

# Memorandum



**City of Dallas**

DATE February 22, 2013

Honorable Members of the Quality of Life & Government Services Committee:  
TO Angela Hunt (Chair), Sandy Greyson (Vice Chair), Mónica R. Alonzo, Dwaine Caraway,  
Carolyn R. Davis

SUBJECT 311 Customer Service Center Performance

Attached is the 311 Customer Service Center Performance briefing that will be presented to you on Monday, February 25, 2013.

The briefing focuses on the performance of the 311 Customer Service Center and addresses one of the objectives in the Clean, Healthy Environment component of the Strategic Plan (“Oversee and seek improvements to those city departments and programs that most directly affect neighborhood quality of life”).

Please contact me if you have questions.

A handwritten signature in blue ink that reads "Jill A. Jordan".

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

cc: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Thomas P. Perkins, Jr., City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel Solis, Administrative Judge

A.C. Gonzalez, First Assistant City Manager  
Ryan S. Evans, Assistant City Manager  
Forest E. Turner, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Stephanie Cooper, Assistant to the City Manager

# 311 Customer Service Center Performance

Quality of Life & Government  
Services Committee

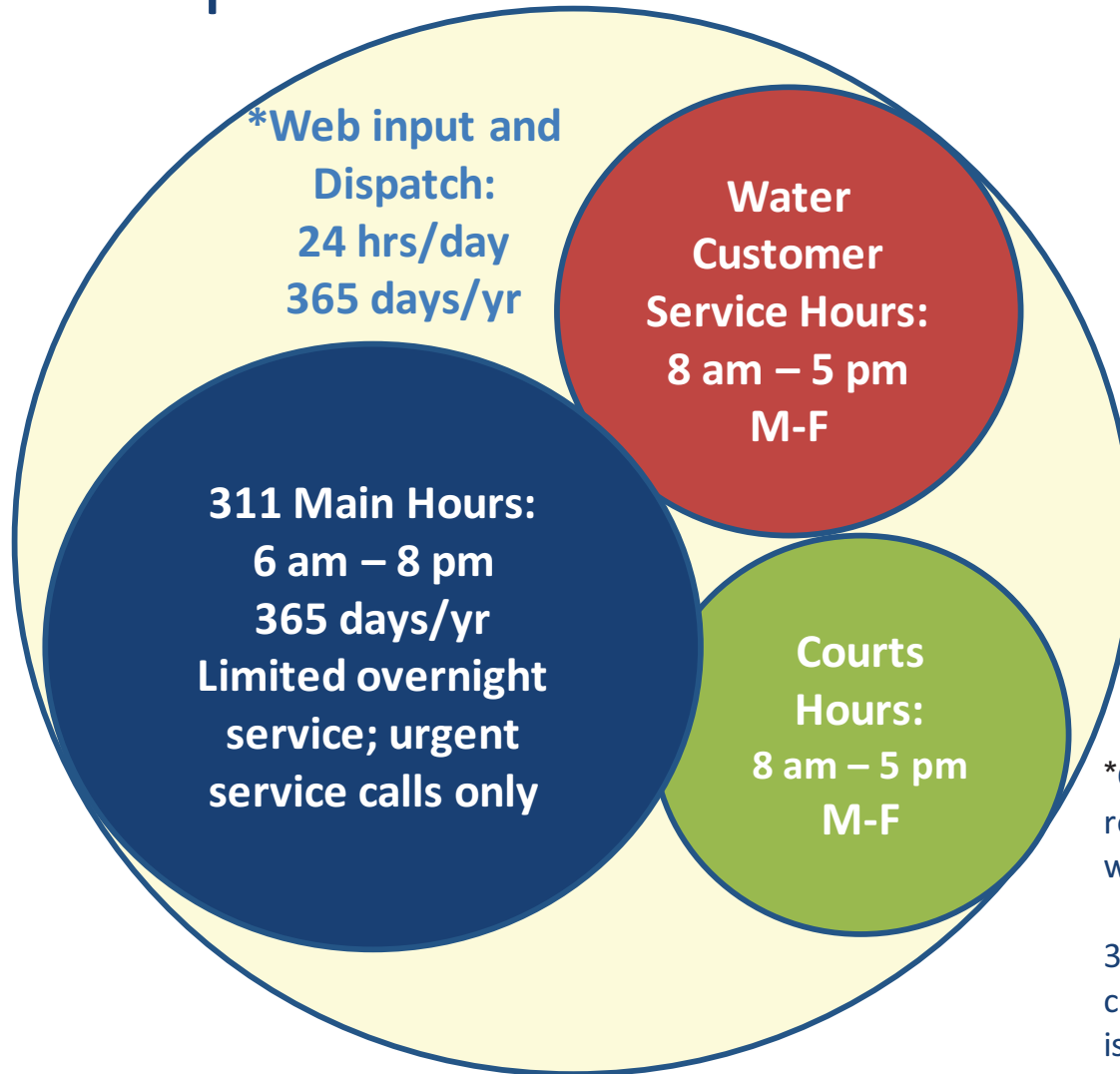
February 25, 2013



# Variety of Incoming Calls

- ▶ 311
  - ▶ Information and non-emergency services
  - ▶ Urgent response for field services
- ▶ Water Customer Service
  - ▶ Billing & payment, start/stop service
- ▶ Court and Detention Services
  - ▶ Information about ticket payment, court dates

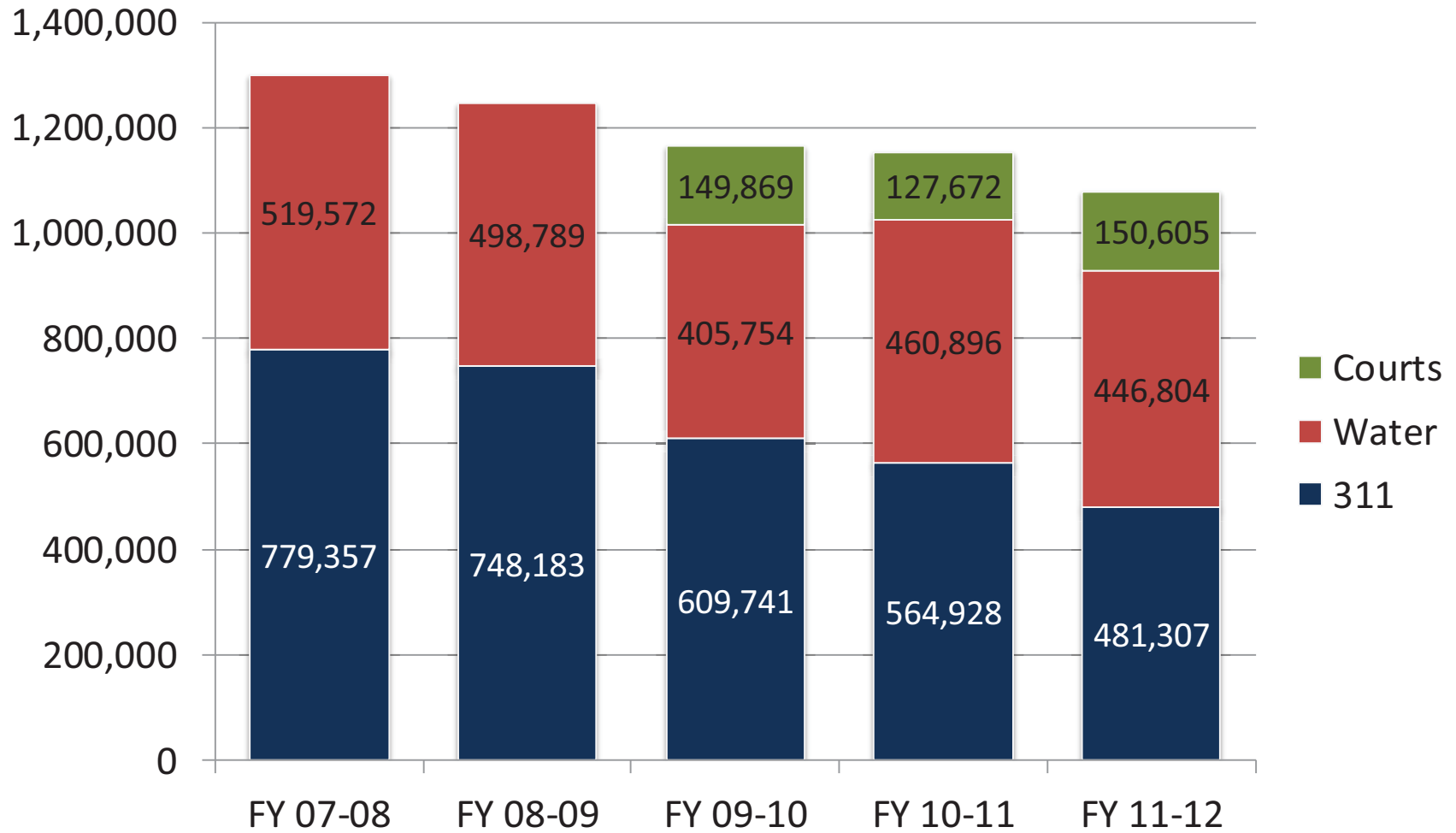
# 311 Customer Service Center Hours of Operation





\*Citizens can enter service requests on the City's website at any time.

