

Memorandum



DATE October 25, 2013

TO Councilmember Dwaine R. Caraway, Chair
Members of the Quality of Life & Environment Committee

SUBJECT Serving Our Customers: 311 Customer Service Center & Service Request System

Attached is a briefing that will be presented to you on Monday, October 28, 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 questions.



Jill A. Jordan, P.E.
Assistant City Manager

Attachment

c: A.C. Gonzalez, Interim City Manager
Warren M. S. Ernst, City Attorney
Rosa A. Rios, City Secretary
Judge Daniel F. Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager
Margaret Wright, Assistant Director, Strategic Customer Services/311



Serving Our Customers: 311 Customer Service Center & Service Request System

QUALITY OF LIFE & ENVIRONMENT COMMITTEE
OCTOBER 28, 2013



Overview of 311 and Service Request System

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- **311 Customer Service Center**
- **Service Requests via the web**
- **Dallas 311 Smartphone App**
- **Service Request Performance**
- **Upcoming enhancements & trends**

A Brief History of 311 & Service Requests

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- **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

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- **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.)**

How do our customers engage with us now?

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- **By phone: 311 Customer Service Center**
- **On the web: Service Requests via the city's website**
www.dallascityhall.com/services/services.html
- **Mobile device: Dallas 311 Smartphone App**

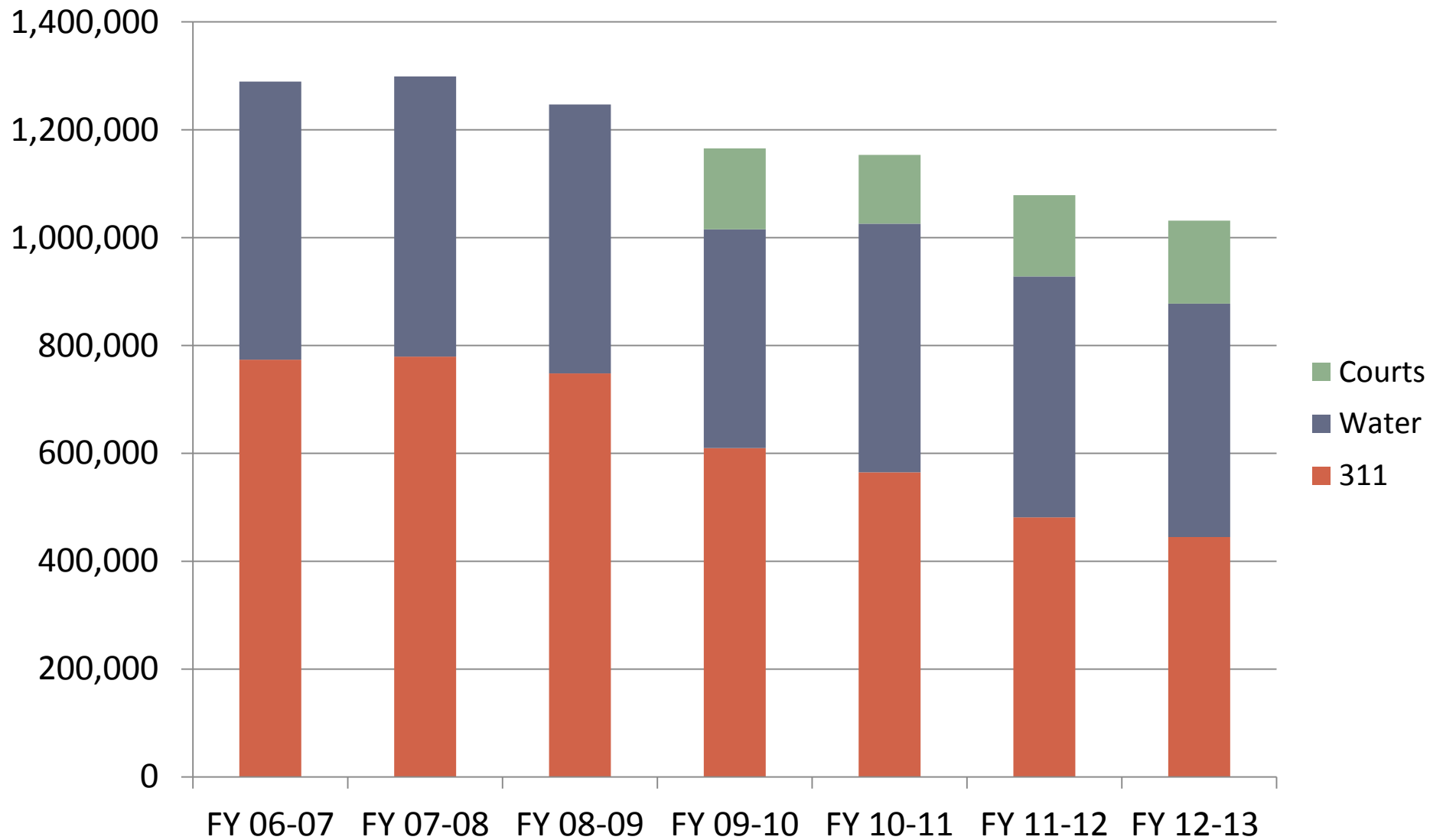
311 Customer Service Center Hours of Operation

