

# Results

MINNEAPOLIS

311

July 19, 2011

# Table of Contents

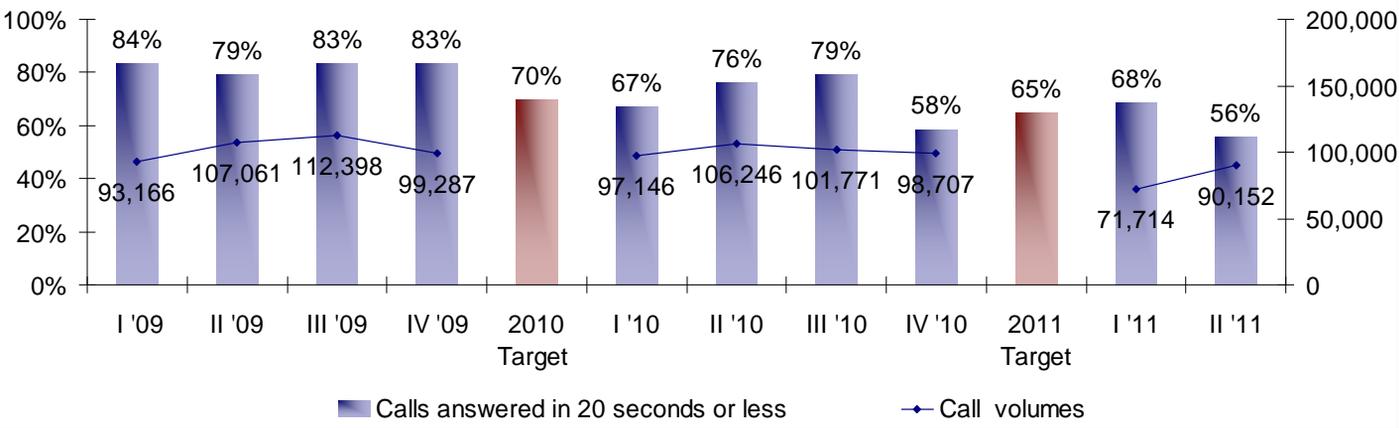
311

<b>Performance Measures</b>	<b>Page</b>
1. Calls answered in less than 20 seconds	3
2. 311 abandoned call rate	4
3. Self-service utilization	5
4. First-call resolution	8
5. Quality Service Index (QSI)	9
6. Percent of service requests meeting service level agreement (SLA)	10
7. Top 25 service requests and percent meeting service level agreement (SLA)	11
8. Cost per contact	12
9. Limited English calls to 311	13
10. Customer satisfaction survey	14
<b>APPENDIX</b>	
11. Resident survey measures 	16

*Note: Comparative data from the Municipal Call Center Survey conducted by 311 has not been included in this progress conference cycle, however, results of the next survey will be reported in early 2012.*

**Goal:** Answer 65% of calls within 20 seconds or less

### Percent of calls answered in 20 seconds or less and call volumes



#### Why is this a priority?

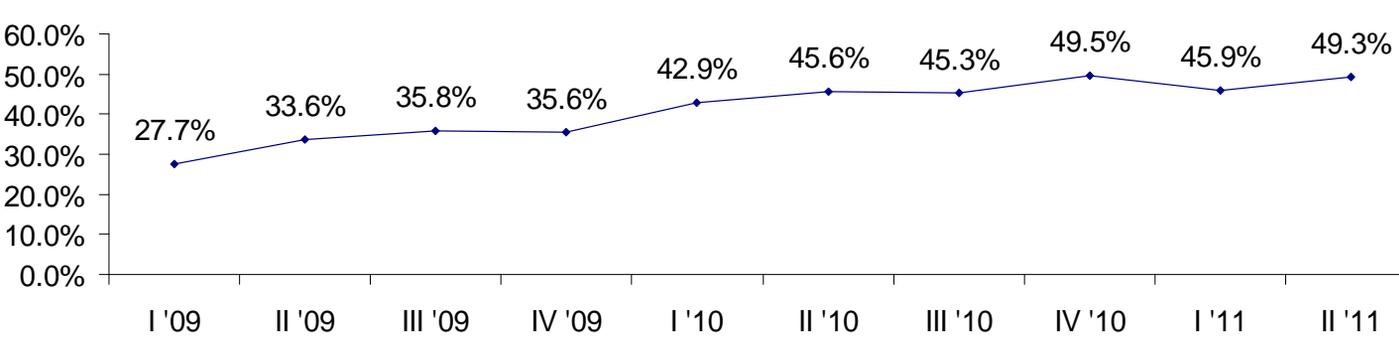
Maintaining an acceptable service level (SL) means callers to 311 will experience a minimally acceptable wait time before speaking to a 311 customer service agent.

#### What strategy (or strategies) will you use to meet this goal?

Two primary strategies are:

- 1) Gaining efficiencies in use of agent time through improved forecasting and flexible staffing and scheduling (as indicated by % of handled time).
- 2) Reducing calls to 311 by diverting customer questions and requests for service to online resources by promoting self-service and improving website usability (see self service requests).

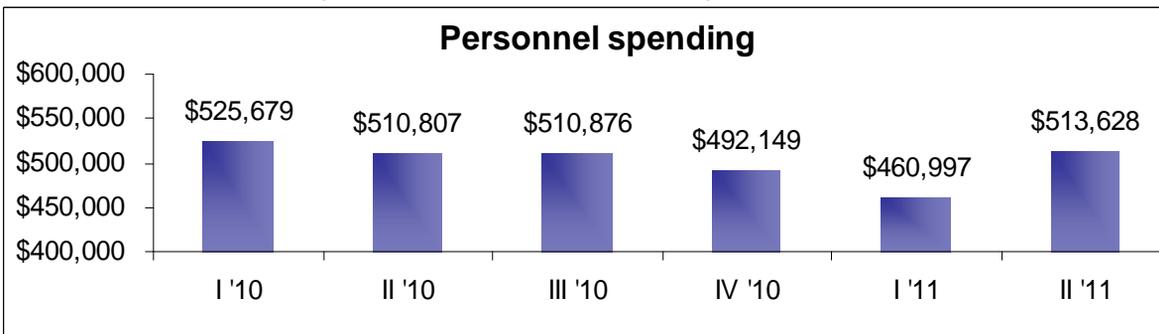
### Percent of agent work time spent handling calls



