

Memorandum



DATE May 20, 2016

TO Honorable Members of the Quality of Life & Environment Committee:
Sandy Greyson (Chair), Tiffinni A. Young (Vice-Chair), Mark Clayton, Rickey D. Callahan, Philip T. Kingston, B. Adam McGough

SUBJECT 311 - Customer Interactions and Managing Goals

At the Committee's request a continuation of the 311 briefing from May 9, 2016 will be presented. Attached is a briefing that will be discussed with you on Monday, May 23, 2016. 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.

Margaret Wright

for Mark McDaniel
Assistant City Manager

Attachment

c: A.C. Gonzalez, City Manager
Christopher D. Bowers, Interim City Attorney
Rosa A. Rios, City Secretary
Daniel Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, First Assistant City Manager
Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager -- Mayor & Council
Margaret Wright, Assistant Director, Management Services/311 Customer Service Center

311 - Customer Interactions and Managing Goals

Quality of Life & Environment Committee
May 9, 2016





311 Customer Service Center Overview

- ❑ **1994: Established as part of 911**
- ❑ **2002: Implemented CRMS (system to submit service requests for City of Dallas)**
- ❑ **2004: Initiated citizen access to enter service requests on-line**
- ❑ **2008: Separated from 911**
- ❑ **2009: Added Courts calls**
- ❑ **2013: Launched Mobile App**
- ❑ **2014: Opened Twitter account**
- ❑ **2015: Launched City Hall on the GO!**

Services Provided by 311 Customer Service Center

- **311**: Information calls plus intake for non-emergency service requests (potholes, missed garbage, high weeds, etc.)
- **Radio Dispatch**: Dispatch of field crews for urgent services such as: main breaks, traffic signals out, aggressive dogs, etc. (Animal Services, Code Compliance, Parking Enforcement, Sanitation, Water, Streets, Transportation)
- **Water Customer Service**: Billing & payment questions, start/stop service
- **Court Services**: Information about ticket, payment & court dates



311 Advantages

- No more “blue pages”; minimizes calls to departments
- Reduces load on 911 for urgent but non-emergency issues
- Ability to track and report on customer issues and concerns
- Agents can address multiple customer needs in one call
- Standardized call handling & training
- Agents can educate customers on self-service options