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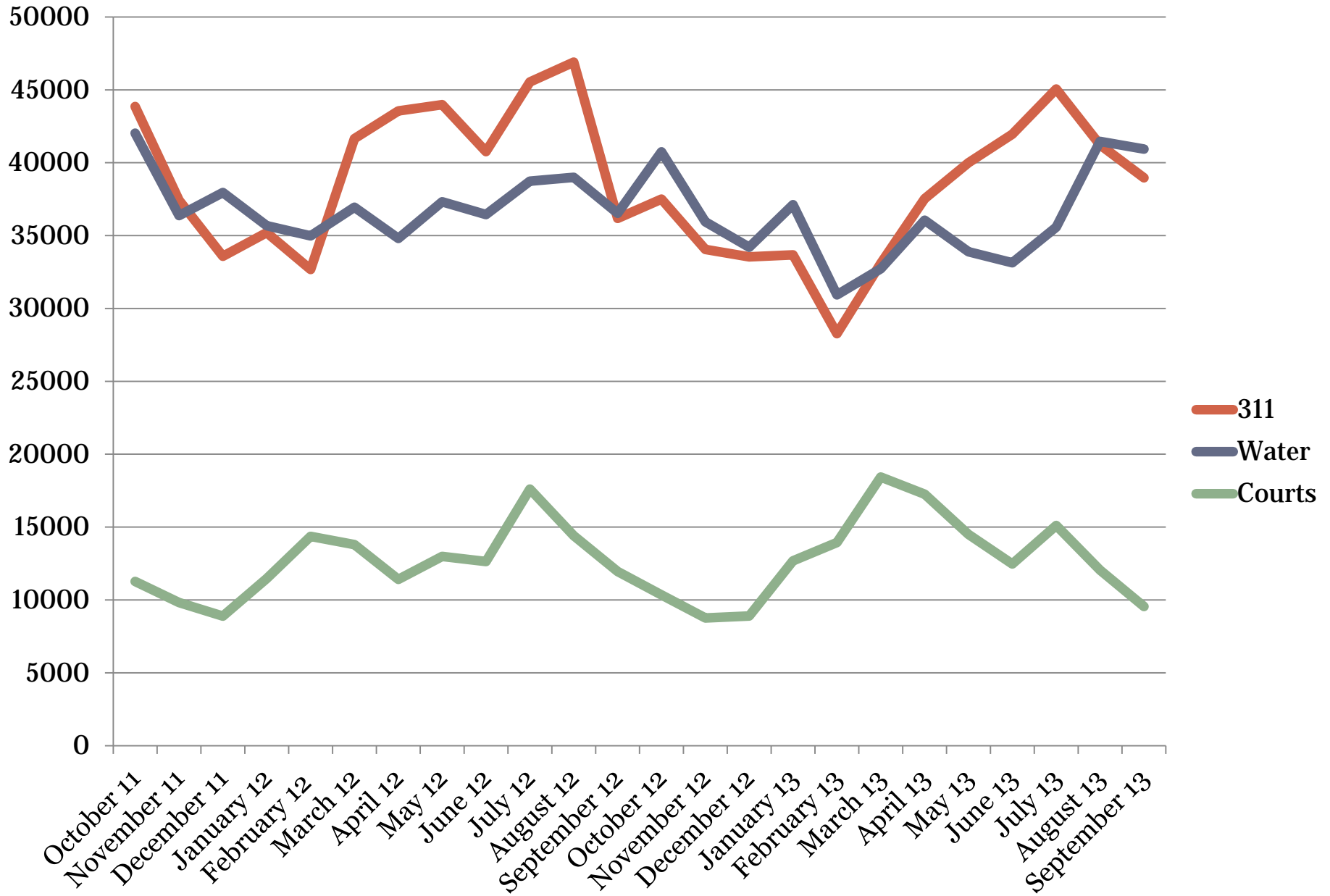
Phone Queue	Hours	Days
311 & Radio Dispatch	24/day	7 days/week
Water Customer Service	8:00 am – 5:00 pm	Monday - Friday
Court Services	8:00 am – 5:00 pm	Monday - Friday