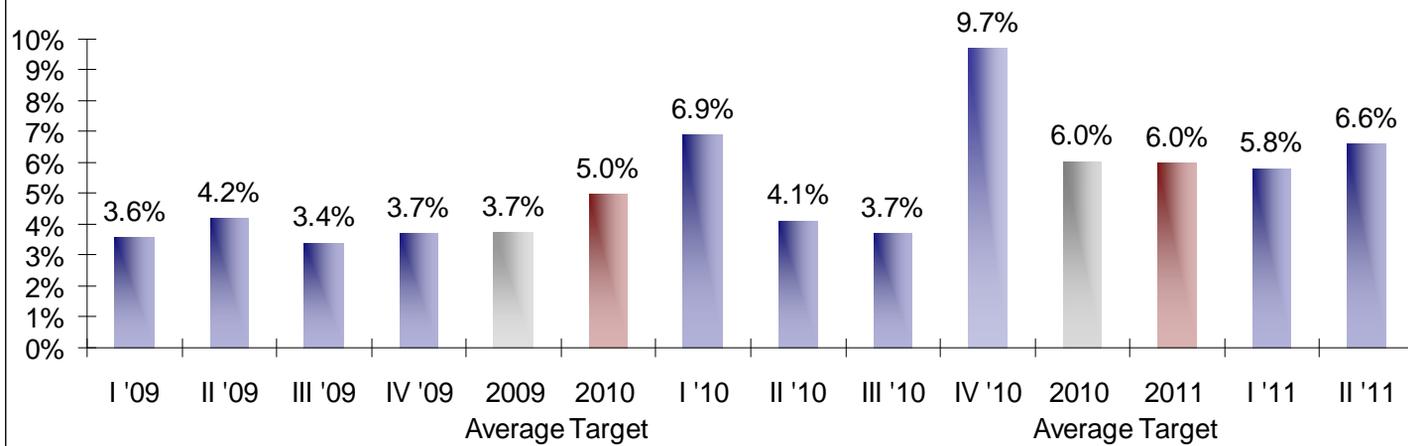
#### What resources will you use to meet this objective?

Agent staffing is the primary resource in meeting this service level goal. Additionally, support resources will continue to be needed to be able to develop schedules, forecasts and improve self service and website offerings.

### Personnel spending



## 311 abandoned call rate



### Why is this measure important?

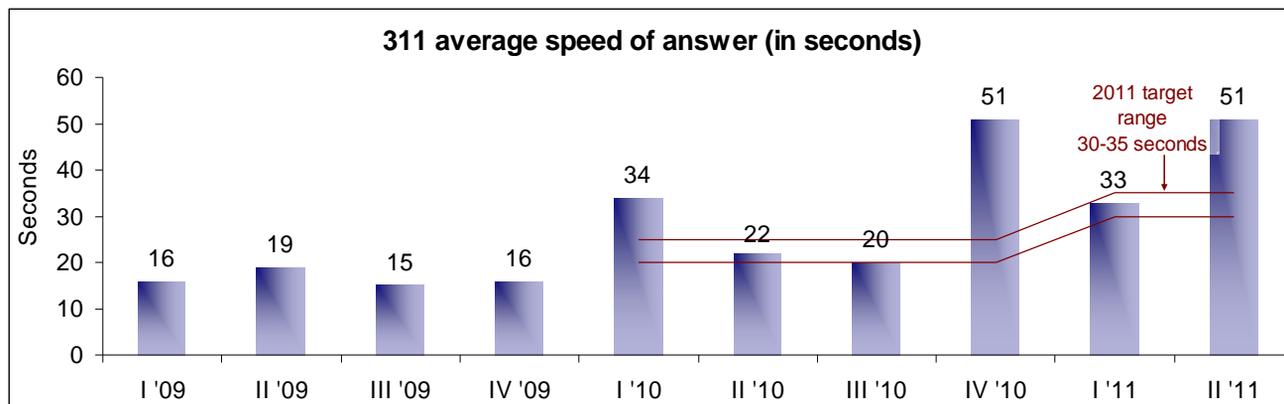
Callers expect 311 to answer the phone in a reasonable period of time. Average speed of answer (ASA) measures the amount of time a caller waits before speaking to a 311 customer service agent. The longer a caller waits, the more likely the caller is to get frustrated and abandon or hang up.

### What will it take to achieve the targets?

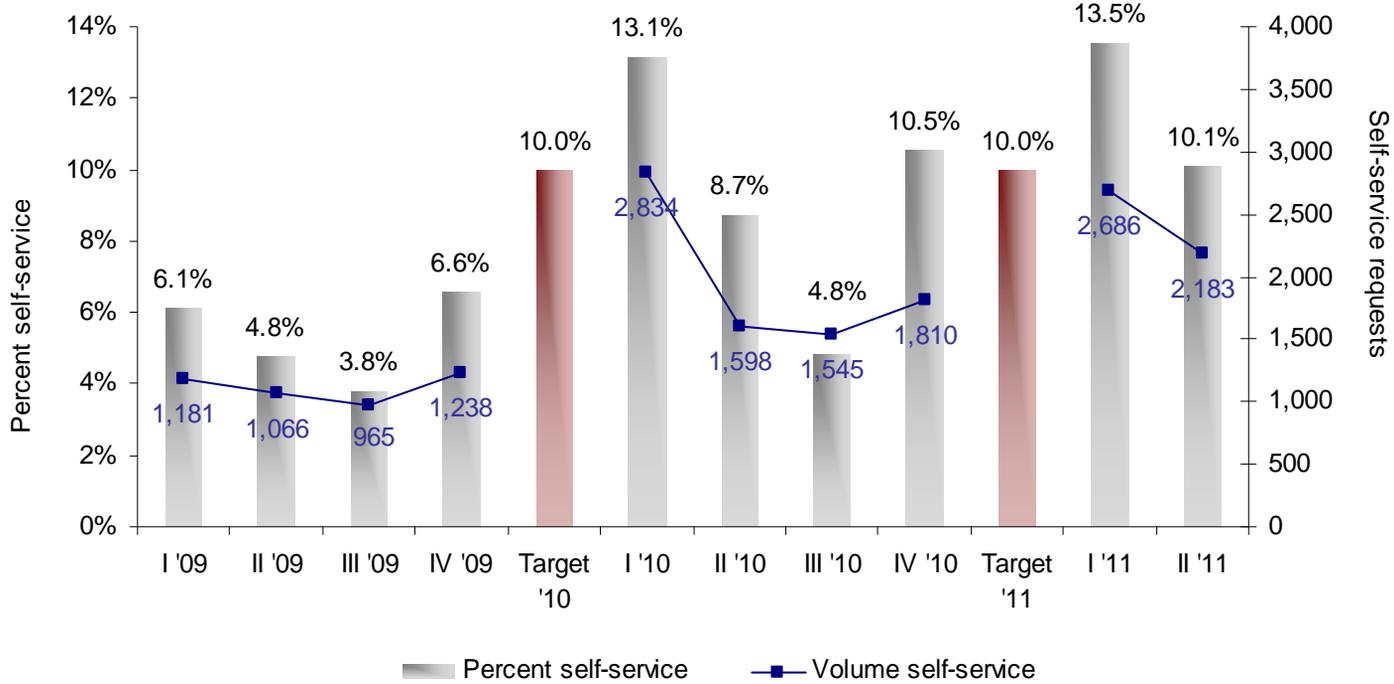
Cuts to 311's budget necessitated developing a new business model in 2010. The result was a reduction in business hours from 7am – 11pm to 7am – 7pm in April, 2010 along with reductions in several 311 service goals.