311 Dispatchers send field crews to resolve urgent issues 24/7

# Call Volume



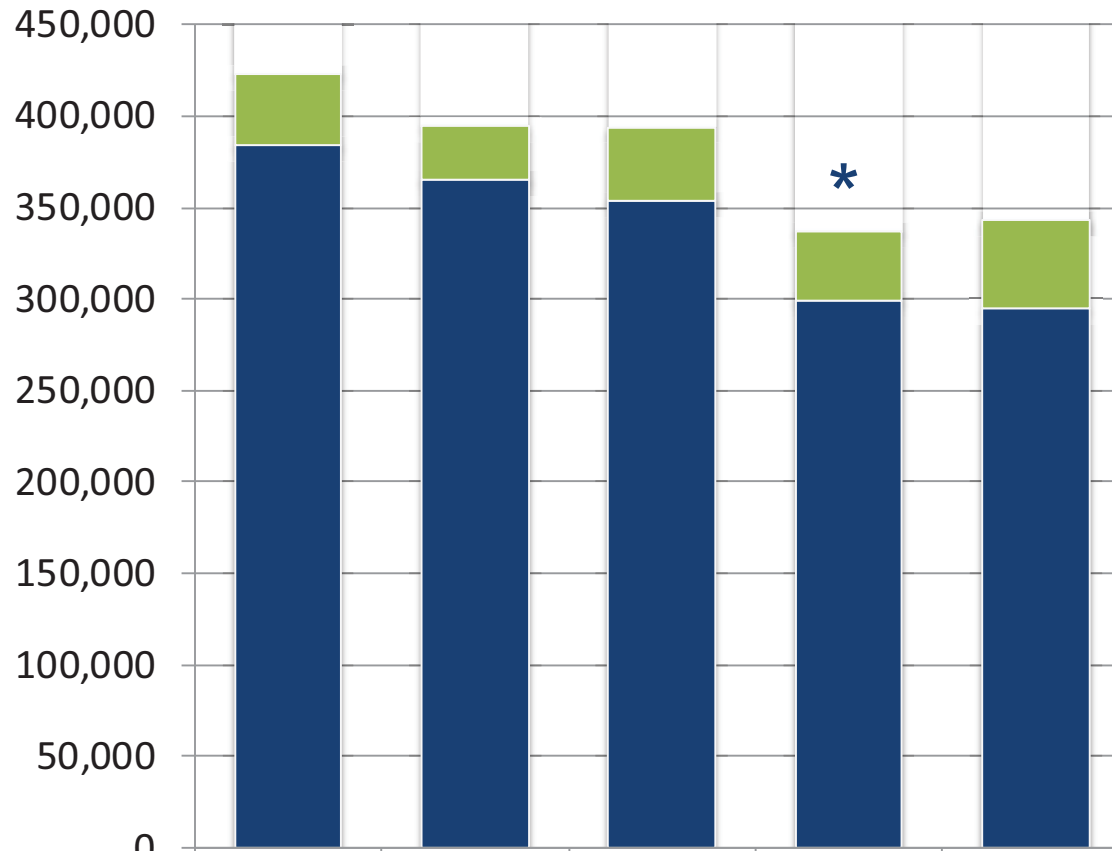
# 311 on the Web

- ▶ Since 2003
- ▶ 40,000 Service Requests annually
- ▶ Over 200,000 “hits” in FY 11-12
  - ▶ Eliminate a customer’s need to call
  - ▶  link to information and  to submit a request

We encourage residents to use the web—we’re available 24/7!