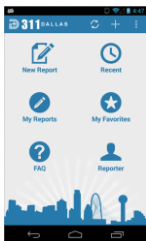
Multiple Ways to Reach 311



Dial 311 or 670-3111



On the web



Mobile device

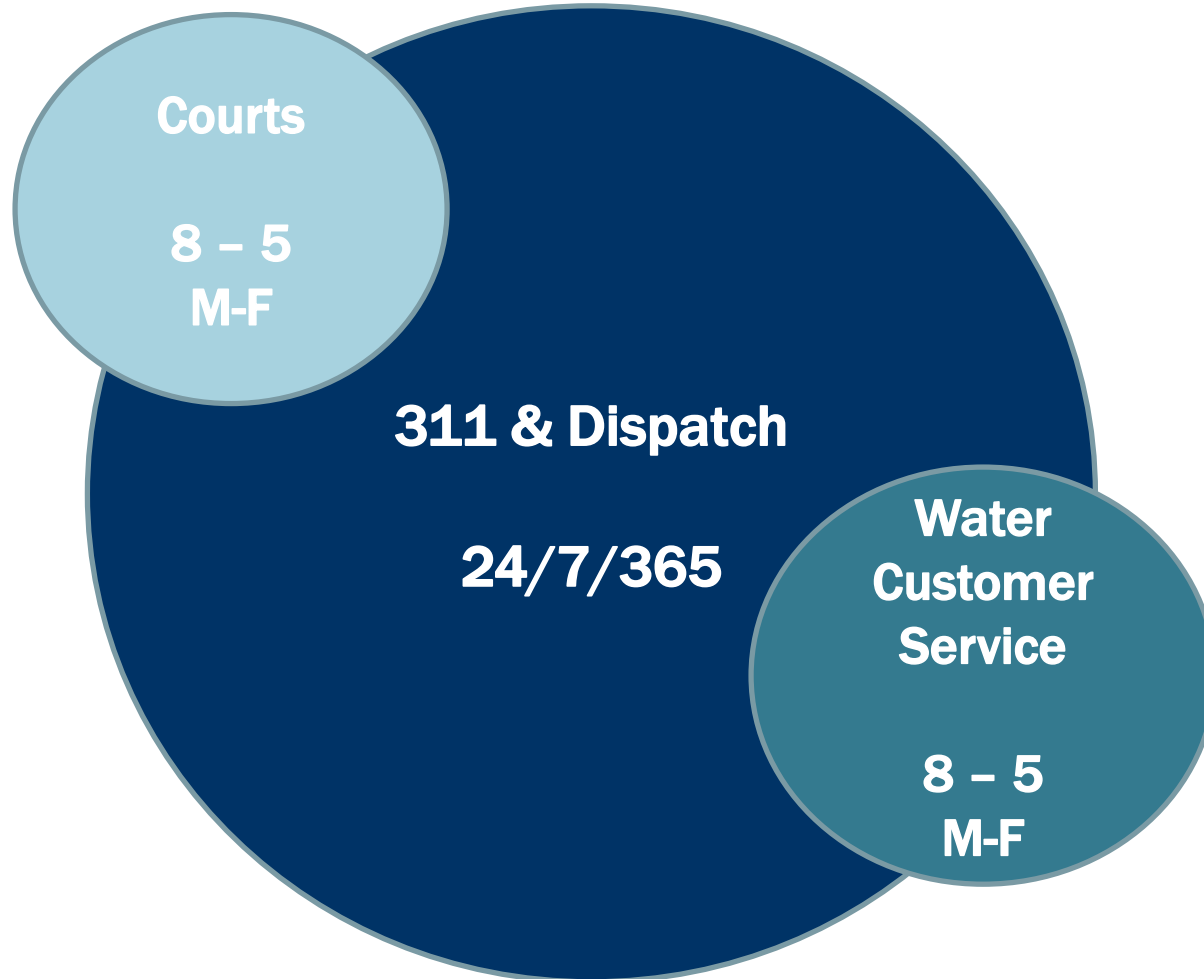


Twitter

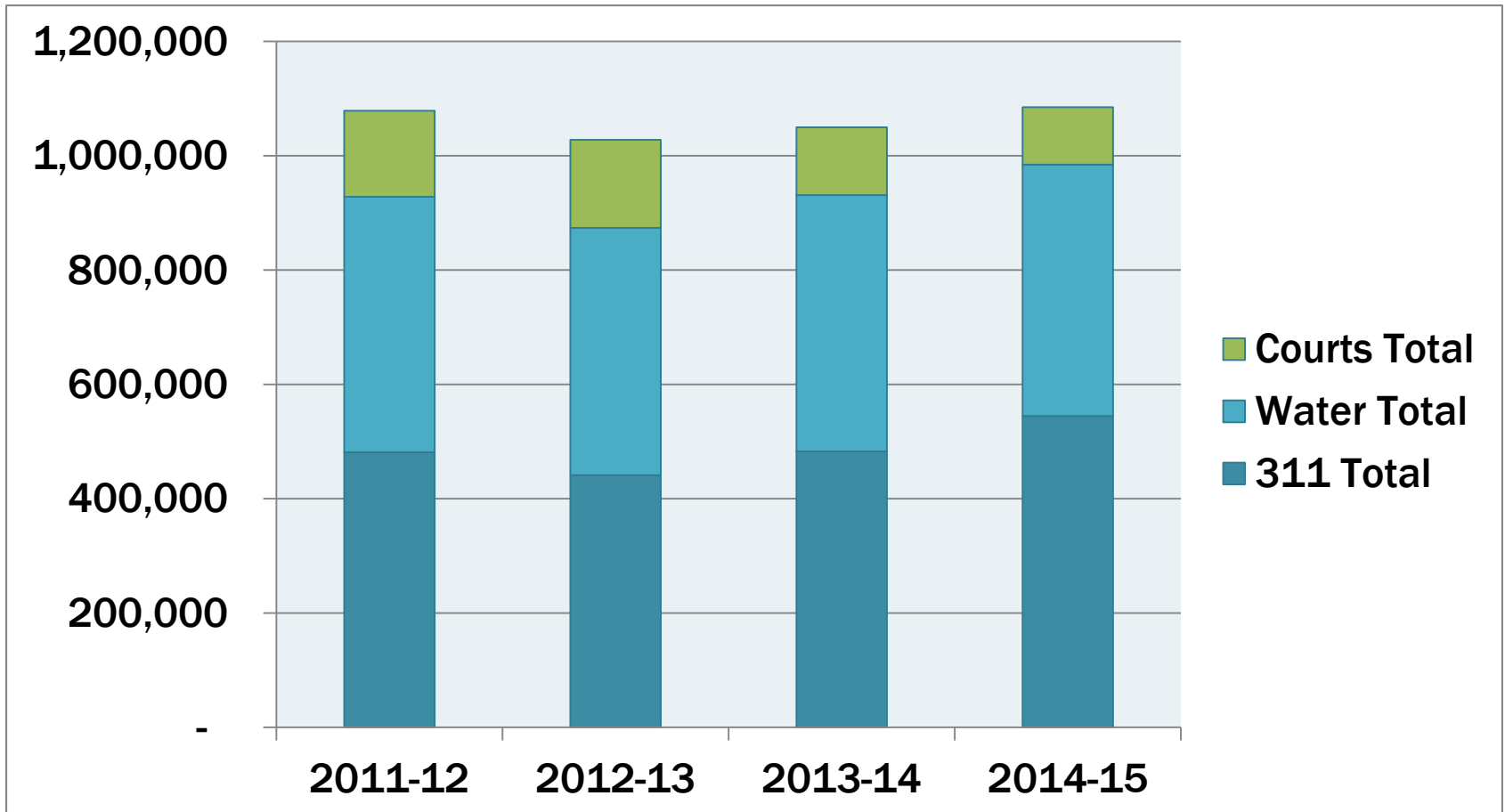


City Hall on the Go!

