Results MINNEAPOLIS

311

July 10, 2012

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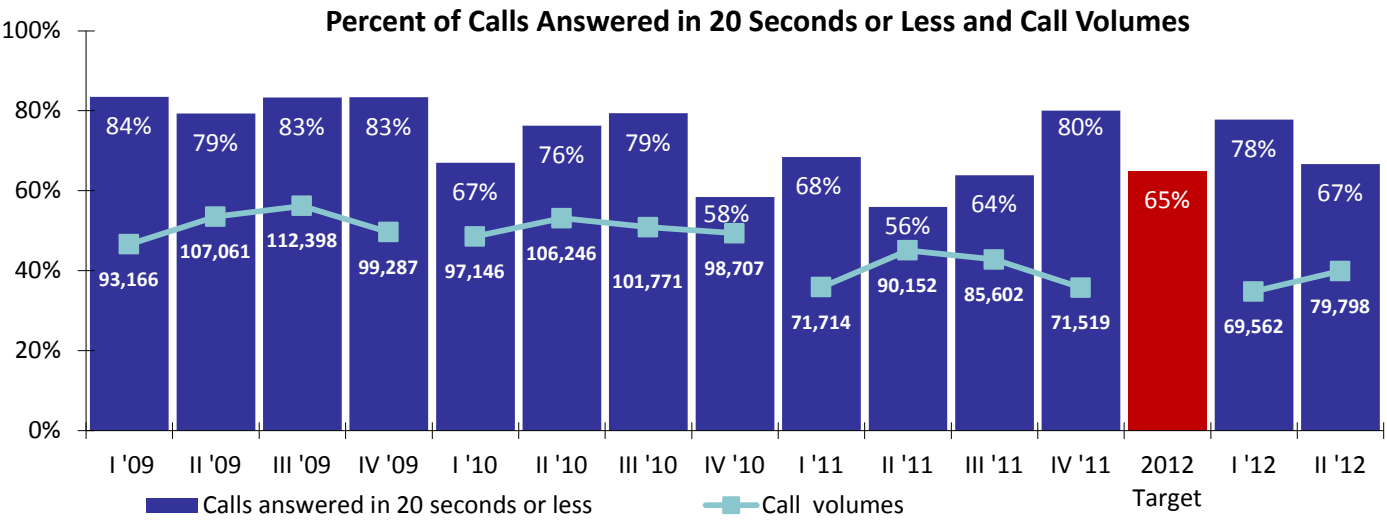
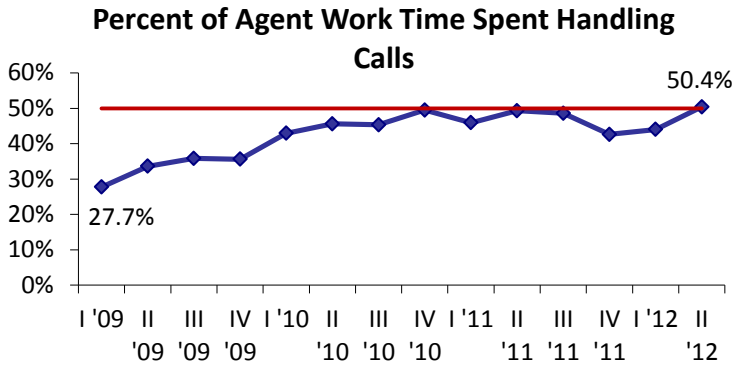


Why is this measure important?
Maintaining an acceptable service level (SL) means callers to 311 will experience a minimally acceptable wait time before speaking to a 311 customer service agent.

What will it take to achieve the targets?
Permanent budget cuts made in 2010 cut back 311 operating hours and reduced numerous 311 service level goals. The first full year of operation with these decreased service delivery expectations was 2011. Additionally, in order to be able to be open 7AM to 7PM and be able to achieve a 65 percent call answered service level, 311 worked with resolving departments to reroute utility billing calls to the Treasury Operations call center and garbage, recycling and graffiti calls to the Solid Waste and Recycling call center.