<http://dallascityhall.com/services/services.html>

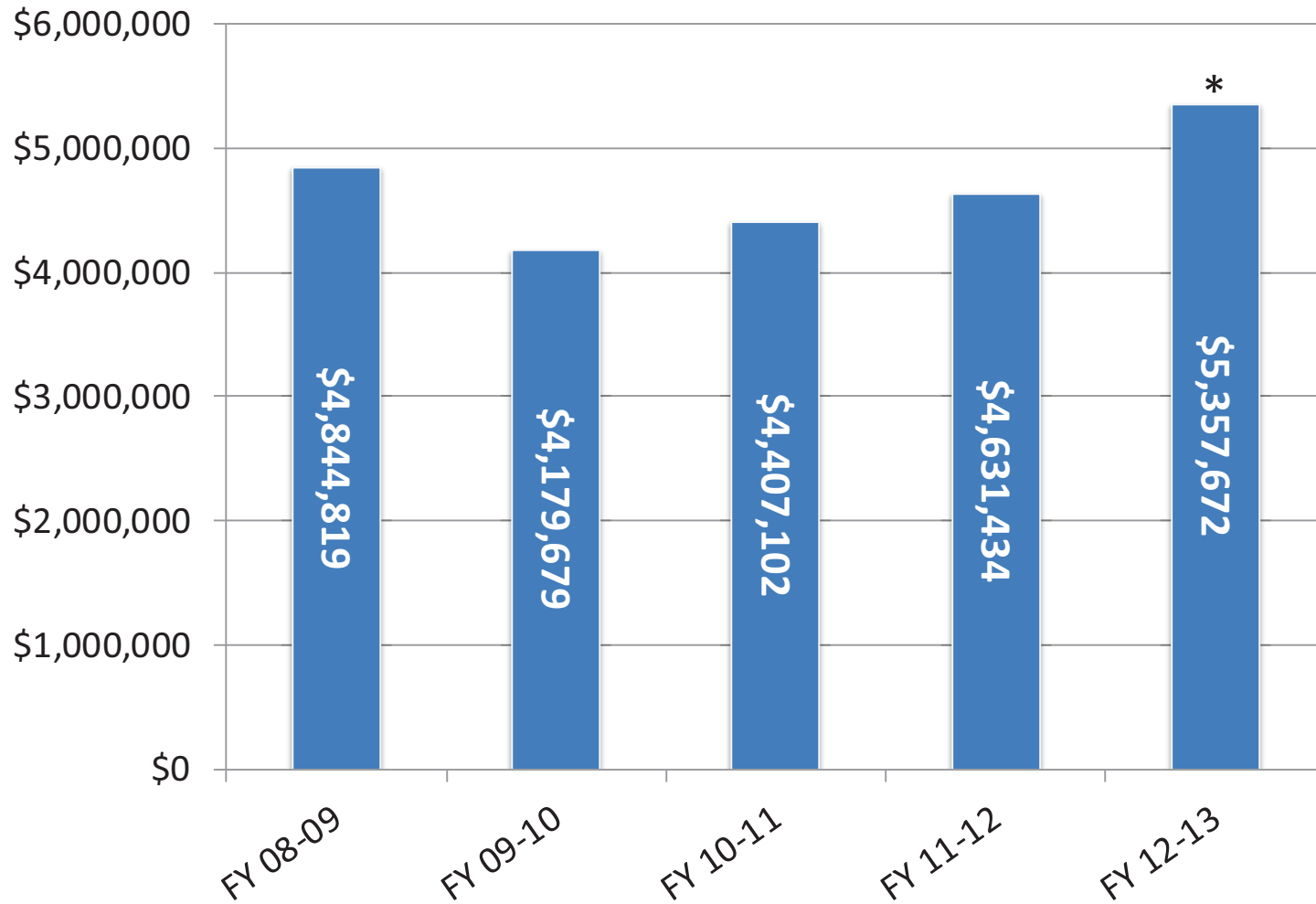
# Service Request History



	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

- \* Some of the decrease in SR's is due to reduced calls for:
- potholes after Streets budget restoration
  - missed garbage after OneDay Dallas implementation
  - increased information on the website

# 311 Budget History



\* In FY 12-13, 4 FTEs were added to fill new roles needed for the CRMS (service request system) upgrade and call quality monitoring. FY1 2-13 budget also includes restoration of pay reductions.



# Customer Service Agents

- ▶ Approximately 90 agents
- ▶ Agent training

Type of Training	Classroom	On-the-Job	Total
311	8 weeks	4 weeks	12 weeks
Water	8 weeks	4 weeks	12 weeks
Courts	1 week	3 weeks	4 weeks
Dispatch radios (seven radios)	N/A	2-4 weeks (per radio)	2-4 weeks