Call Volume

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



Call Trends

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- **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

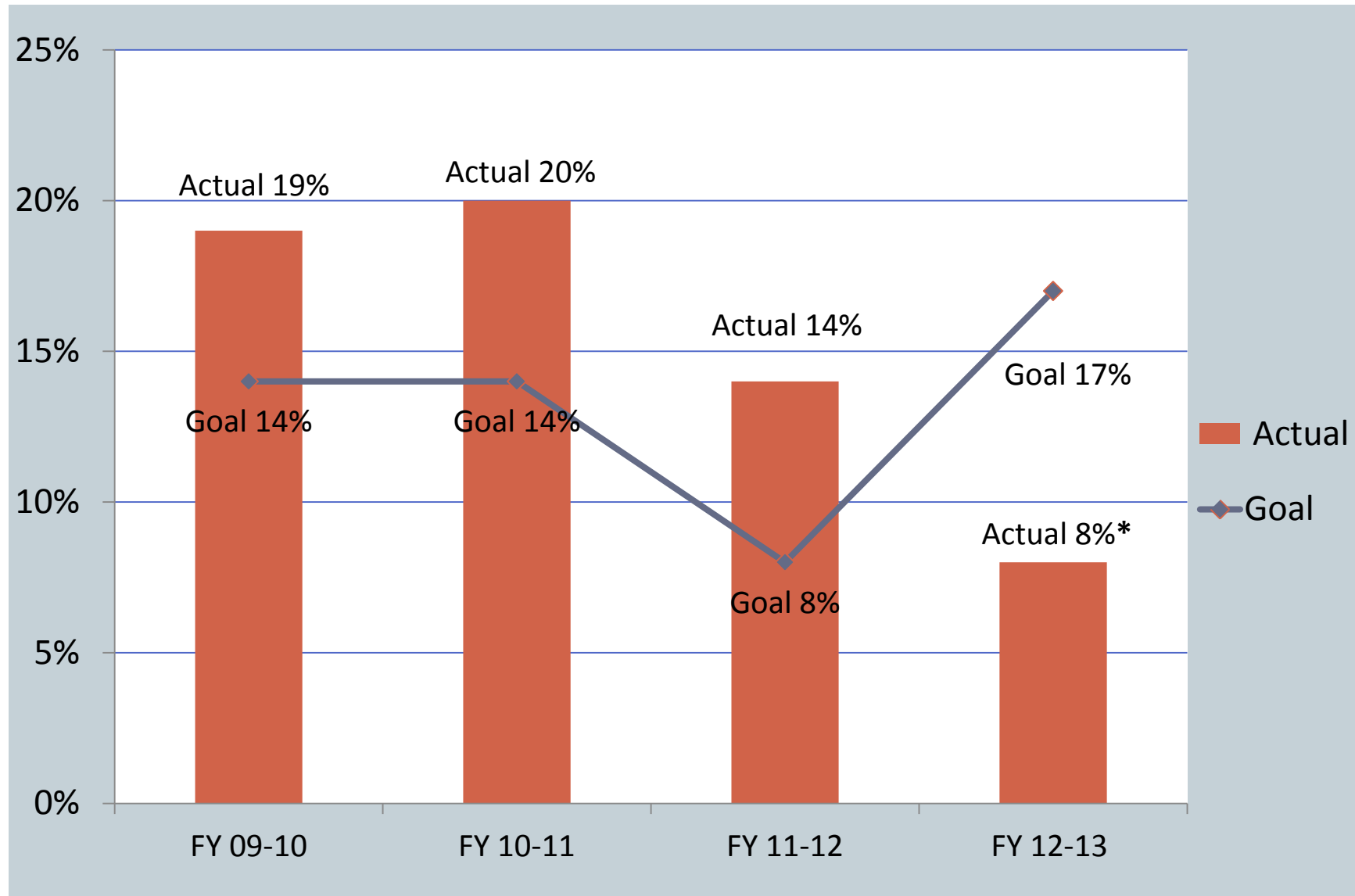
Call Trends, cont'd

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- Approximately 47% 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