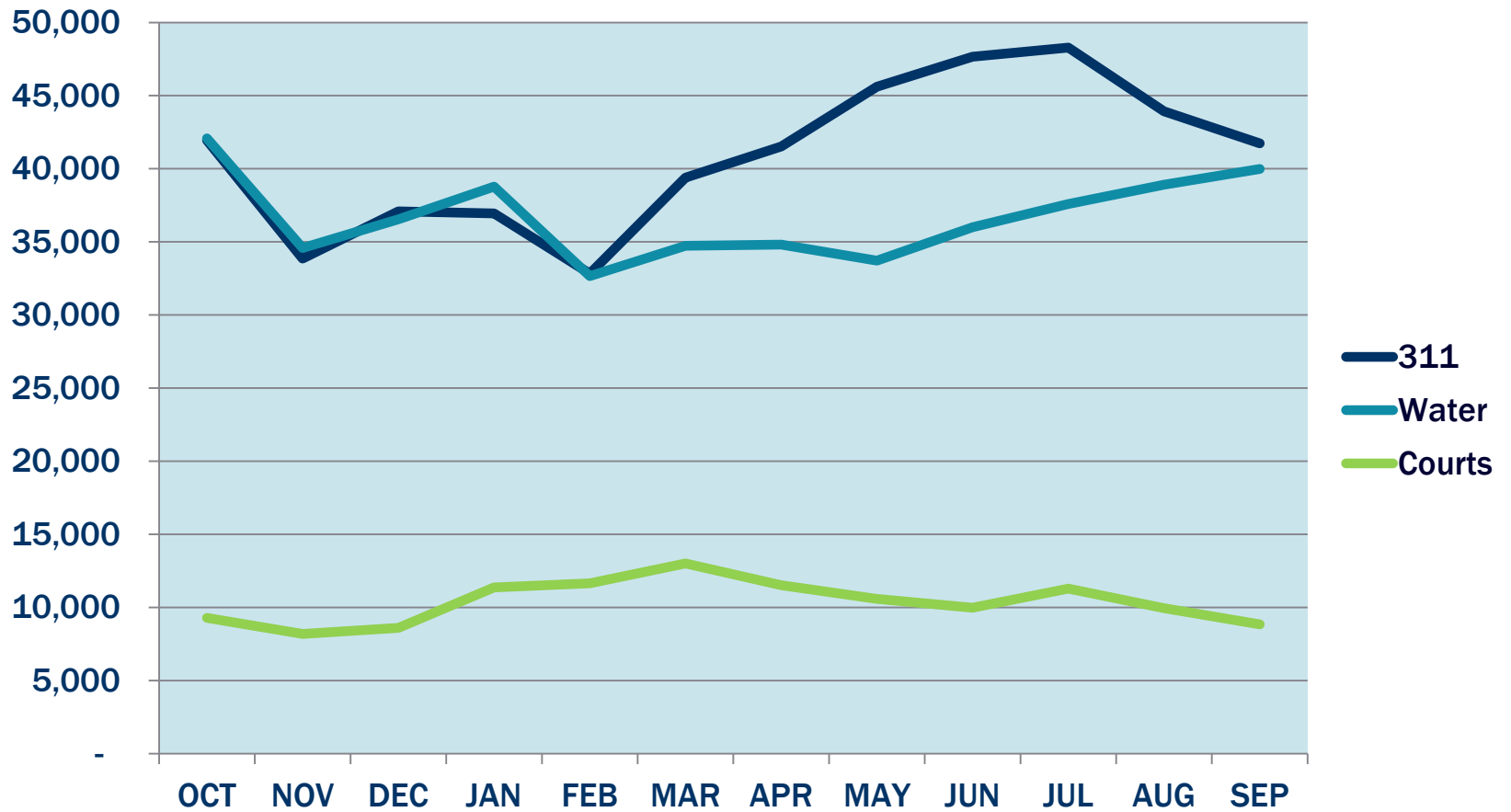
311 Customer Service Center Hours of Operation