One such goal is the percent of calls answered within 20 seconds. In 2009, this goal was 75% of calls answered within 20 seconds. For 2011, this goal has been reduced to 65% of calls answered within 20 seconds. Similarly, the goal for average speed of answer which was 20 – 25 seconds, has now changed to 30 - 35 seconds.

YTD 2011, 311 handled 161,866 calls and 8,103 emails compared to 196,377 calls and 8,465 emails last year. YTD service level is 61.2% compared to target of 65.0%. The primary driver for not achieving target has been unexpected staff turnover due to agents not returning from layoff, agents retiring or taking a job elsewhere. Subsequently, this spring, 311 has had to hire and train 25% of its contact center staff. New employees are expected to be trained on all types of calls (except Police reports) by the end of July at which time service levels are projected to return to goal.



## 311 self-service utilization as a percent of total service requests (by quarter)



### Why is this measure important?

Lagan application self service allows customers to serve themselves through the City's website. It provides another channel for the customer to interact with the city with virtually 24x7 access to frequently requested city services. Additionally, it helps control costs in 311 because each customer entered service request avoids the cost of handling a call at 311.

### What will it take to achieve the target?

Continued promotion of self service through service request scripting by 311 customer service agents, ease of use on the City's website, additional self service offerings and promoting the City's Google Site Search capability.

Through June 2011, of the 41,175 service requests entered into the Lagan system, 4,869 (11.8%) were by self service. This compares to 4,451 during the same period in 2010, an increase of 418 (9.4%).

311 is also responsible for the Police eReport intake process. Through June 2011, 2,980 Police eReports were entered. Of those 1,629 (54.7%) were self service through the City website, 1,351 (45.3%) by 311 agents. YTD, Police eReports are down 443 (12.9%) compared to the same period in 2010.

Additionally, later in 2011, 311 is planning to implement "Open 311" whereby residents will be able to download an app to their smartphone and then be able to enter self service requests directly into the Lagan system from their smartphone.

Following is a listing of Lagan self service requests currently available through the City website:

- Speed Wagon
- Street Light – New
- Traffic Sign – New
- Street Light Trouble
- Parking Meter Problem
- Traffic Sign Repair
- Parking Ramp/Lot Issue
- Traffic Sign - Removal
- Traffic Signal Trouble
- Traffic Signal Timing
- Pothole
- Sidewalk Structural
- Water Service Issue
- Water Quality Issue
- Abandoned Vehicle - Public Property
- Parking Violation
- Sidewalk Snow & Ice
- Graffiti
- Unpermitted Construction Work
- Taxicab Complaint

Use of these self service requests continues to grow. A new self service case type to be added yet this summer is Exterior Nuisance – Tall Grass.