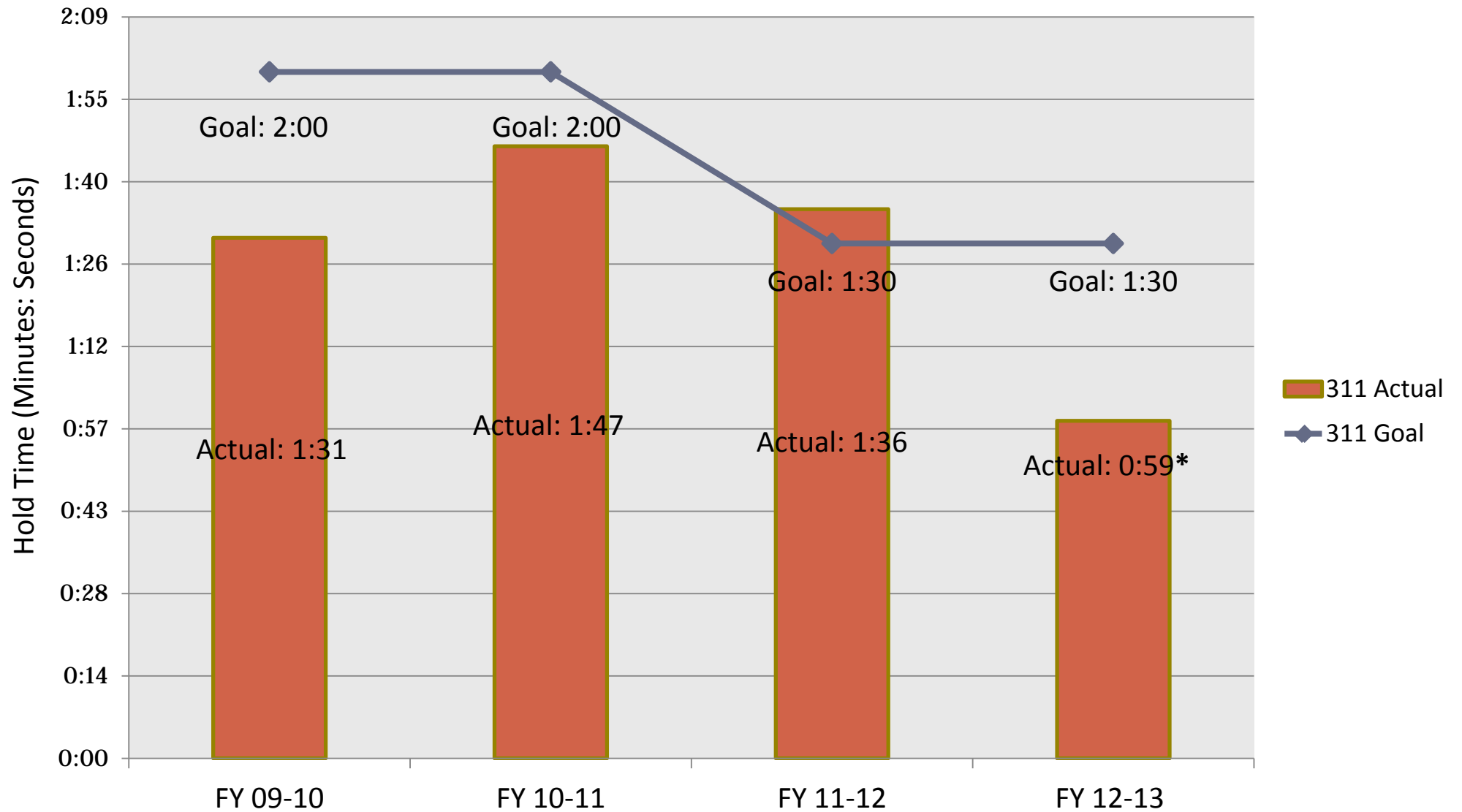
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* For this measure, result that is lower than goal is good