During the first half of 2012, 311 handled 149,360 calls and 9,020 emails compared to 161,866 calls and 8,465 emails for the same period last year. The 7.8 percent reduction in calls answered is a direct result of the 9.1 percent decrease in calls received. This is due to the conditions related to the mild winter, an early spring and less severe weather (tornado) thus far in 2012. Additionally, 311 has processed 3,283 voicemails this year compared to 2,712 in 2011.

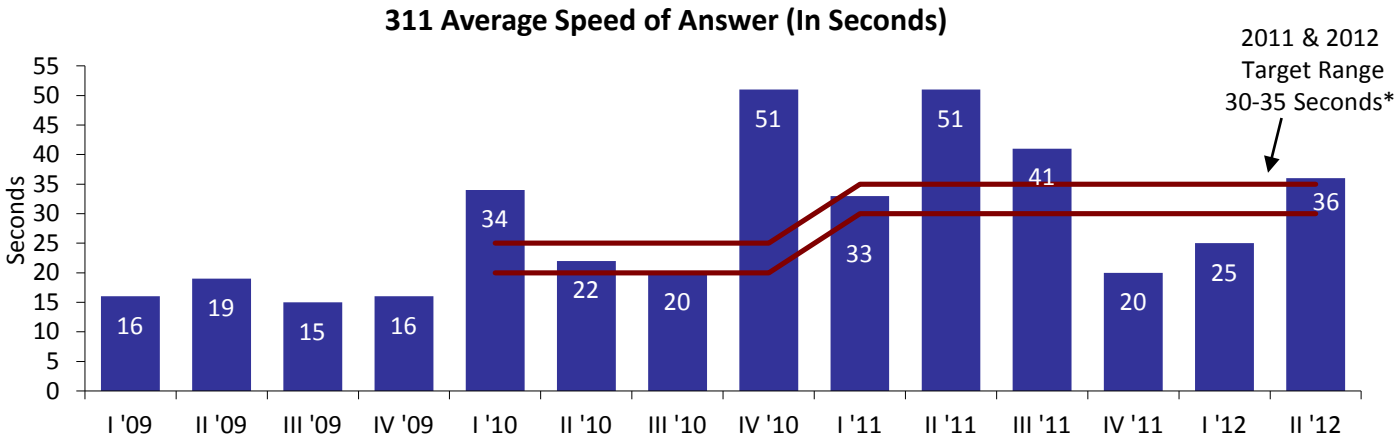


Note: Percentage of time spent handling calls should not exceed 50%

What strategies will be used to stay under the max handling time target?
Two primary strategies include
1) Gaining efficiencies in use of agent time through improved forecasting and flexible staffing and scheduling (as indicated by percent of handled time).
2) Reducing calls to 311 by diverting customer questions and requests for service to online resources by promoting self-service, improving website usability and implementing the 311 mobile app.

Following are the handling time results of an informal survey presented to a peer group of 311 centers:

Minneapolis MN	47.2% (Ave. for 2012)
San Francisco CA	52.0%
Vancouver BC	44.2%
Denver CO	46.7%
Toronto ON	38.0%
Albuquerque NM	49.0%