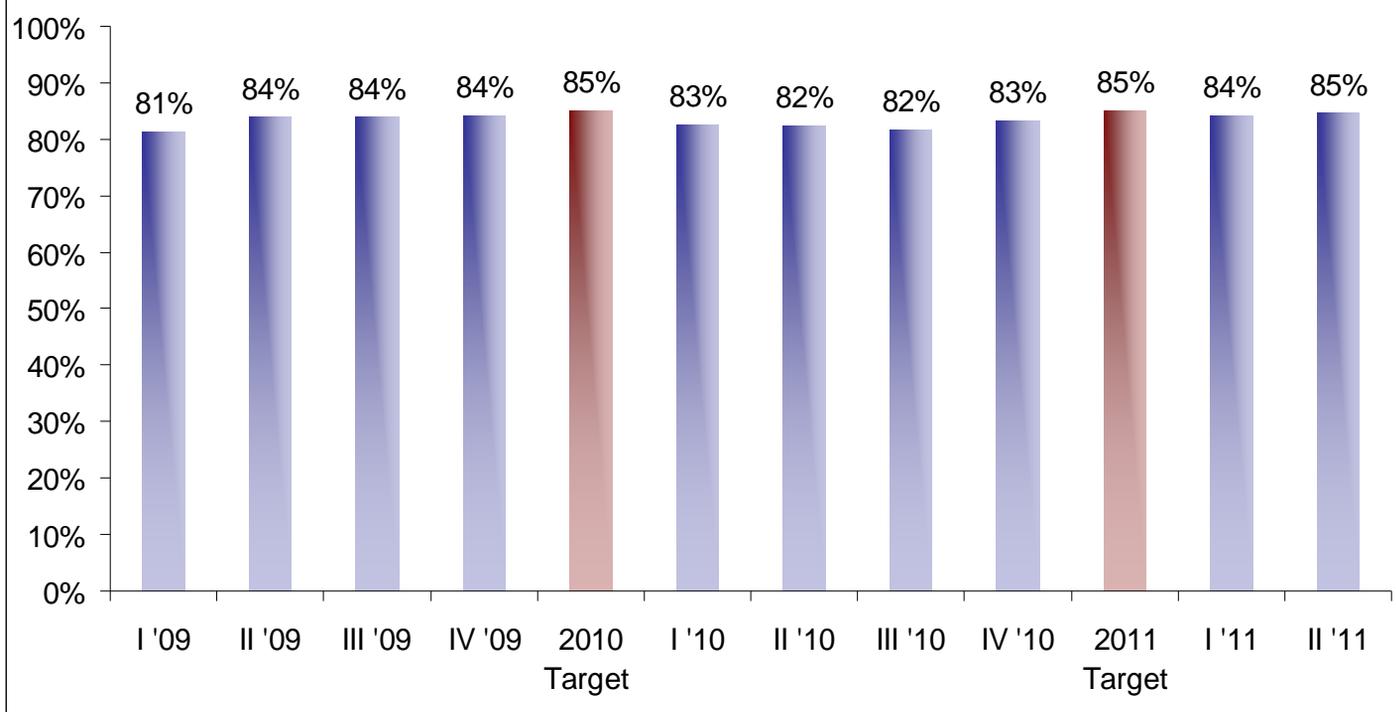
**Self Service sub-measure:**

Additionally, a measure of the percent of utilization by self service type was requested. Following is a report of this measure.

## Self-service utilization by request type

Request Type	2011 (Jan. 1- June 30)			2010 (Jan. 1- June 30)		
	Number self service	Total Requests	Percent Self Service	Number self service	Total Requests	Percent Self Service
311 Problem Call Report	11	11	100%	6	6	100%
Parking Ramp/Lot Issue	53	61	87%	68	84	81%
Water Service Issue	90	105	86%	75	98	77%
Request for 311 Services	3	4	75%	Not on 2010 self-service list		
Water Quality Issues	43	76	57%	220	281	78%
Street Light Trouble	246	448	55%	115	468	25%
Speed Wagon	16	34	47%	33	71	46%
Parking Meter Problem	500	1,157	43%	434	1265	34%
Sidewalk Structural Complaint	91	210	43%	77	193	40%
Traffic Sign - Repair	110	274	40%	31	198	16%
Pothole	1,577	4,572	34%	1073	3298	33%
Traffic Signal Timing Issue	80	293	27%	94	338	28%
Sidewalk Snow & Ice Complaint	624	3,018	21%	727	4931	15%
Traffic Sign - Removal	1	5	20%	11	18	61%
Graffiti complaint / reporting	603	3,262	18%	606	4552	13%
Traffic Sign - New	2	12	17%	12	42	29%
Parking Violation Complaint	461	2,691	17%	447	2611	17%
Traffic Signal Trouble	86	532	16%	59	499	12%
Unpermitted Work	26	173	15%	22	229	10%
Abandoned Vehicle	246	2,245	11%	357	2535	14%
<i>Total</i>	<i>4,869</i>	<i>19,183</i>	<i>25%</i>	<i>4470</i>	<i>21726</i>	<i>21%</i>

## 311 first call resolution



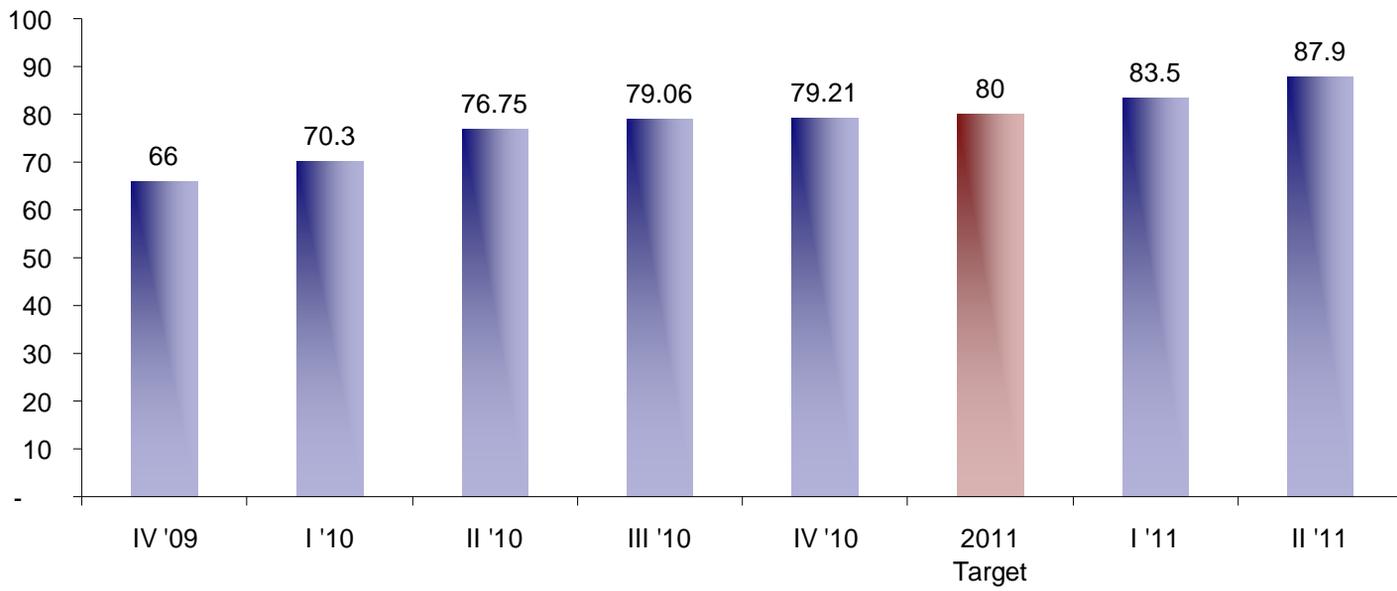
### Why is this measure important?

First call resolution is an indicator of 311's ability to handle a customer's request or question at the first point of contact and not have to transfer the contact to another department.

### What will it take to achieve the targets?

Keys to achieving this target will be effective training, continued knowledge base, scripting and service request development and upkeep.