311 Performance: Average Hold Time

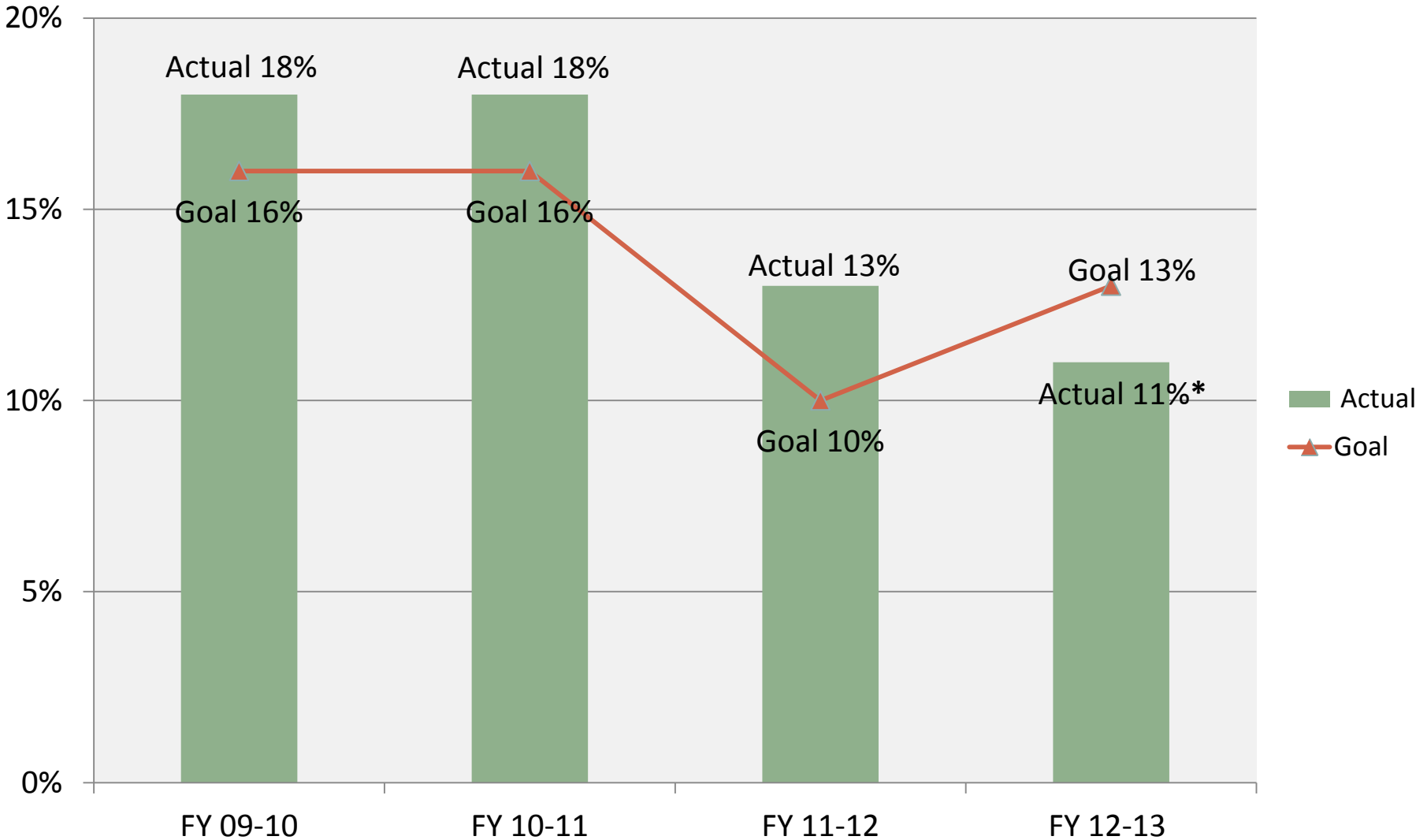
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* For this measure, result that is lower than goal is good