* New targets were set in 2010 following budget and staffing cuts

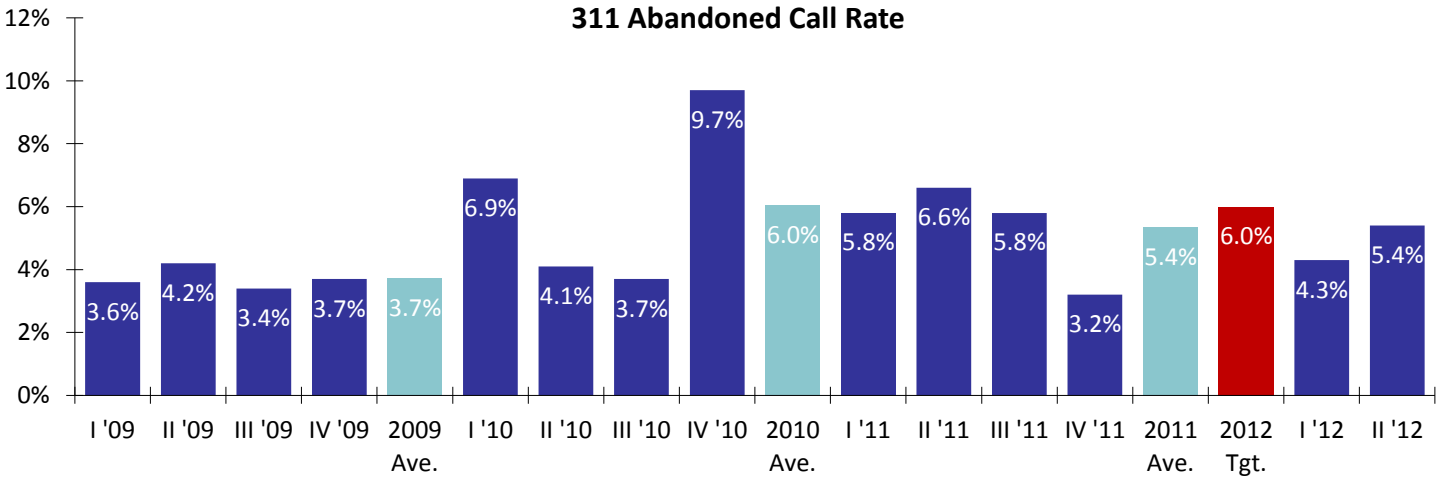
Why is this measure important?

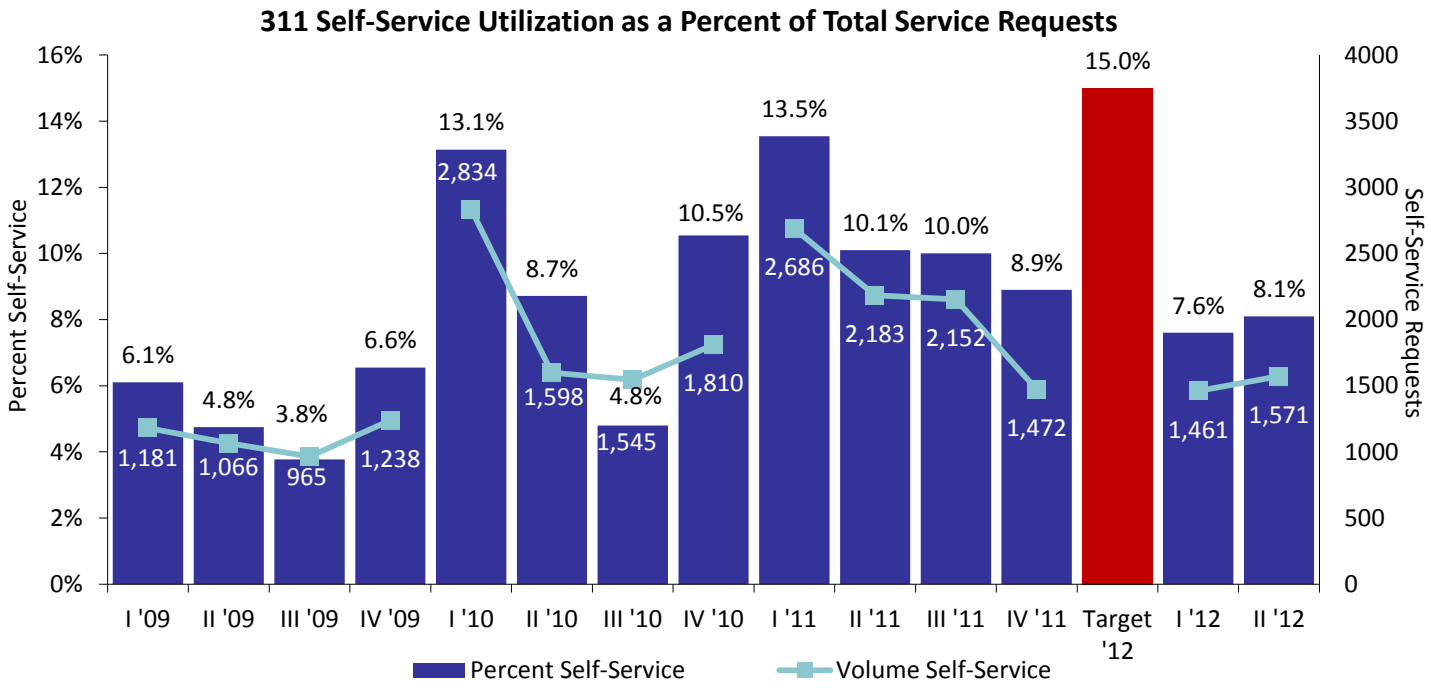
Maintaining an acceptable service level (SL) and average speed of answer (ASA) means 311 callers will experience a reasonable wait time before speaking to a 311 customer service agent.

