-13 YTD

311 Actual

311 Goal

Water Customer Service Performance:
Percent of Callers That Hang Up

13

20%
15%
10%
5%
0%

Actual 18% Actual 18% Actual 13% Actual 10%
Goal 16%   Goal 16%   Goal 10%   Goal 13%
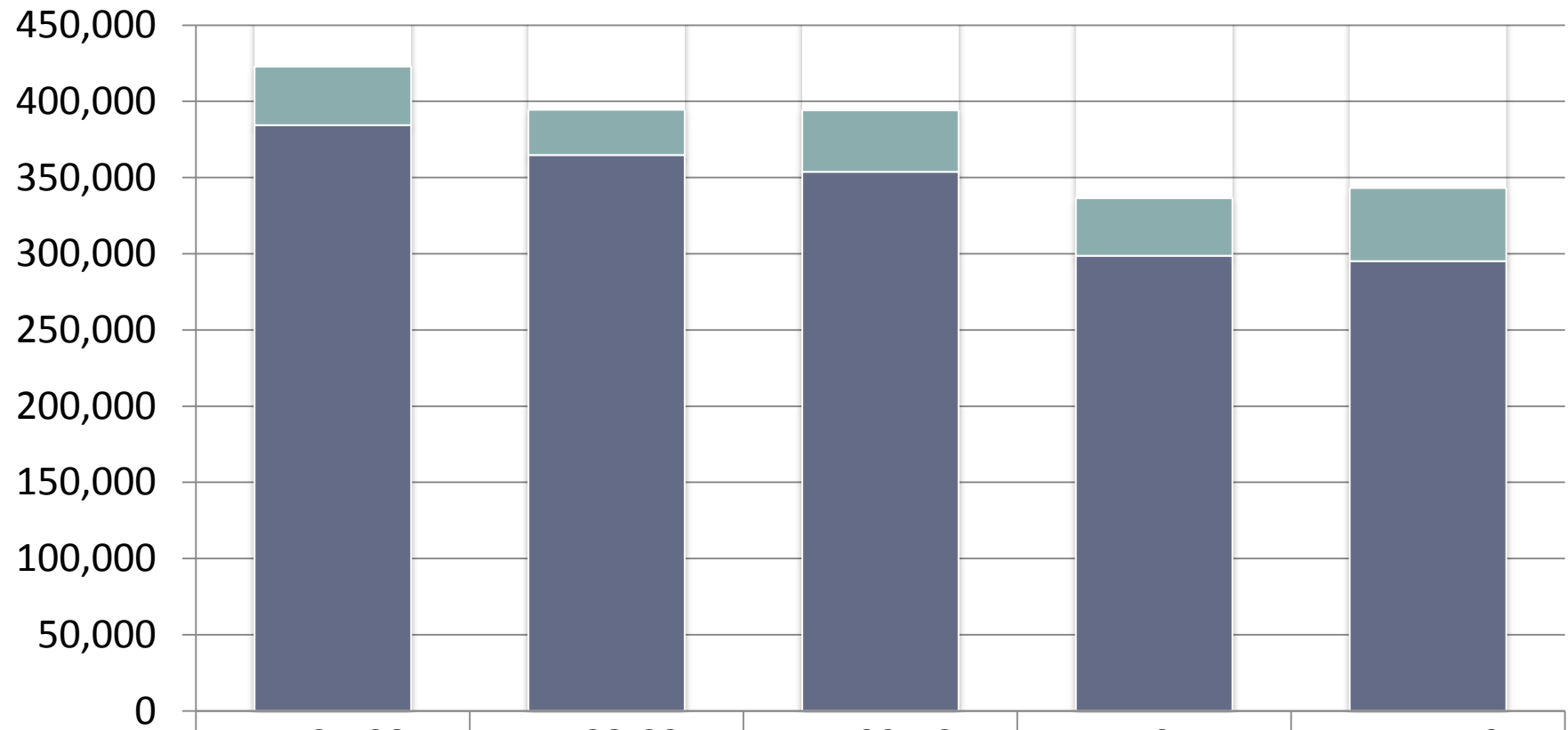
FY 09-10   FY 10-11   FY 11-12   FY 12-13 YTD