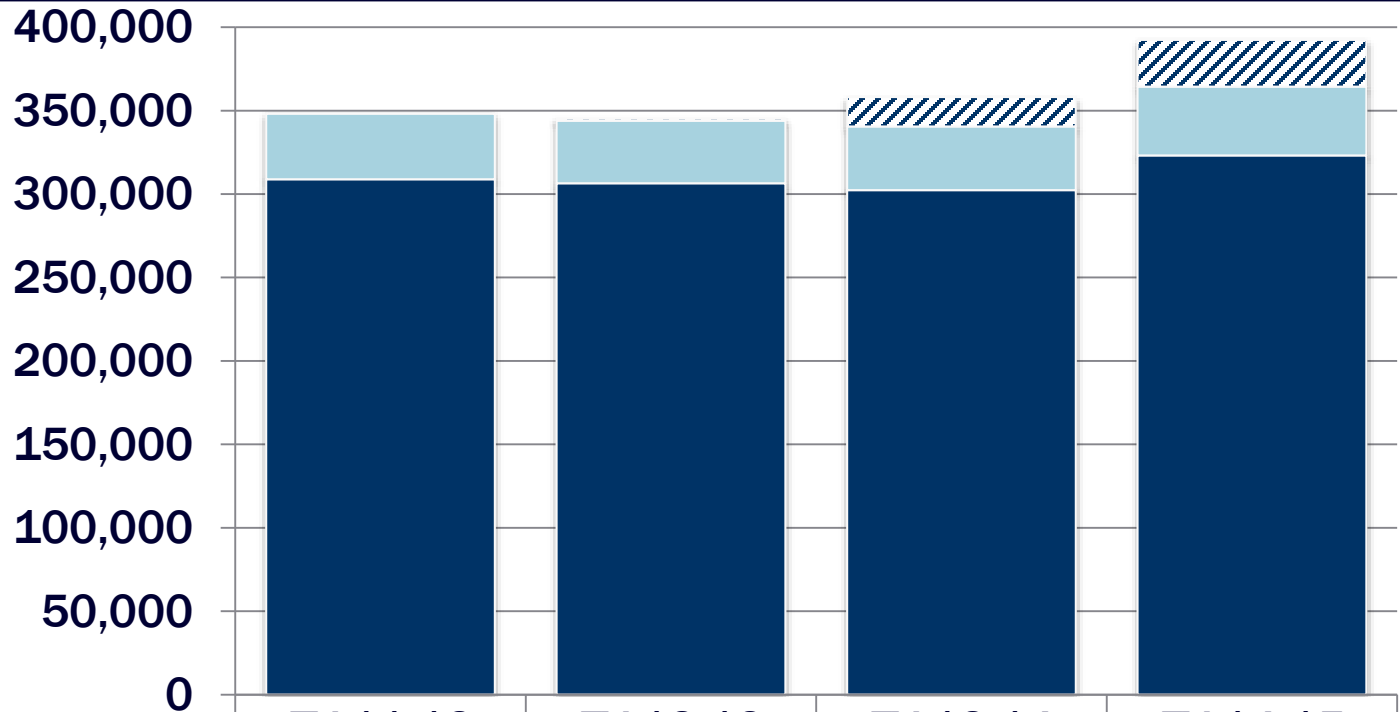
311 Customer Service Center Call Volume



Seasonal Call Trends



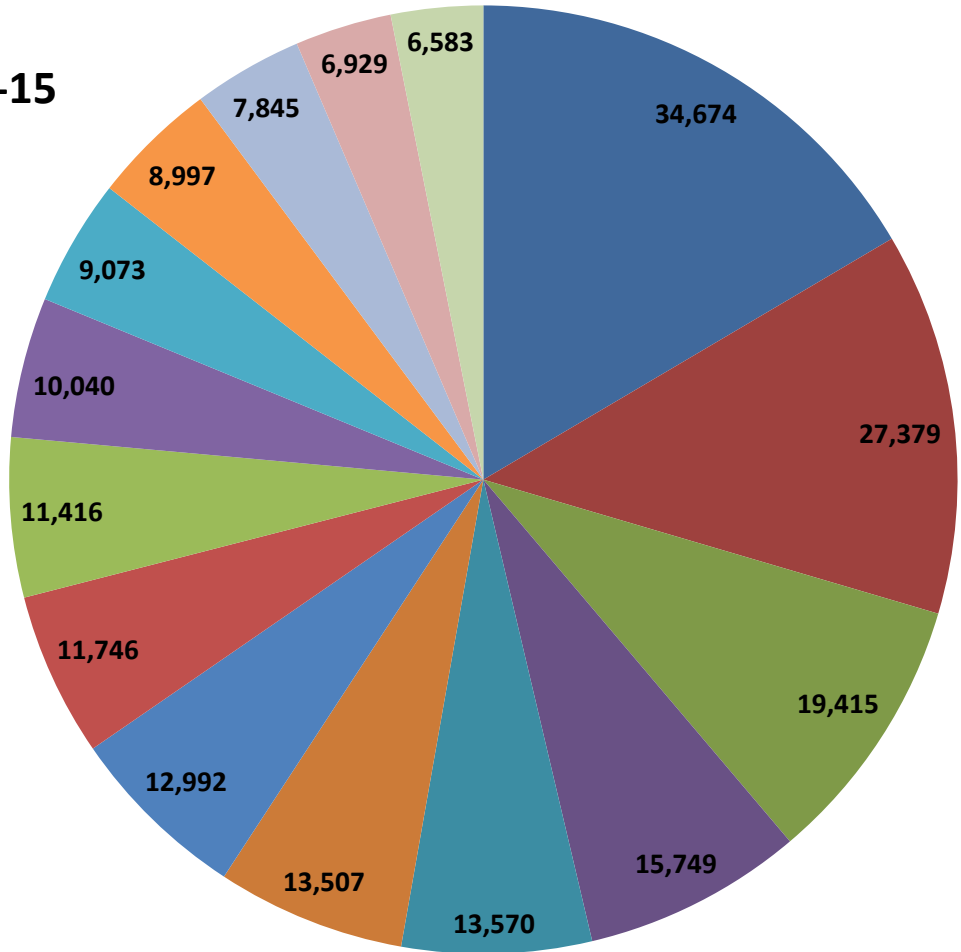
Service Request History



▨ Input via 311 App		1,370	17,613	28,085
■ Input via the website	39,169	37,418	38,231	41,221
■ Input via 311 (and other departments)	308,878	306,495	302,308	323,115

Most Common Service Request Types

FY 14-15



- High Weeds
- Litter
- Garbage Roll Cart
- Dead Animal Pick Up
- Recycling - Roll Cart
- Garbage - Missed
- Obstruction Alley/Sidewalk/Street
- Signs - Public Right of Way
- Animal - Loose
- Bulky Trash Violations
- Street Repair - Routine
- 24 Hour Parking Violation
- Brush Busters
- Animal - Confined
- Substandard Structure

311 Customer Service Center Website

Sign In

Dallas 311

- HOME
- REQUEST SERVICE
- GET THE APP**
- ABOUT US

Are you using Internet Explorer 11? If so, please use Compatibility View. [Click Here](#) for instructions. For alternate internet browser options, please visit our [About Us](#) page.