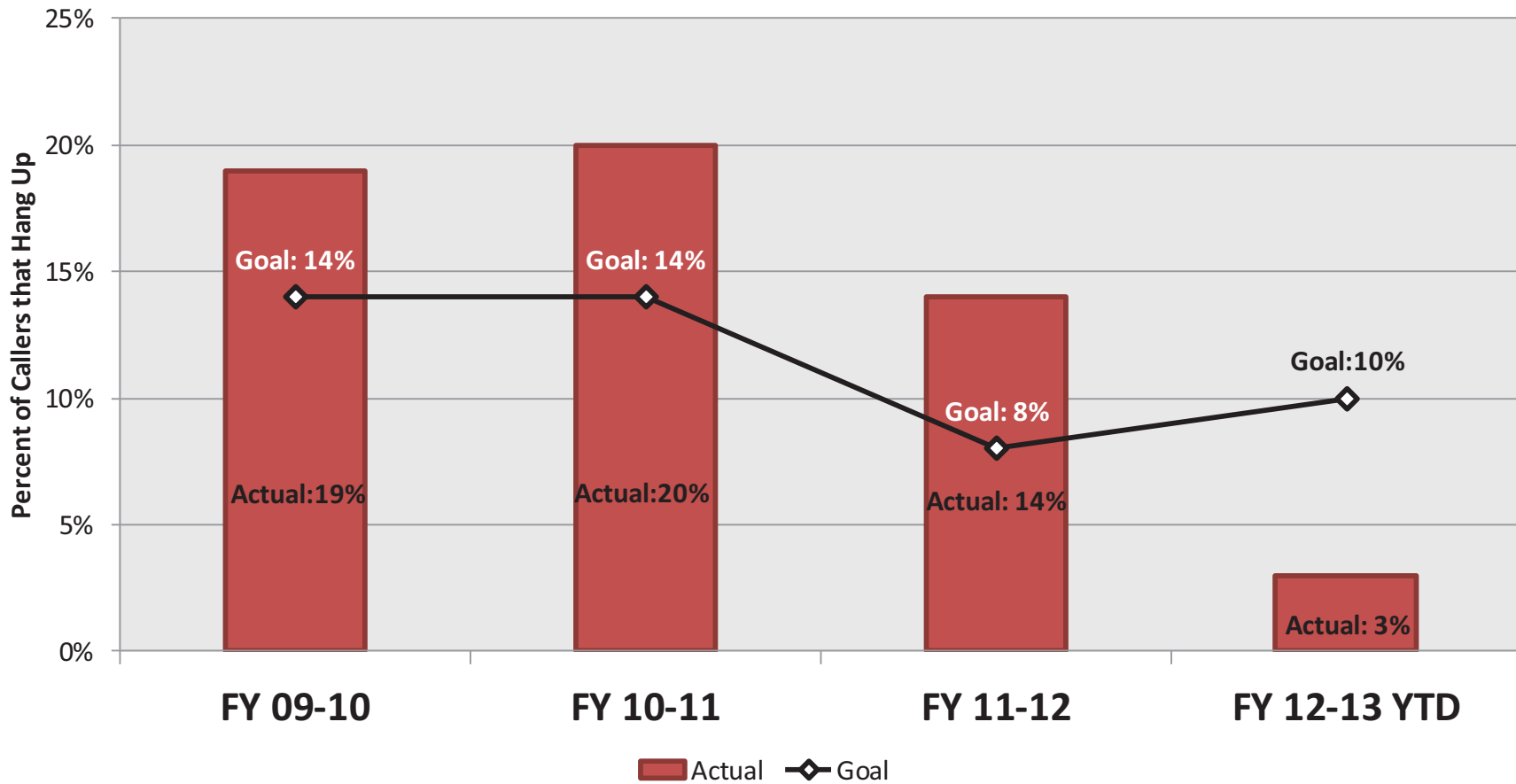
- ▶ Agents capable of handling all call types (311, Water, Courts, Dispatch) have over 6 months of training

# Customer Service Agents

- ▶ 20% of agents are bilingual
- ▶ Turnover for FY 11-12: 24%
  - ▶ Agents often promote to Code Inspector or Water positions
  - ▶ 38% of current agents have been with 311 for 5 years or more