Actual
Goal

Water Customer Service Performance: Average Hold Time

Service Request History

	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Total Service Requests	422,802	394,511	394,055	336,474	348,920
SRs input via the website	38,358	29,764	40,279	37,692	48,077
SRs input via 311 (and other departments)	384,444	364,747	353,776	298,782	295,073

Most Common Service Request Types

- High Weeds
  - #1 Service Request for last five years

- Litter, Roll Cart, and Dead Animal Pickup
  - In the top five each of the last five years

- Other common types:
  - Recycling Roll Cart
  - Loose Aggressive Animals
  - Animal Confined
  - Garbage Missed
  - Obstruction Alley/Sidewalk/Street

FY 11-12 Most Common Service Requests

SR Type	Volume	11-12 Rank	Avg Days to Close	Percent Closed on Time
High Weeds	36,148	1	17.9	89.0%
Litter	20,201	2	20.1	85.7%
Roll Cart	18,878	3	25	99.7%
Dead Animal Pickup	16,707	4	0.4	99.8%
Loose Aggressive Animals	14,050	5	1.0	93.3%
Obstruction Alley/Sidewalk/Street	10,374	6	28.5	91.1%
Animal Confined	9,886	7	1.1	92.8%
Animal Loose	9,542	8	25.4	88.3%
Recycling Roll Cart--Registration	9,097	9	2.2	99.9%
Substandard Structure	8,970	10	48.6	99.9%
Signs - Public Right of Way	8,940	11	1.3	96.1%
Bulky Trash	7,882	12	6.8	87.3%
Garbage Missed	7,940	13	0.9	99.4%
Animal Sick/Injured	6,024	14	0.4	98.4%
Graffiti	5,623	15	9.1	97.9%
Smoke Detector Request	5,572	16	5.2	98.3%
24-Hour Parking Violation	5,113	17	4.5	98.7%
Illegal Dumping	5,017	18	8.1	94.6%
Fire Inspection	4,845	19	24.5	97.6%
Junk Motor Vehicle	4,608	20	40.9	94.6%

Software Upgrade

- Motorola Citizen Request Management System (CRMS), also called the Service Request system
- Go-live August 4, 2013
- Improvements for residents and city employees who use the system to create and respond to service requests
  - More user-friendly
  - Greater functionality
- Cost of upgrade: $729,706

Improved 311 Home Page

Residents can search more easily for Service Requests and Information

Check the status of a service request without calling 311

Performance Reports easier to find

Residents can attach photos, documents, or videos to Service Requests

Smartphone App for iPhone and Android

DALLAS 311
GET THE APP

- 16 Service Request types available
  - Most common "visual" types (see Appendix A)
  - Adding a photo helps staff locate issue
- GPS function on Smartphones identifies issue location
- Users can create an account to receive status updates OR remain anonymous

See It, Snap It, Send It

- 3,397 Downloads of the app since go-live on September 10
- 783 Service Requests submitted via Smartphone
- Other cities with Smartphone apps report no decrease in volume of Service Requests submitted via phone or web; the smartphone app reaches a different audience

Quality Monitoring

311 Customer Service Center Performance:

- Customer Service Agents' and Supervisors' performance evaluated on
  - Call center metrics
  - "Soft skills"—how we treat the customer

- Quality Assurance Specialists and Supervisors monitor 11 calls per agent per month, scoring the calls for:
  - Following policy and procedure
  - Efficiency and customer service

Quality Monitoring

Service Request Performance

- Each service request type has
  - Estimated Response time (ERT)—how quickly the service department is on-site to make an initial assessment of the problem
  - Service Level Agreement (SLA)– how long it takes to complete all activities on the request
- Goal for Service Request on-time closure: 90% of service requests will meet Service Level Agreement

Monthly Service Request Performance Reports

- http://www.dallascityhall.com/scs/customer_service_reports.html

- Report provides data about service request volume and their on-time completion percentage

- Most common 15-20 service requests

  - Monthly and year-to-date activity

  - By Council District and City service area (Northwest, North Central, etc.)