CONTACT INFO

Dallas City Hall
1500 Marilla St.
Dallas, Texas 75201
Phone: (214) 670-3111

[Send E-mail](#)

Search for City Services

Search the City Knowledgebase

Top Ten Service Requests

[Tweets](#)
Follow
New Tweets
19 Dec

11

311 Customer Service Center Website

The screenshot shows the 311 Customer Service Center website interface. At the top, there is a navigation bar with the URL <http://dallascityhall.com/services/311/Pages/City%20of%20Dallas%20311.aspx> and several open browser tabs. Below the navigation bar, there is a 'Sign In' link and a 'Tweets' section featuring a tweet from @NorthavenTrail about the #LightTheTrail event. The main content area is a grid of 10 service request categories, each with an icon and a label: Litter, High Weeds, Garbage Roll Cart (Residential), Signs - Public Right of Way, Dead Animal Pickup, 24-Hour Parking, Garbage Missed, Recycling Roll Cart, Obstruction Alley/Sidewalk/Street, and Animal - Loose. Below the grid, there is a section for 'Check Service Request Status' with a brief description and a form with two input fields: '* Service Request Number' (with example '11-00000001') and '* Email Address' (with example 'john.doe@sample.com'). A 'Check Status' button is located below the form. On the left side of the page, there are three sections: 'CREATE A QUALITY SR' (circled in red), 'SERVICE REQUEST PERFORMANCE REPORTS' (circled in red), and a paragraph about checking the City's performance on the most common Service Requests by month or year-to-date, with a link to view reports (circled in red).

Sign In

Tweets
Follow
New Tweets
19 Dec

Northaven Trail
@NorthavenTrail
#LightTheTrail going on now until year end. Come see us at Edgemere.
@1500Marilla @DFWtrails @DFWStuff @311Dallas pic.twitter.com/U0ehyf4VRj
Retweeted by 311 Dallas

Litter

High Weeds

Garbage Roll Cart (Residential)

Signs - Public Right of Way

Dead Animal Pickup

24-Hour Parking

Garbage Missed

Recycling Roll Cart

Obstruction Alley/Sidewalk/Street

Animal - Loose

CREATE A QUALITY SR

Have you submitted a service request and not received the response or level of service you requested via a service request? Create a [Quality SR](#).
[Click here](#) for instructions.

SERVICE REQUEST PERFORMANCE REPORTS

Check the City's performance on the most common Service Requests by month or year-to-date. [Click here](#) to view Service Request Performance Reports for the current year.

Check Service Request Status

This section allows you to check the status of previously submitted service requests. Please enter the service request # and the email address provided with the service request to look up the status.

* Service Request Number (eg: 11-00000001)

* Email Address (eg: john.doe@sample.com)

Mobile App for iPhone and Android



GET THE APP

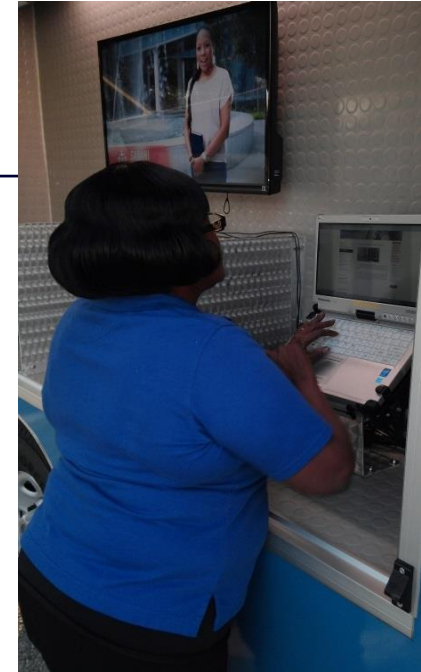
- **20 Service Request types**
- **28,085 submitted in FY 14-15**
- **GPS function on Smartphones helps pinpoint the issue location**
 - **User can enter specific address in Description field**
 - **Adding a photo helps staff find the problem**
- **Users can create an account to receive status updates OR remain anonymous**

@311Dallas



-
- **Staff monitors Twitter account throughout the day into the evening—but not 24/7**
 - **1,400+ followers on Twitter; 1,800+ tweets**
 - **Outbound tweets:**
 - **Service requests created in response to tweets**
 - **Info tweets**
 - **Re-tweets of partner departments**

City Hall on the Go!





City Hall on the Go!

- **October 2015 launch**
- **Van rolls Wednesday – Sunday**
 - **Goal of two locations per day**
 - **Libraries, Rec Centers, Dog Parks, Events**
- **Favorable reaction from visitors**
- **Community involvement and education**
- **Measures track number of visitors, mileage saved, cost to operate vehicle, etc.**

Services Offered



Payment Services

- Parking Tickets
- Traffic Tickets
- Water Bills



Neighborhood Services

- Garage Sale Permits
- Block Party Permit
- Citizen Fire Academy
- CERT Training
- OEM Alerts
- Park Reservations
- Request a Speaker at HOA/NA Meeting



Pet Services

- Adoption Information
- Spay and Neuter Information
- Pet Registration/Renewal



City Services

- Birth Certificate Applications
- Employment Opportunities & Applications
- Open Records Requests
- Service Requests
- Voter Registration



Community Initiatives

- Environmental Quality
- People Helping People
- Senior Services
- Water Conservation
- Medicaid/CHIP Information

We Hear You!