## Quality Service Index (QSI) for 311 calls (0-100 points)



### Why is this measure important?

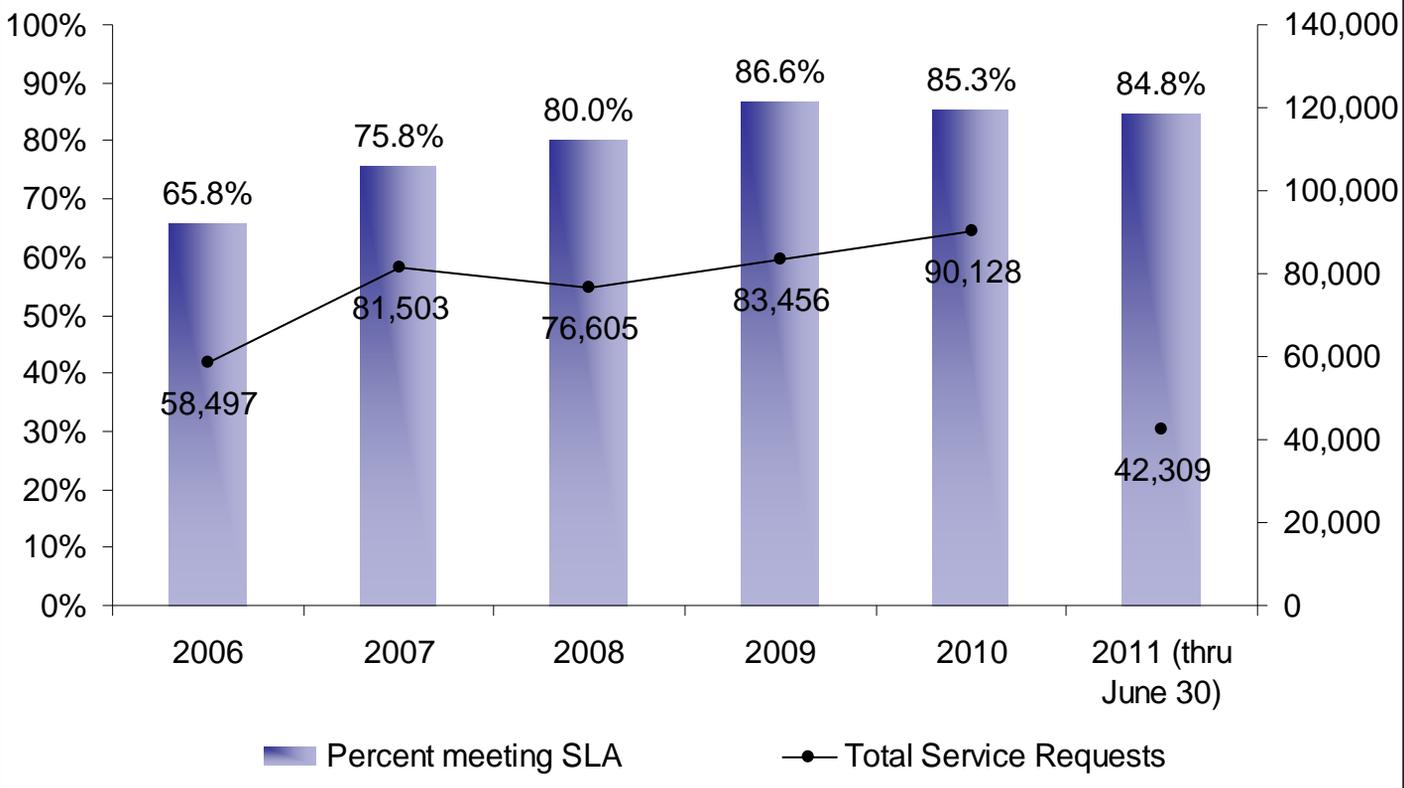
The Quality Service Index (QSI) provides a comparative measure of the overall quality of the service experience that 311 is providing to its customers that call.

The quality assurance process at 311 provides a data driven methodology to quantify what's working well and identify areas for possible improvement not only within 311 but throughout the organization. It measures dimensions such as use of customer service skills, problem solving, interpersonal skills, clarity and accuracy of information, effectiveness of business processes, utilization of tools, helpfulness and final disposition of the call.

### What will it take to achieve the targets?

To achieve the QSI goal set forth for 2011 will require a continued emphasis on quality in the areas of training, people skills, business process design and use of technology.

## Percent of all service requests meeting SLA



### Why is this measure important?

Key to shaping customers expectations is being able to provide customers with information as to how long will be before their request for service will be addressed or resolved.

Additionally, these reports can help provide a basis for identifying opportunities for improvement or in some cases the need for additional resources.

### What will it take to achieve the targets?

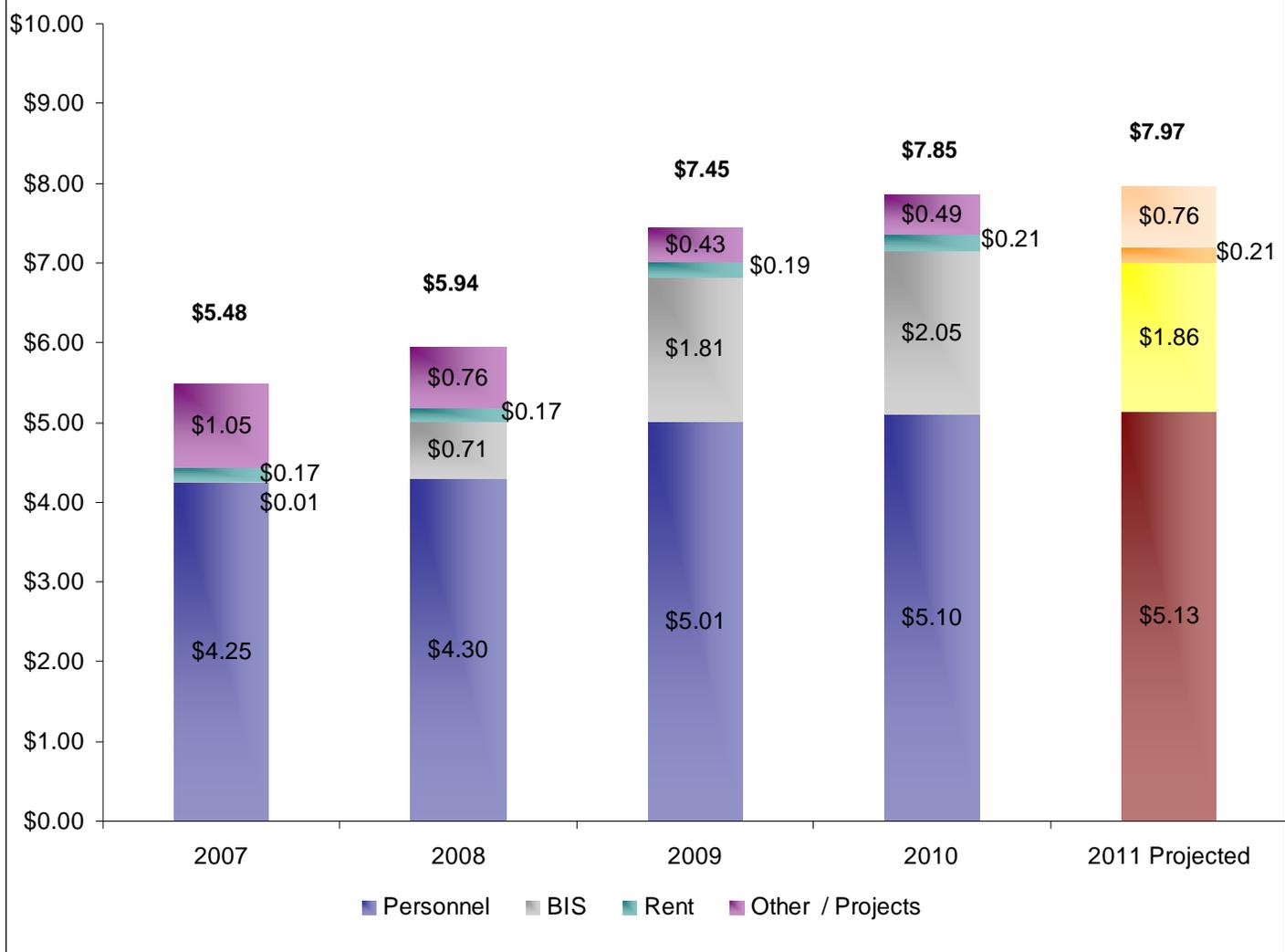
Departmental business managers established service level agreements (SLA's) based on business processes in place and resources available. Increases in the number of service requests, changes in business processes or changes in resources may affect the department's ability to meet these established SLA's.