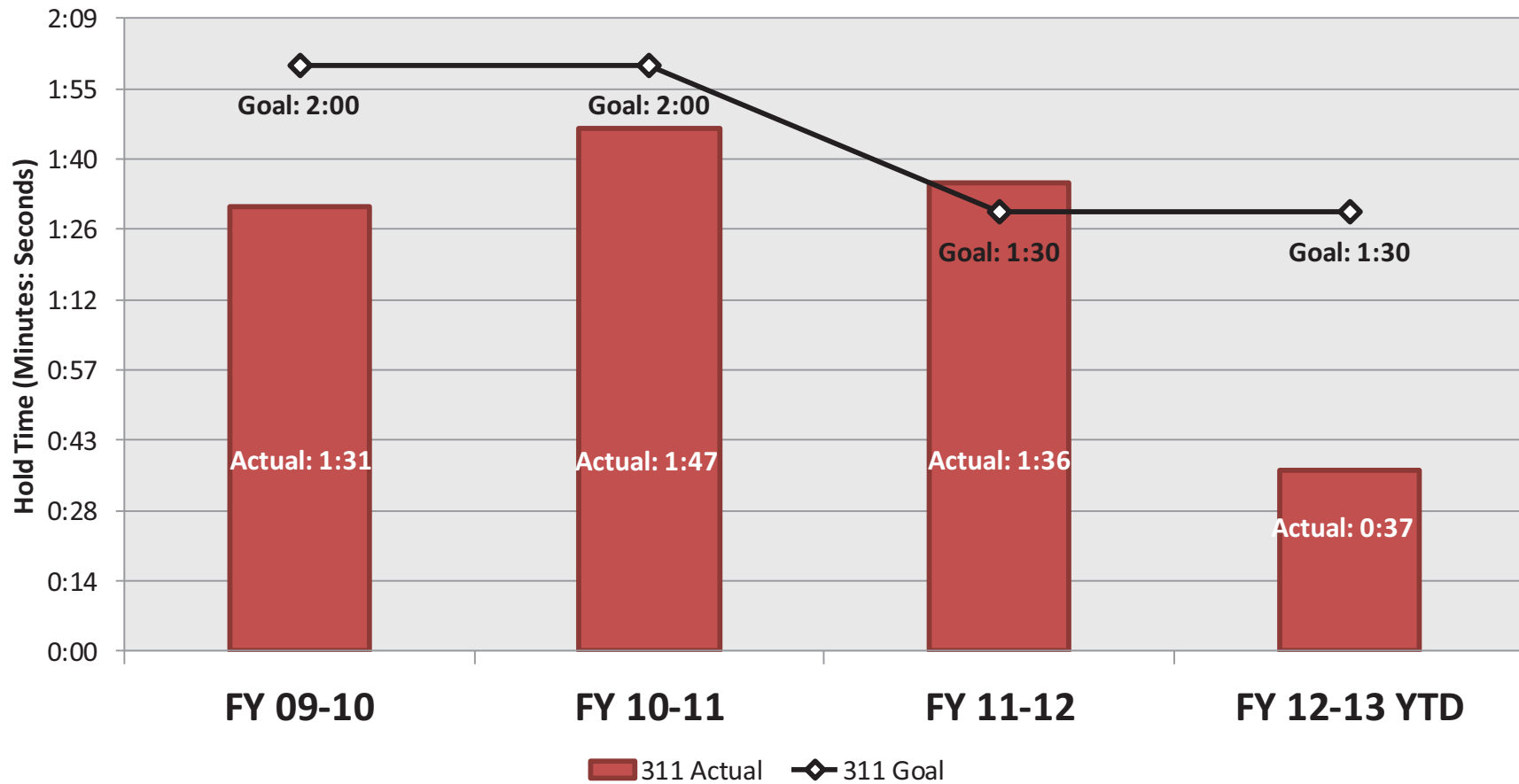
# 311 Performance

## Callers that Hang Up (311) *FY 10 – FY 13*



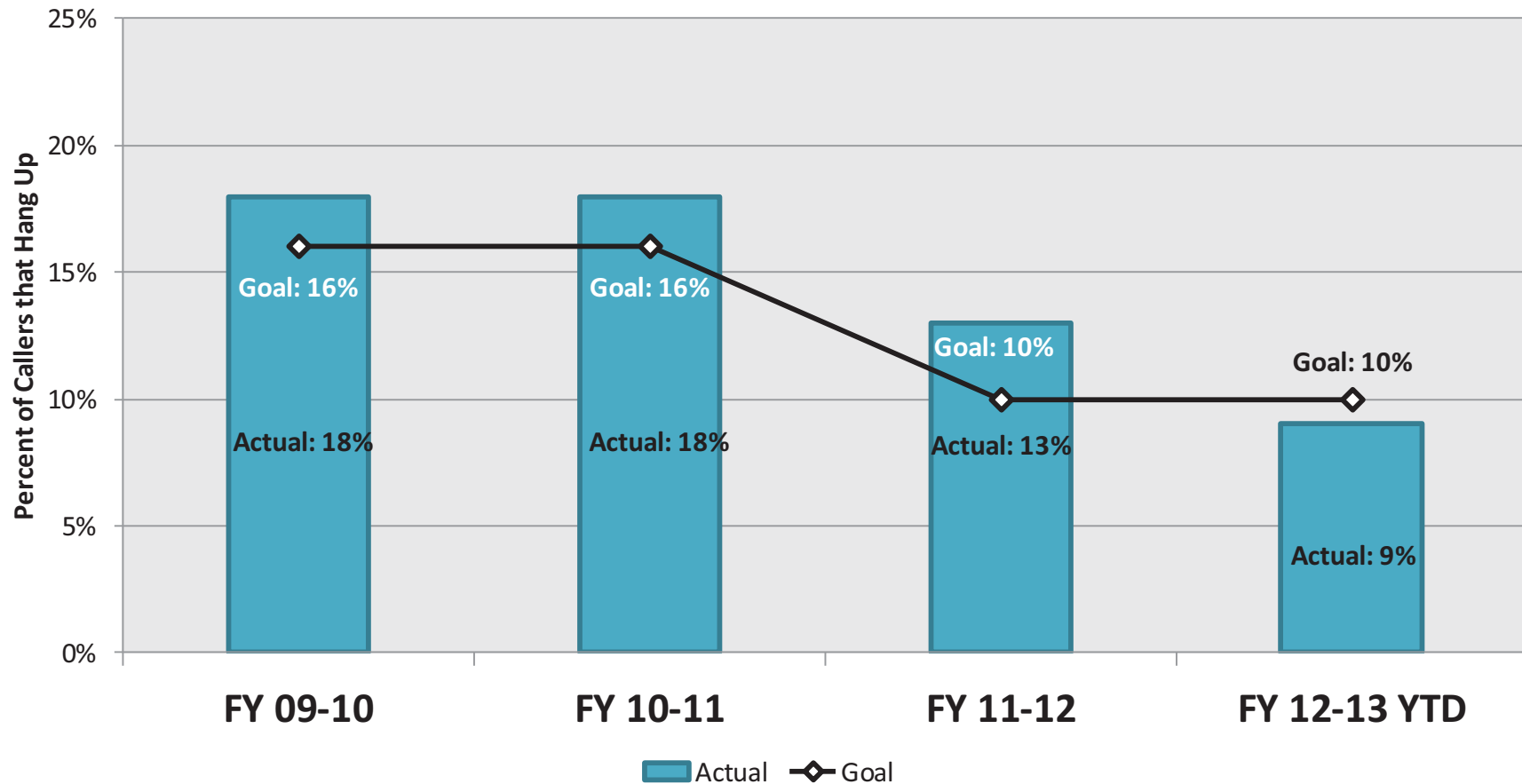
# 311 Hold Time Performance

## Average Hold Time FY 10 – FY 13



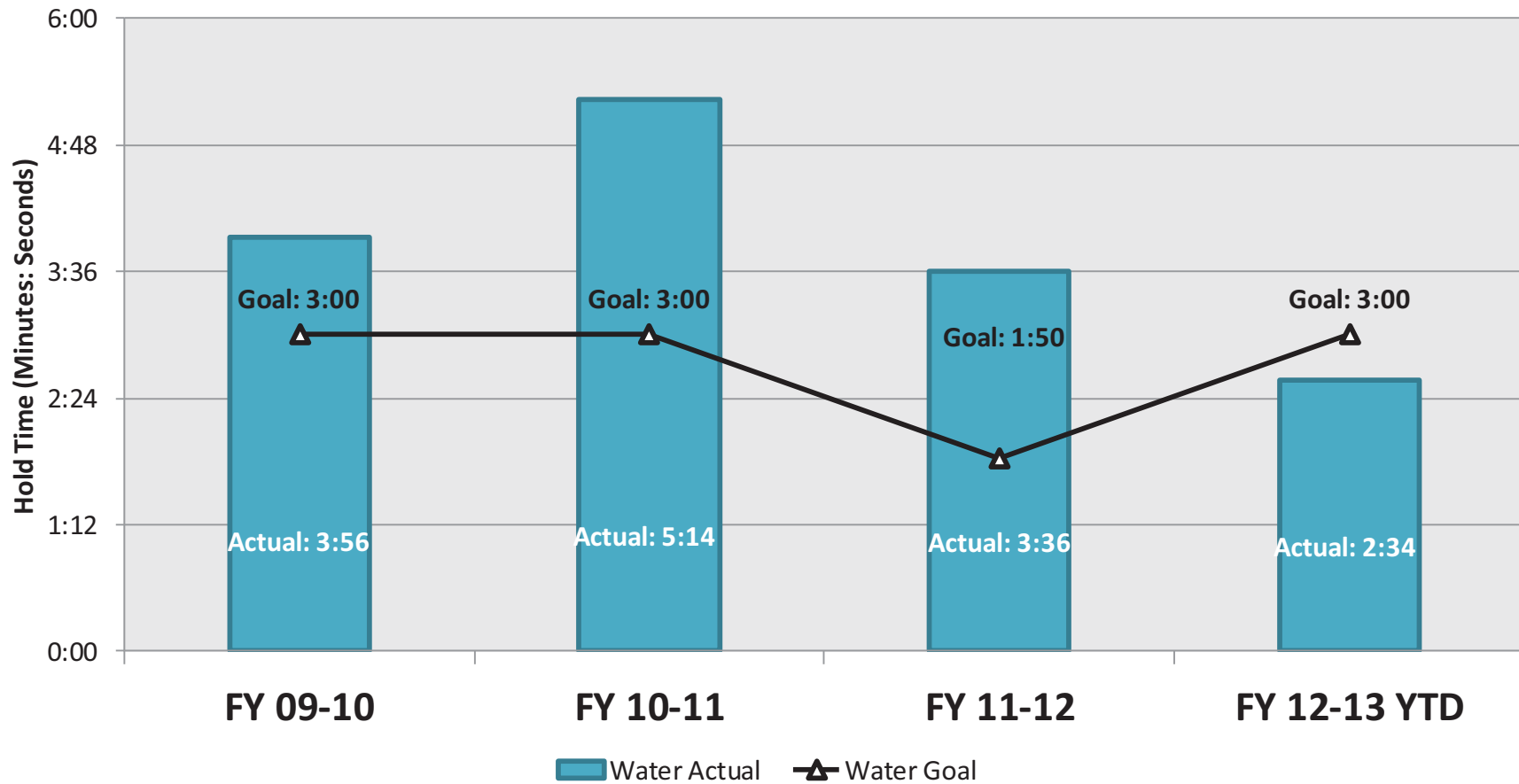
# Water Performance

## Callers that Hang Up *FY 10 – FY 13*



# Water Hold Time Performance


## Average Hold Time FY 10 – FY 13



# Three Major Enhancements Ahead

1. CRMS upgrade
2. New telephone infrastructure (switch, networks, etc.)
3. Courts software upgrade

# CRMS Upgrade

- ▶ Enhancement on the customer's side
  - ▶ Smartphone app for most frequent SR's
  - ▶ View service request status and location on a map
  - ▶ Searchable knowledgebase
- ▶ Enhancements on the agent's side
  - ▶ Faster entry for the agent means a shorter call  shorter wait time for callers
- ▶ Go-live late summer 2013