A comprehensive comparative survey of 311 organizations across North America was conducted in July – August, 2011. A total of 39 cities participated in the study. According to survey responses, the median and most common service level target was 80 percent of calls answered in 30 seconds with an average speed of answer of 30 seconds or less. Minneapolis 311's goal of 65 percent of calls answered in 20 seconds with an average speed of answer of 30 – 35 seconds puts Minneapolis slightly below the median.

What will it take to achieve the targets?

Contact center service level, average speed of answer and abandoned call measures are highly inter-dependent. If service level is low, the wait time to speak to a customer service agent (average speed of answer) will be higher and the likelihood of a customer hanging up (abandoned call) increases. During 2011, 311 implemented an "estimated wait time" messaging process so that during times of heavy call volumes and longer wait times customers are provided with an estimate of how long they could wait to speak to an agent. This provides callers with information needed to see if they want to hold for an agent, call back later or possibly go to the City's website to get the information needed or use self-service.





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. In July of 2012, 311 will offer another self-service channel through the implementation of a 311 mobile app. These technologies help control costs in 311 because each customer entered service request avoids the cost of handling a call at 311. (See Appendix for Cost per Call)

What will it take to achieve the target?

To achieve a 15 percent utilization will require 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. The City's launch of the new website in December, with the prominent display of 311 and self-service options, will continue to help. Also, the Open 311 mobile app, due for launch in July, will bring self-service capabilities to smart phone device users as well.

Year to date 2012, there have been a total of 38,784 service requests entered which is 8.3 percent (3,525) less than 2011. Further, 3,032 self-service cases have been entered this year, which is a reduction of 37.6 percent (1,825). Subsequently, self-service utilization has decreased to 7.8 percent year to date. Of note is the 45.9 percent increase in Graffiti cases, the 25.5 percent reduction in Parking Meter complaints and the 86.4 percent reduction in Pothole complaints.

311 is also responsible for the Police eReport intake process. So far in 2012, 2,972 Police eReports were entered. Of those, 1,504 (50.6 percent) were self-service through the City website and 1,468 (49.4 percent) were entered by 311 agents. Overall, the number of Police eReports were nearly identical to the 2,980 reports entered in 2011.