Water Customer Service Performance: Percent of Callers That Hang Up

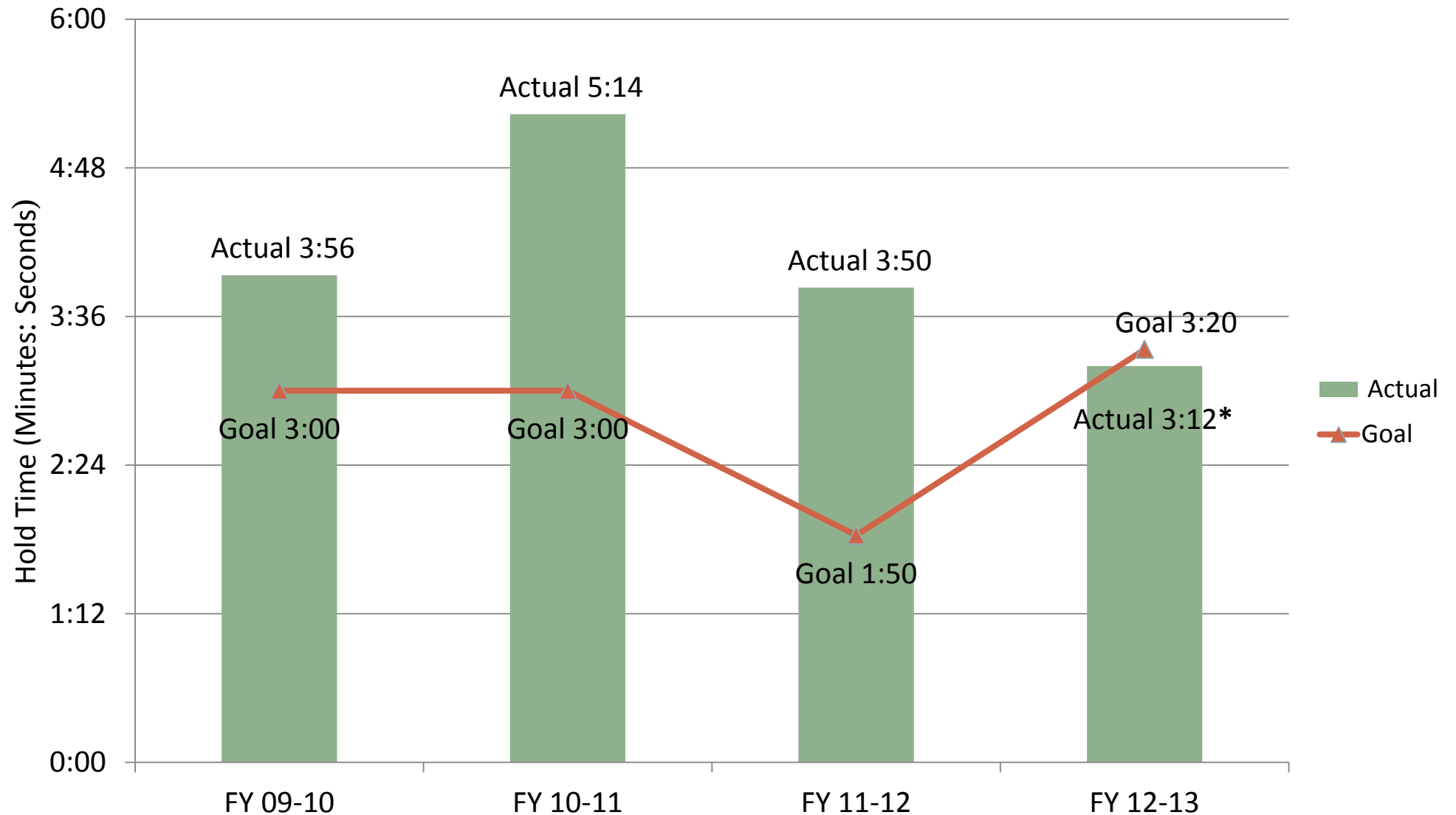
13



* For this measure, result that is lower than goal is good

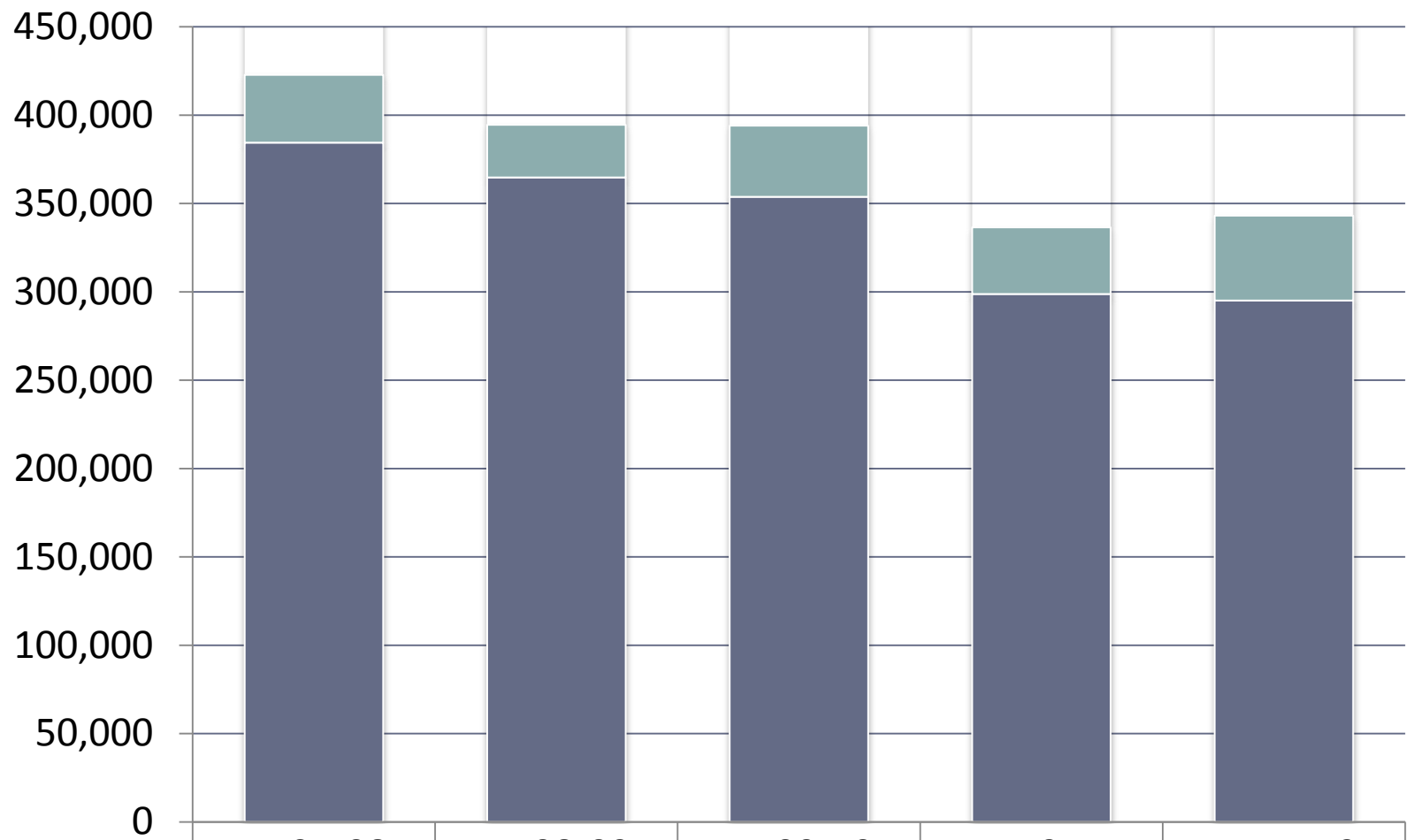
Water Customer Service Performance: Average Hold Time