**2011 Top 25 service requests (January 1-June 30)  
Percentage meeting Service Level Agreement**

Rank	Request Type	SLA	Jan 1- June 30 2011		Jan 1- June 30 2010	
			Service requests	Pct meeting SLA	Service requests	Pct meeting SLA
1	Pothole	12 Days	4,572	60.54%	3,298	68.04%
2	Exterior Nuisance Complaint	15 Days	3,270	93.85%	4,158	78.96%
3	Graffiti complaint / reporting	20 Days	3,262	79.25%	4,552	90.73%
4	Sidewalk Snow & Ice Complaint	21 Days	3,018	76.71%	4,931	70.74%
5	Parking Violation Complaint	5 Days	2,691	92.46%	2,611	89.97%
6	Abandoned Vehicle	14 Days	2,245	97.46%	2,535	99.29%
7	Residential Conditions Complaint	50 Days	1,701	97.12%	2,024	97.48%
8	Animal Complaint - Livability	7 Days	1,618	98.15%	1,891	99.52%
9	Snow & Ice Complaint	3 Days	1,474	55.43%	1,872	90.54%
10	Parking Meter Problem	3 Days	1,157	96.80%	1,265	98.81%
11	Zoning Ordinance Question	4 Days	1,042	99.23%	1,089	97.52%
12	Animal Complaint - Public Health	4 Days	997	95.09%	1,117	97.40%
13	Plan Review Callback	3 Days	974	97.54%	951	92.53%
14	311 Police Report Callback	3 Days	680	92.94%	593	97.30%
15	Debris in the Street or Alley	5 Days	584	31.16%	Not on 2010 top 25	
16	Rental License Follow-up	2 Days	551	99.82%	538	99.81%
17	Traffic Signal Trouble	7 Days	532	99.25%	499	96.19%
18	Repair Notice Question	2 Days	454	57.49%	411	63.26%
19	Complaint	5 Days	452	96.68%	430	93.49%
20	Street Light Trouble	12 Days	448	89.29%	468	82.26%
21	City Attorney Callback Request	3 Days	368	90.76%	455	87.03%
22	Residential Conditions Complaint Tenant	15 Days	342	90.64%	Not on 2010 top 25	
23	Residential Conditions Complaint HOD Tenant	15 Days	337	87.54%	345	87.25%
24	Sewer Issues	1 Days	306	58.50%	322	70.19%
25	Traffic Signal Timing Issue	5 Days	293	94.20%	338	81.36%

*Service Requests in blue available on 311 Website for self service*

## Cost per contact (excluding self service contacts)



Note: Starting in 2009, for 311, \$485,000 in BIS rate model costs formerly charged to departments were added to 311's budget which added approximately \$1.13 to the cost per contact.

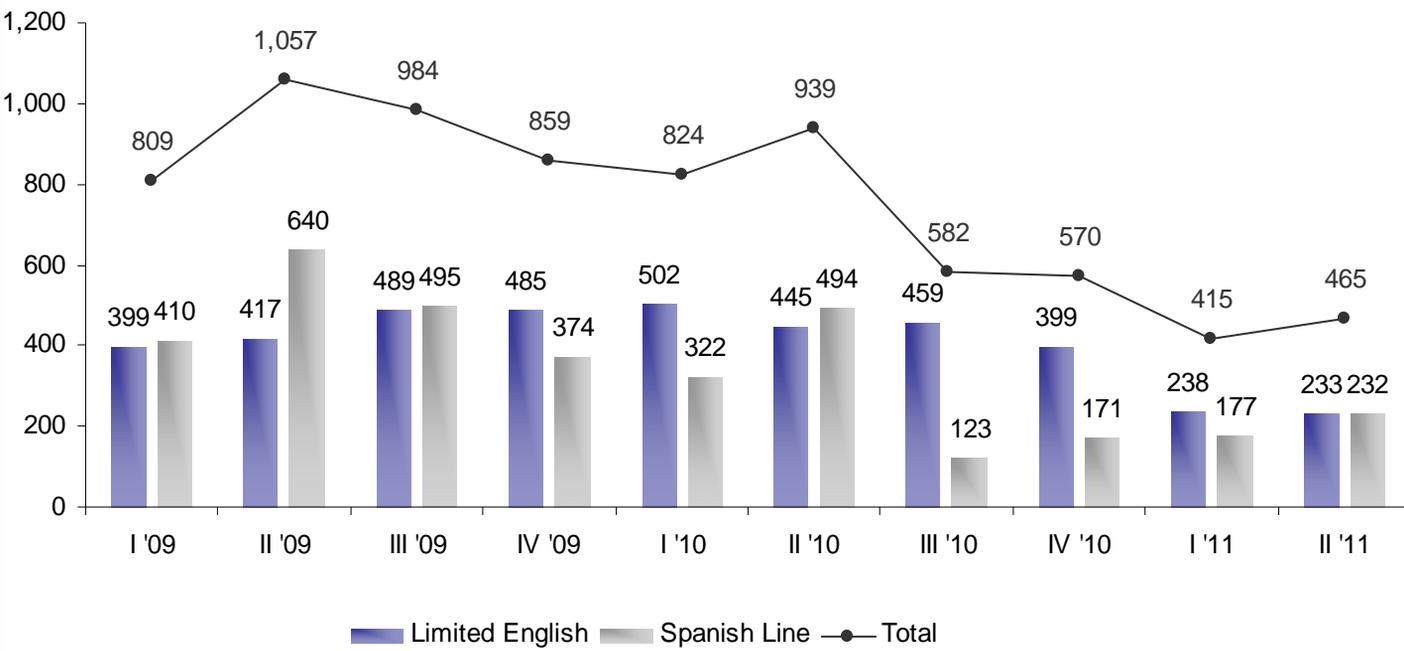
### Why is this measure important?