Continuous Improvement

- Service Level Agreements (SLA) are periodically reviewed
  - What is current level of performance?
  - Based on department's performance, can the SLA be reduced?

- Recommended adjustments to SLAs for top 50 service requests

Proposed Service Levels for FY14

Rank	Service Request Type	Uses	Original SLA	Average SLA	FY14 SLA
1	High Weeds - CCS	33,751	38	21.1	30
2	Litter - CCS	18,482	38	24.4	30
3	Garbage Roll Cart - SAN	17,588	10	3.3	7
4	Dead Animal Pick Up - SAN	16,456	1	0.8	1
5	Animal - Loose Aggressive - CCS	13,533	3	1.6	3
6	Obstruction Alley/Sidewalk/Street - CCS	9,539	60	33.4	45
7	Animal - Confined - CCS	9,342	3	1.3	3
8	Substandard Structure - CCS	9,129	365	107.8	120
9	Animal - Loose - CCS	9,039	40	18.5	25
10	Recycling ROLL CART NEW - SAN	8,390	10	3.3	7
11	Signs - Public Right of Way - CCS	8,367	7	2.5	5
12	Bulky Trash Violations - CCS	7,895	14	10.2	10
13	Garbage - Missed - SAN	6,798	3	1.4	3
14	Animal - Sick/Injured - CCS	5,922	3	1.2	3
15	Smoke Detector Request - DFD	5,382	30	4.9	10
16	Graffiti Private Property	5,044	90	19	25
17	24 Hour Parking/Parking Violations - DPD	4,753	10	5.1	7
18	Illegal Dumping - CCS	4,734	38	6.5	10
19	Fire Inspection - DFD	4,589	60	29.4	45
20	Junk Motor Vehicle - CCS	4,245	126	45.9	60

Proposed Service Levels for FY14

Rank	Service Request Type	Uses	Original SLA	Average SLA	FY14 SLA
21	Street Repair - Routine-STS	4,091	90	18.9	90
22	Illegal Outside Storage - CCS	3,772	38	24.1	30
23	Parking - Unapproved Surface - CCS	3,759	10	4.6	7
24	Recycling - Roll Cart - SAN	3,373	10	3.3	7
25	Animal - Cruelty - CCS	2,818	30	1.9	3
26	Recyclable Collection Missed (Residential) - SAN	2,811	3	1.6	3
27	Pot hole - Hazardous -STS	2,730	1	0.8	1
28	Tree down/low limbs - Emergency-STS	2,680	5	0.8	3
29	Substandard Structure Apts - CCS	2,671	365	56.2	90
30	Traffic Signal - Flashing - STS	2,557	4	1.8	4
31	Brush/Bulk Items - Missed - SAN	2,470	10	8.8	10
32	Illegal Land Use (Residential/Business) - CCS	2,414	60	33.5	45
33	Mosquitoes - CCS	2,328	45	29.1	30
34	Traffic Signal - Bulb Out/NonConflict Hd Trn - STS	2,216	10	3.3	7
35	Street Spillage/Debris in Right of Way-Hazardous-S	2,178	1	0.6	1
36	Open and Vacant Structure - CCS	2,154	30	12.3	15
37	Signs - Other - CCS	2,120	21	9.1	15
38	No Building Permit - CCS	2,060	60	33.2	45
39	Water Conservation Violation - CCS	1,986	7	14.6	10
40	Traffic Signal - Timing - STS	1,974	4	1.9	4

Proposed Service Levels for FY14

Rank	Service Request Type	Uses	Original SLA	Average SLA	FY14 SLA
41	Sanitation Crew Complaint - SAN ***	1,967	10	2.1	5
42	Garage Sale - CCS	1,941	7	4	5
43	Illegal Garbage/Placement - CCS	1,855	60	18.8	25
44	Cost Plus - SAN	1,648	10	4.4	7
45	Animal - Noisy - CCS	1,607	30	2.1	7
46	Pot hole Repair Routine - STS	1,560	7	2	5
47	Animal - Bite - CCS	1,525	11	3.5	7
48	Traffic Sign - Maintenance (Other) - STS	1,487	40	7.8	10
49	Traffic Signal - All Out - STS	1,381	4	2	4
50	Alley Repair - Routine-STS	1,312	90	30.9	90
51	General – CCS	1,312	38	15.8	25