14



*For this measure, result that is lower than goal is good

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

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- **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

Most Common Service Requests Through Q3 FY 12-13

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12-13 Rank	SR Type	Volume	Avg Days to Close	Percent Closed on Time
1	High Weeds	24,862	20.7	89.1%
2	Litter	18,126	23.7	86.2%
3	Garbage Roll Cart	13,136	4.2	98.4%
4	Dead Animal Pick Up	12,396	1.7	98.8%
5	Animal - Loose	10,221	20.7	97.0%
6	Animal - Loose Aggressive	7,831	2.6	97.5%
7	Obstruction Alley/Sidewalk/Street	6,788	27.8	93.8%
8	Substandard Structure	6,601	40.4	100%
9	Animal - Confined	6,392	3.4	98.2%
10	Recycling Roll Cart New	6,385	4.1	98.7%
11	Bulky Trash Violations	6,260	11.1	81.6%
12	Signs - Public Right of Way	5,908	1.7	95.1%
13	Garbage - Missed	5,036	1.8	98.4%
14	Graffiti Private Property	4,315	10.1	97.4%
15	Smoke Detector Request	3,875	5.2	98.7%
16	Illegal Dumping	3,772	13	91.1%
17	Junk Motor Vehicle	3,721	43.3	94.2%
18	24 Hour Parking/Parking Violations	3,659	6.9	95.7%
19	Animal - Sick/Injured	3,533	2.2	98.2%
20	Fire Inspection	3,498	24.6	97.5%

Software Upgrade

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- **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



- Top 10 Requests...
1. High Weeds
 2. Request Garbage Roll Cart (Residential)
 3. Litter
 4. Dead Animal Pickup
 5. Animal - Loose Aggressive CALL 311
 6. Obstructed Street/Sidewalk
 7. Animal (Confined) CALL 311
 8. Recycling Roll Cart New
 9. Animal (Loose)
 10. Recyclable Collection Missed (Residential)


Service & Information Categories...




Welcome to 311, the City of Dallas connection to city services. You can access most non-emergency services from here, such as graffiti, high weeds, litter, and garbage roll cart replacement.

If you do not find an appropriate service request category on our Web site or are uncertain whether the problem may be hazardous, please call 311. Agents are available 24 hours a day, seven days a week. If you cannot reach us by dialing 3-1-1, you may dial 214-670-3111.

If you have any difficulty entering a service request, please contact us by dialing 3-1-1, and a 311 Customer Service Agent will be glad to assist you.

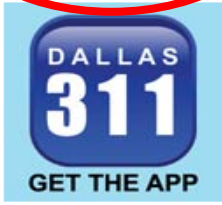


Search for
City Services



Search the **City Knowledgebase**

Check the status of a service request



Service Request Performance Reports

Check the City's performance on the most common Service Requests by month or year-to-date. Find Service Request Performance Reports for the current year and previous years.