Concern	Mitigation
“311 doesn’t work”	<ul style="list-style-type: none">▪ Identify & improve performance of call center▪ Post-call surveys measure call experience▪ Report late SRs to partner depts.▪ Assist customer departments to support better response (for ex. Animal Services, see pages 30-31)
“Why can’t I get through?”	<ul style="list-style-type: none">▪ Improve messaging and self-service options for callers▪ Hire part-time agents for peak periods
“Why can’t I tell what happened to my SR?”	<ul style="list-style-type: none">▪ Improve response information on web-submitted and mobile app SRs

What Happens to My SR?

- **Software routes it**
 - Directly to service department or dispatchers (for SRs submitted by phone or website)
 - “Other” app SRs and Twitter-inspired SRs are reviewed & routed by 311 staff

- **Every SR type has:**
 - ERT (Estimated Response Time): how quickly the service department makes an initial inspection
 - SLA (Service Level Agreement): how much time the service department has to complete the SR before it’s considered late



Customer Challenges

- ❑ Limited ability online or on the app to see progress made on the SR
- ❑ Service requests re-routed to another department or agency
- ❑ Some issues are not a quick fix
 - Full street repair vs. pothole repair
 - High weeds referred to mow-clean



Looking Ahead

- **311 as the City’s “Front Door” for all non-emergency services**
- **ISO-9001 for 311 Customer Service Center**
 - **Documentation of processes for consistency and identification of process improvement opportunities**
- **Sunset Review follow-up**
- **Technology enhancements (pages 22-23)**



Technology

Already completed

- ❑ Major upgrade to call distribution software
- ❑ New computers in 311 Customer Service Center
- ❑ Staff scheduling software
- ❑ Music on hold
- ❑ Speech recognition tools

Scheduled this year

- ❑ Minor upgrade to Service Request software
- ❑ Automated post-call surveys
- ❑ More self-service in Water Customer Service



Technology, continued

Looking ahead

- ❑ RFP for new service request software
- ❑ “Conversational” IVR with more self-service capability and call steering
- ❑ Software for expanded call monitoring and analysis
- ❑ Citywide radio system upgrade
- ❑ On-line training