Additional Quality Monitoring for Service Requests

Three tools:

- Escalation—Service requests that are approaching their due dates are escalated up the chain of supervision, ultimately to City Manager's Office
- Quality Service Requests—
  - Residents can request "Quality SR"
  - Problem not resolved to resident's satisfaction, or a repeated problem
  - Quality service requests go straight to department director for attention
- Late Reports—Weekly report to City Manager's Office of service requests that have not been closed on time (see example on p. 30)

Sample Page from Service Request Late Report

ACM	Total Late Citywide (6/24/2013)	Total Late Citywide (7/1/2013)	Difference from Previous Week	# Late 1-30 Days by ACM	# Late 31-60 Days by ACM	# Late 61-90 Days by ACM	# Late 90+ Days by ACM
A.C. Gonzalez	4	4	0	1	1	2	0
	0.57%	0.50%		25.00%	25.00%	50.00%	0.00%
Ryan S. Evans	0	6	6	6	0	0	0
	0.00%	600.00%		100.00%	0.00%	0.00%	0.00%
Forest Turner	7	14	7	12	2	0	0
	0.99%	1.74%		85.71%	14.29%	0.00%	0.00%
Jill A. Jordan	5	9	4	8	1	0	0
	0.71%	1.12%		88.89%	11.11%	0.00%	0.00%
Joey Zapata	687	769	82	405	88	45	231
	97.31%	95.53%		52.67%	11.44%	5.85%	30.04%
Jeanne Chipperfield	0	0	0	0	0	0	0
	0.00%	0.00%		0.00%	0.00%	0.00%	0.00%
City Auditor	1	1	0	0	0	0	1
	0.14%	0.12%		0.00%	0.00%	0.00%	100.00%
City Attorney	0	0	0	0	0	0	0
	0.00%	0.00%		0.00%	0.00%	0.00%	0.00%
City Secretary	0	0	0	0	0	0	0
	0.00%	0.00%		0.00%	0.00%	0.00%	0.00%
Municipal Judge	2	2	0	0	0	0	2
	0.28%	0.25%		0.00%	0.00%	0.00%	100.00%
Total	706	805	99	432	92	47	234

Additional Upcoming 311 Enhancements

- Customer-focused features for callers:
  - Speech recognition
  - Post-call surveys
  - Music & message on hold
- Additional enhancements on the "city side" will enable greater efficiencies & quality for agents and management
  - Examples: "soft phones", silent monitoring, searchable recorded calls

Additional Upcoming 311 Enhancements

- Courts Software Upgrade Fall 2013
  - Citation routing will be done electronically
  - Information available more quickly
  - Fewer repeat calls

- Work from Home pilot program in 2014
  - Monitoring capability
  - Will be used to address:
    - Recruitment & retention issues
    - Peak call time support
    - Business continuity

Help Us Help You!

- Spread the word about 311

- Encourage residents' use of the web & Smartphone app

- Give us your feedback
  - Tell us the nature and date/time of calls
  - Call recordings retained for 30 days
  - We listen

- Questions?

Appendix A

Smartphone App Service Request Types

Category: Animals	*Category: Parking*
1. Dead Animal	9. Parking Violation
2. Loose Animal	10. Parking on Grass
Category: Trash & Litter	*Category: Streets & Signs*
3. Illegal Dumping	11. Illegal Sign
4. Litter	12. Street Obstruction
Category: Property Maintenance	13. Street Repair
5. Graffiti	*Category: Water Issues*
6. High Weeds	14. Stagnant Water
7. Junk Vehicle	15. Watering Violation
8. Open & Vacant House	*Category: Miscellaneous*
	16. Other