Tracking cost per contact provides both an internal historical measure and a comparative index with other 311 centers and private industry. The comparisons provide insights in to possible best practice opportunities.

### What will it take to achieve the target?

Meeting this goal will require continued cost control and accurate forecasting of workload and resources needed to deliver the service levels required. For 311, the continued evolution of its flexible staffing model will optimize workload and resources. Also, expansion of customer self service options will help reduce costs as the cost of a self service contact is estimated to be about one-tenth that of a call or email.

## Limited English calls to 311



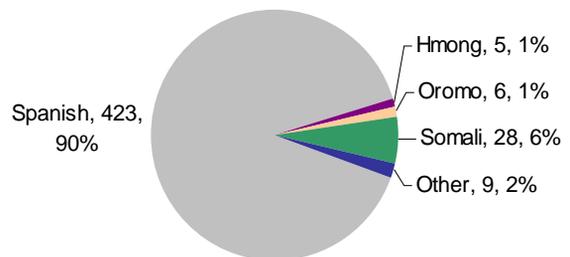
### Why is this measure important?

In the area of Community Engagement, an opportunity for the City is to provide easier access to City Services and Information for the limited English speaking groups within the City. A measure of success in this area is the utilization of Minneapolis 311 by these groups.

### What will it take to achieve the targets?

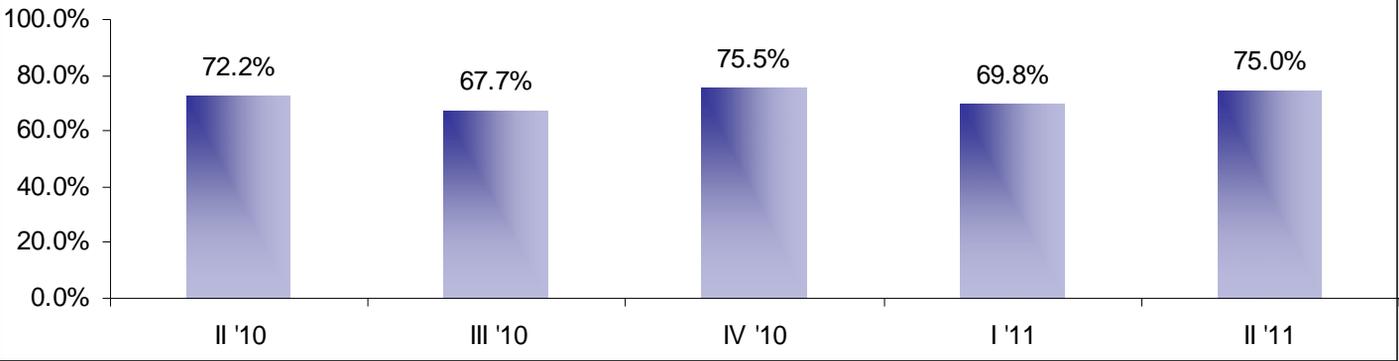
Compared to the same time frame in 2010, calls to 311 in 2011 requiring a translator have declined by nearly 50%. Early analysis for the decrease points to the reduction in 311 hours in April 2010 and the shedding of Utility Billing calls in December 2010. It appears that LEP calls made up a disproportionate percentage of these calls.

Language breakdown of limited English calls  
2011 (thru June 30)

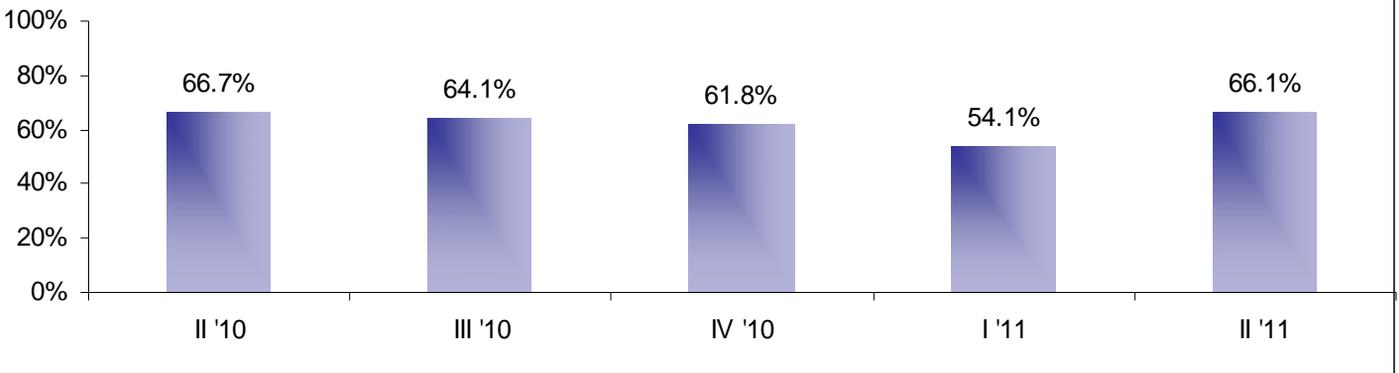


Note: This does not include calls to the dedicated Spanish line

**How would you rate the overall professionalism shown by the 311 staff?  
(percent responding 'excellent' or 'good')**



**Overall, how easy is it to use the 311 Self Service form on our website?  
(percent responding 'somewhat easy' or 'very easy')**



*SOURCE: 311 Online Customer Satisfaction Survey*

**Why is this measure important?**

In April 2010, a 311 Customer Satisfaction Survey was added to the 311 public webpage. This survey is intended to seek feedback from customers who used the 311 webpage, customer self service or contacted 311 by email. This feedback will be used to measure the relative satisfaction of customers using these channels in addition to receiving suggestions for improvement.