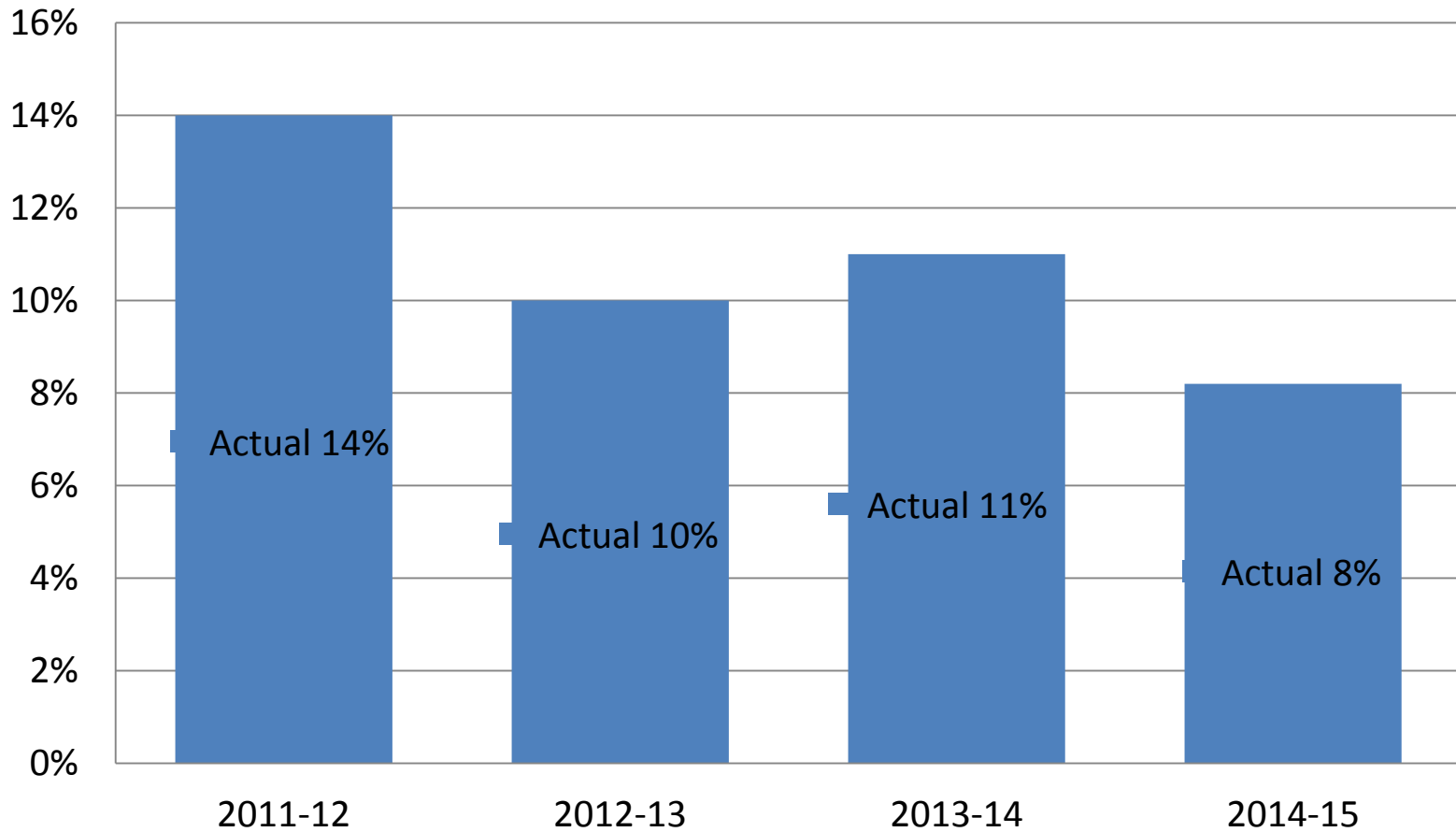
Help Us Help You

- ❑ **Spread the word about 311**
- ❑ **Encourage your staff to continue using the Service Request system (CRMS)**
- ❑ **Encourage residents' use of the web & smart phone app**
- ❑ **Give us your feedback**
 - **Tell us the nature and date/time of calls**
 - **Call recordings retained for 30 days**
 - **We listen and take action**
- ❑ **Questions?**



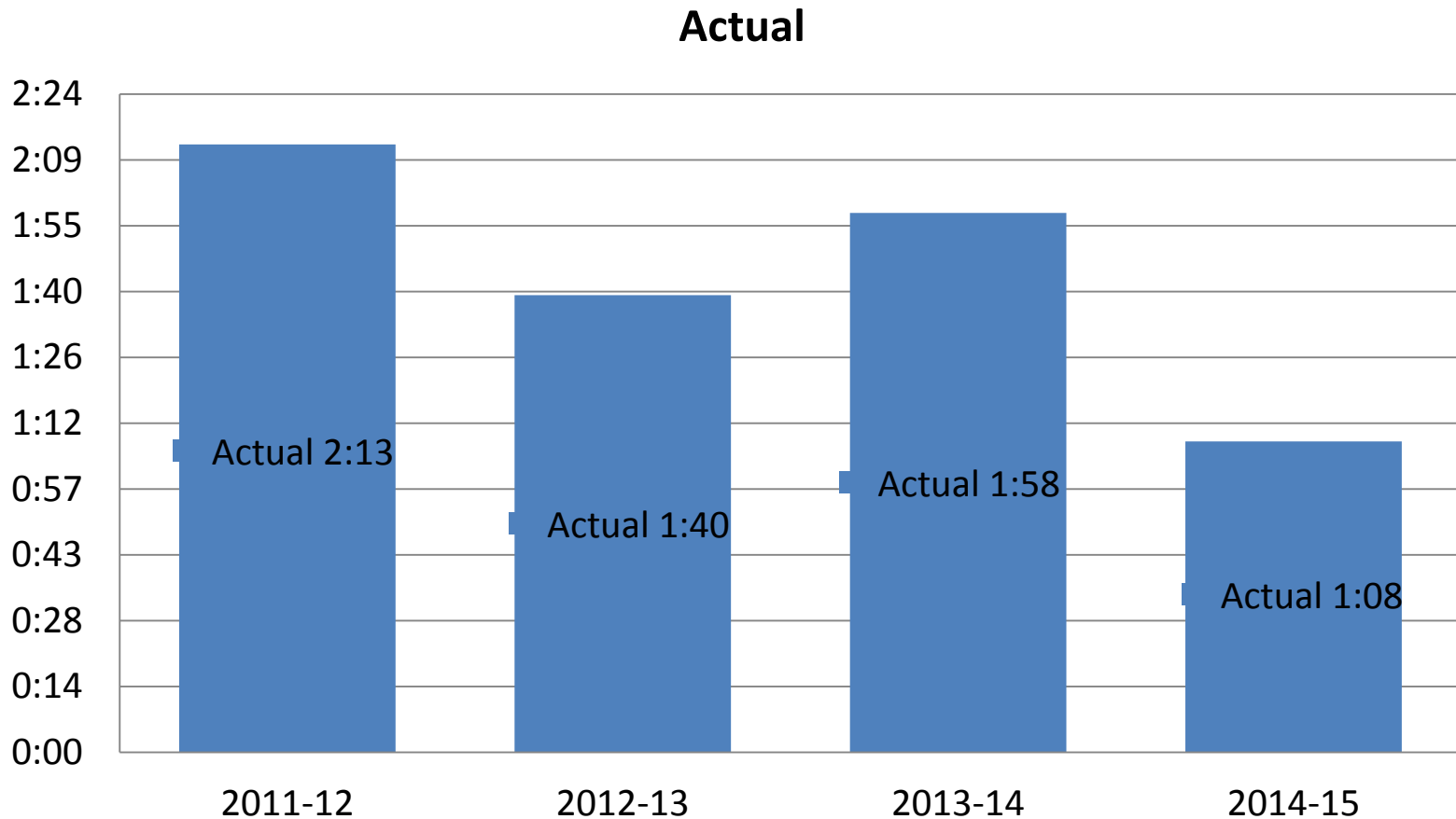
Appendix

311 Customer Service Center *Percent of Callers That Hang Up*



311 Customer Service Center

Average Speed of Answer (Minutes:Seconds)