# Telephone Infrastructure Enhancements

- ▶ Customer-focused features:
  - ▶ Speech recognition
  - ▶ Post-call surveys
  - ▶ Music & message on hold
- ▶ Additional enhancements on the “city side” will enable greater efficiencies for agents and management
  - ▶ Examples: “soft phones”, silent monitoring, searchable recorded calls
- ▶ Roll-out beginning summer 2013

# Courts Software Upgrade

- ▶ Replacement of legacy mainframe system
- ▶ Currently, customers may call before citation information is available
- ▶ Citation routing will be done electronically
  - ▶ Information available more quickly
  - ▶ Fewer repeat calls
- ▶ Go-live October 2013

# Continued Focus on Improving Quality

- ▶ Greater attention to detail in quality and quantity
- ▶ Call Monitoring
  - ▶ Quality Assurance staff added in current fiscal year
  - ▶ Updated call recording software will allow search for calls by keyword or phone number
- ▶ Coaching
  - ▶ Specific feedback to agents on observed performance

# Continued Focus on Improving Quality

- ▶ Feedback from customers and customer departments
  - ▶ Community survey—2011 results indicate 66% “good” or “excellent” rating for 311
  - ▶ Regular meetings with customer departments
  - ▶ Automated survey software will allow customers to rate calls immediately after completion
- ▶ Adjustments to Service Requests in summer FY 12-13
  - ▶ Service Level Agreements (SLA)
  - ▶ Estimated Response Times (ERT)

# Help us help you!

- ▶ Spread the word about 311
- ▶ Ask your assistants to continue using CRMS
- ▶ Encourage use of the web:
  - ▶ [www.dallascityhall.com](http://www.dallascityhall.com)
- ▶ Feedback
  - ▶ Nature and date/time of calls
  - ▶ Recorded calls reviewed
- ▶ Questions?