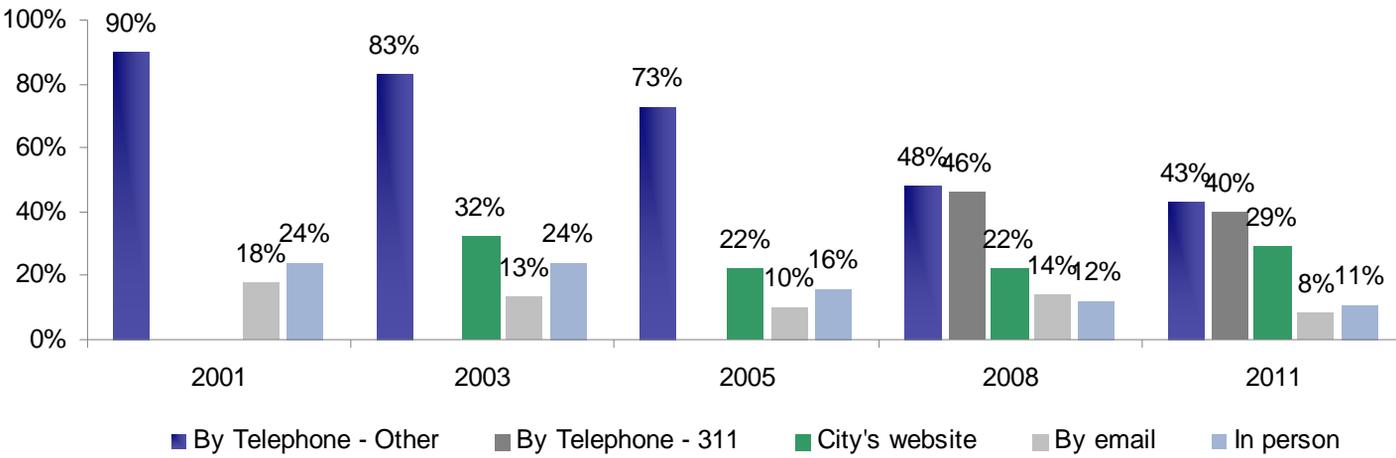
**What will it take to achieve these targets?**

Survey responses are reviewed on a weekly basis by the 311 Leadership Team and all customers who provide contact information are provided a direct response. The objective is to show continuous improvement in response ratings over time. Two consistent themes for improvement include 1) improving the overall navigation and functionality of the City's website and 2) ease of entering a location or address in self service.

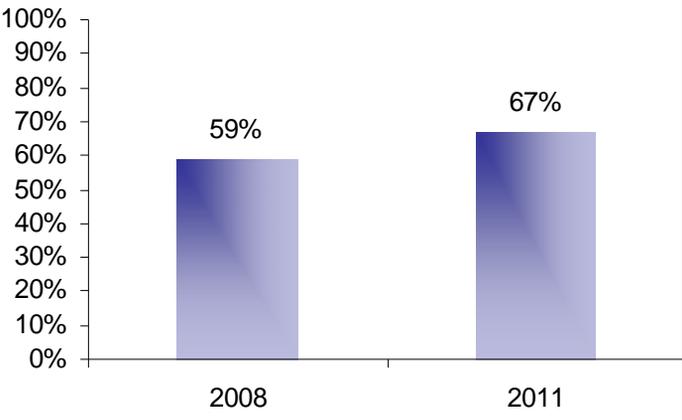
# Appendix



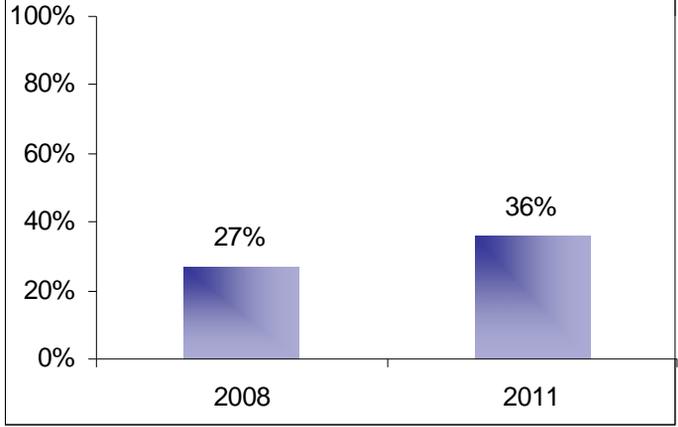
## Method of contact with the City



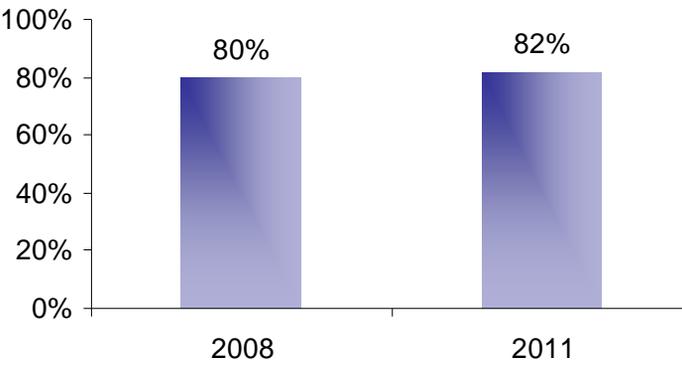
## Familiarity with Minneapolis 311 (familiar or very Familiar)



## Contact with 311 (in the past two years)



## Ease of getting in touch with City employee by contact with 311 (good or very good)



## Professionalism of 311 agents (satisfied or very satisfied)