- | | |
|--|---|
|  <p>Animals & Pets
Animal Complaints</p> |  <p>Parks
City Parks, Recreation Centers, Youth Activities, Golf, Tennis</p> |
|  <p>Building & Construction
Building Inspections, Codes, Complaints, Permits, Zoning</p> |  <p>Public Safety
Fire Prevention, Safety Inspections, Crime Statistics</p> |
|  <p>Graffiti
Parks, Buildings, Streets & Bridges, Apartments, Commercial, Signs</p> |  <p>Streets & Traffic
Signs, Potholes, Construction, Street Cut Permits</p> |
|  <p>Health & Environment
Food Complaints, Noise Pollution, Air Pollution, Chemical Spill</p> |  <p>Tourism
Attractions, History, Resources</p> |
|  <p>Homes & Housing
Homeowner Information, Fair Housing & Rental Rights</p> |  <p>Trash
Trash Schedules, Recycling, Landfills, Report Litter, Graffiti</p> |
|  <p>Parking
Pay Parking Tickets Online, Auto Pound, Towing</p> |  <p>Utilities
Sign Up For Utilities, Pay Water Bill Online, Storm Water</p> |

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



311

DALLAS

[Status Check](#)[City FAQ](#)[Search](#)[Login](#)[Register](#)

Create an Account

Registering allows you to track your service requests. It also allows you to store templates to easily request repeat services.

^ Email Address

^ Password

^ Re-Type Password

Password Hint

Use a hint to help remember your password. For your security, please do not enter your exact password as your hint.

Name

Prefix	^ First	M.I.	^ Last	Suffix
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Address
Street Address

City	State	Zip Code
<input type="text" value="DALLAS"/>	<input type="text" value="TX"/>	<input type="text"/>

<i>Building</i>	<i>Floor</i>	<i>Unit</i>	- include as applicable
<input type="text"/>	<input type="text"/>	<input type="text"/>	

Phone

Ext.

Frequent users can create an account to store and automatically populate their contact information



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



Smartphone App for iPhone and Android

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GET THE APP

- **16 Service Request types at launch**
 - 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

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- 4,950 downloads of the app since go-live on September 10
- 2,424 Service Requests submitted via Smartphone
- Based on initial response, two more service request types added
 - Traffic signal
 - Stop sign
- Other cities with Smartphone apps report no decrease in volume of Service Requests submitted via phone or web attributable to the app; the Smartphone app reaches a different audience

Quality Monitoring: 311 Customer Service Center

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- **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:**
 - Policy and procedure adherence
 - Efficiency and customer service

Quality Monitoring: Service Request Resolution

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- **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**

Continuous Improvement

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- **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 on p. 27-28**

Service Level Agreement Changes for FY 13-14

Rank	Service Request Type	Volume	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
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

Service Level Agreement Changes for FY 13-14, cont'd

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Rank	Service Request Type	Volume	Original SLA	Average SLA	FY14 SLA
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	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
41	Sanitation Crew Compliment/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

Monthly Service Request Performance Reports

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- <http://www.dallascityhall.com/scs/customerservicereports.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.)

Additional Quality Monitoring for Service Requests

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Three tools:

- **Escalation**—Service requests that are approaching their due dates are automatically 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. 31)

Sample Page from Service Request Late Report

Executive	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%	0.74%		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

Upcoming 311 Enhancements

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- **Customer-focused features for callers:**
 - Speech recognition
 - Post-call surveys
 - Music & message on hold
 - Self-service options
- **Additional enhancements on the “city side” will enable greater efficiencies & quality for agents and management**
 - Examples: “soft phones”, auto-populating customer information, enhanced call monitoring, searchable recorded calls

Upcoming 311 Enhancements

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

Emerging Trends in 311

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- **Consistent service across multiple communication channels**
 - Social media
 - Chat/text
- **Open 311**
 - Making data available for analysis by the public
- **Increased role for 311 during Emergency Management**
 - Provide information received via 311 to command staff
 - Relieve the load on 911
- **Easy visual display of service requests**
 - Mapping tools available to non-technical staff
- **Increased focus on the customer experience**
 - Customers have high expectations regardless of industry

Help Us Help You!

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- Spread the word about 311
- Ask your assistants to continue using the Service Request system (CRMS)
- 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

<i>Category: Animals</i>	<i>Category: Streets & Signs</i>
1. Dead Animal	11. Illegal Sign
2. Loose Animal	12. Stop Sign Knockdown
<i>Category: Trash & Litter</i>	13. Street Obstruction
3. Illegal Dumping	14. Street Repair
4. Litter	15. Traffic Signal
<i>Category: Property Maintenance</i>	<i>Category: Water Issues</i>
5. Graffiti	16. Stagnant Water
6. High Weeds	17. Watering Violation
7. Junk Vehicle	<i>Category: Miscellaneous</i>
8. Open & Vacant House	18. Other
<i>Category: Parking</i>	
9. Parking Violation	
10. Parking on Grass	