Service Request Performance FY 14-15

Top Services Requested	SRs Created	Total Open SRs	Total Open On Time	% Open On Time	SLA Goal	Average Days to Close	Total Closed	% of SRs Closed	Total Closed On Time	% Closed On Time	Total SRs On Time	Total On Time %
High Weeds - CCS	34,674	1,361	848	62.3%	30	17.3	33,313	96.1%	28,155	84.5%	29,003	83.6%
Litter - CCS	27,379	1,241	795	64.1%	30	16.8	26,138	95.5%	22,416	85.8%	23,211	84.8%
Garbage Roll Cart - Residential - SAN	19,415	0	0	0.0%	7	2.5	19,415	100.0%	19,354	99.7%	19,354	99.7%
Dead Animal Pick Up - SAN	15,749	0	0	0.0%	1	0.4	15,749	100.0%	15,409	97.8%	15,409	97.8%
Recycling - Roll Cart - SAN	13,570	7	0	0.0%	7	3.6	13,563	99.9%	12,438	91.7%	12,438	91.7%
Garbage - Missed - SAN	13,507	0	0	0.0%	3	0.9	13,507	100.0%	13,206	97.8%	13,206	97.8%
Obstruction Alley/Sidewalk/Street - CCS	12,992	1,287	927	72.0%	45	20.0	11,705	90.1%	10,868	92.8%	11,795	90.8%
Signs - Public Right of Way - CCS	11,746	34	0	0.0%	5	1.0	11,712	99.7%	11,221	95.8%	11,221	95.5%
Animal - Loose - CCS	11,416	1,326	683	51.5%	25	10.4	10,090	88.4%	9,399	93.2%	10,082	88.3%
Bulky Trash Violations - CCS	10,040	84	13	15.5%	10	6.1	9,956	99.2%	8,684	87.2%	8,697	86.6%
Street Repair - Routine-STS	9,073	1,324	1,136	85.8%	90	29.6	7,749	85.4%	6,981	90.1%	8,117	89.5%
24 Hour Parking Violation - DPD	8,997	1	0	0.0%	7	4.1	8,996	100.0%	7,529	83.7%	7,529	83.7%
Brush Busters - SAN	7,845	2	0	0.0%	5	3.1	7,843	100.0%	6,478	82.6%	6,478	82.6%
Animal - Confined - CCS	6,929	1	0	0.0%	3	0.5	6,928	100.0%	6,757	97.5%	6,757	97.5%
Substandard Structure - CCS	6,583	1,454	1,114	76.6%	120	39.2	5,129	77.9%	4,823	94.0%	5,937	90.2%
Animal - Attack in Progress - CCS	6,289	0	0	0.0%	3	0.1	6,289	100.0%	6,249	99.4%	6,249	99.4%

Sample Monthly Post-Call Survey Results (January 2016)

Questions	Total Surveys	Info?	Services?	Yes	No	1	2	3	4	5	Total Positive Responses	% Satisfied
Was this call for Information or Service?	814	332	482									
Were we able to provide you with the information you needed? OR Are you satisfied with the way your service request was handled? (Y/N)				792	22						770	97.2%
On a scale of 1 to 5 (5 being the highest), how easy was the process?						12	7	39	91	669	760	92.9%
On a scale of 1 to 5 (5 being the highest), rate your agent's helpfulness and responsiveness.						6	6	15	60	731	791	96.70%
Total	814					18	13	54	151	1,400	1,551	94.80%

Animal Services Target Area Survey

Questions

1. Too many loose dogs affect the quality of life in my neighborhood.
2. Most loose dogs in my neighborhood are owned by (or being fed) by neighbors.
3. I have personally reported loose dogs to the City using 311 in 2015.
4. The city responds effectively to loose dog problems in my neighborhood.
5. To improve quality of life, my neighborhood needs more low-cost services to help people with their pets, e.g., spay/neuter, vaccination.
6. To improve quality of life, my neighborhood needs more loose dogs picked up.
7. The recent targeted initiative in my area has been helpful. (*asked after targeted initiative*)

Animal Services Survey Results Sample

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Comments
2	5	5	5	3	3	5	Citizen feels most loose dogs are his neighbors, not strays. Notices Improvement.
3	4	2	4	4	3	5	Citizen states has observed a decline in stray dogs.
							Declined to take survey.
							Declined to take survey.
1	4	5	5	2	2	5	Citizen states not as many stray dogs.
1	5	5	5	3	3	3	Neighbor's dog is the only dog out. Doesn't notice any strays.
							Not a working phone number
1	2	2	5	5	1	5	Has not seen any stray dogs around anymore.
2	4	4	3	4	2	5	Loves the literature that she received about stray and loose dogs.
1	3	4	5	3	2	5	Citizen noticed animal services out almost everyday getting strays. Notices improvement and loves it!
2	5	4	5	3	3	5	Citizen states animal services has been on top of stray dogs and goes out everyday.
5	5	2	3	4	5	1	Citizen has not seen improvement. States still sees many stray dogs.
4	1	3	5	5	2	5	Citizen states she does not see as many stray dogs and appreciates that.
5	5	1	5	4	4	4	Citizen states more stray cats than dogs, and has noticed some improvement during the daytime.