Additional Data on Next Page…

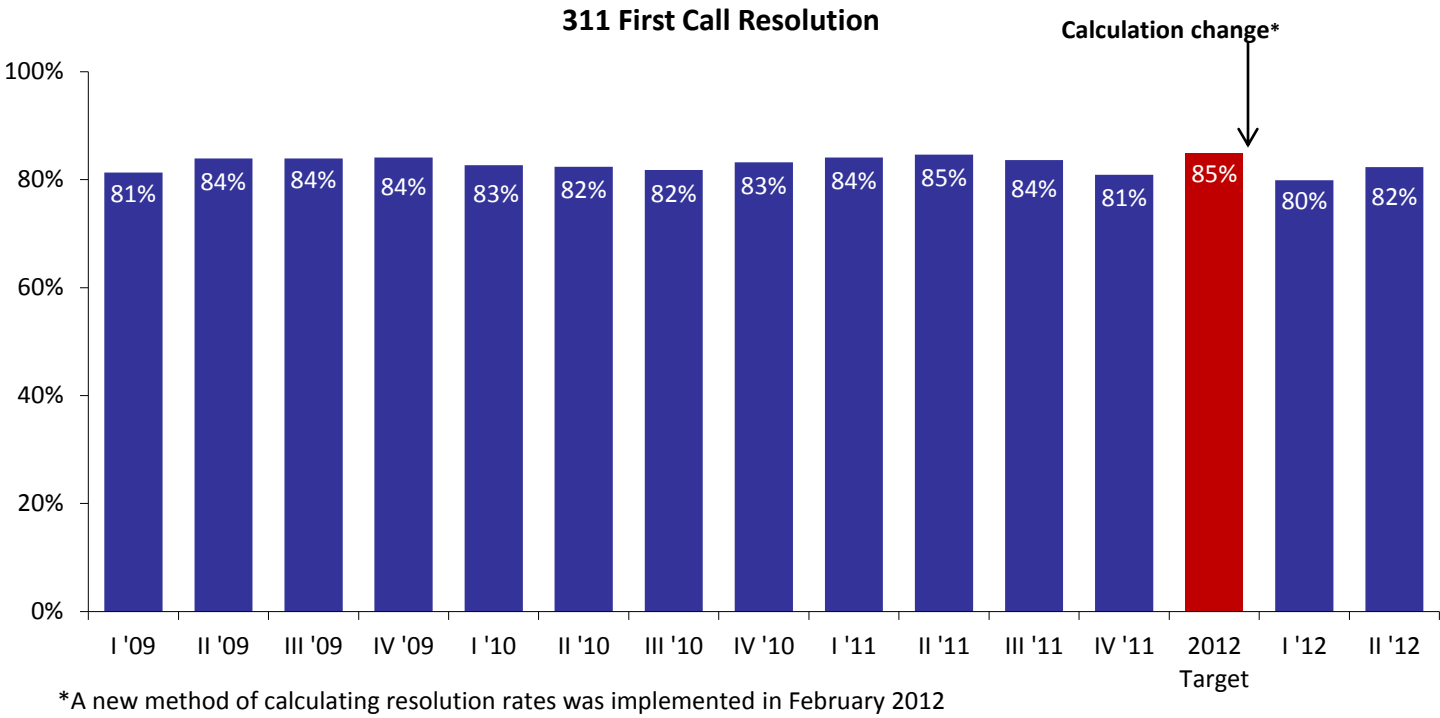
Following is a listing of Lagan self-service requests currently available through the City website.

- 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
- Tall grass complaint

Additional Data on Next Page…

Self-Service Utilization by Request Type

		2012 YTD			2011		
Department Type	Request Type	Count Self Serve	Count	Pct Self Serve	Count Self Serve	Count	Pct Self Serve
311	Customer Feedback	71	71	100%	No Cases		
PW Water Treatment & Distribution Services	Water Quality Issues	108	164	66%	43	76	57%
PW Water Treatment & Distribution Services	Water Service Issue	78	131	60%	90	105	86%
PW Traffic & Parking Services	Parking Ramp/Lot Issue	14	26	54%	53	61	87%
PW Transportation Maintenance & Repair	Sidewalk Structural Complaint	103	236	44%	91	210	43%
PW Traffic & Parking Services	Speed Wagon	21	50	42%	16	34	47%
PW Traffic & Parking Services	Parking Meter Problem	232	646	36%	500	1,157	43%
PW Traffic & Parking Services	Street Light Trouble	119	336	35%	246	448	55%
Regulatory Services	Taxi Service Complaint	21	71	30%	No Cases		
PW Traffic & Parking Services	Traffic Sign - New	7	23	30%	No Cases		
PW Traffic & Parking Services	Traffic Sign - Repair	75	255	29%	110	273	40%
Regulatory Services	Parking Violation Complaint	495	2,007	25%	461	2,691	17%
PW Transportation Maintenance & Repair	Pothole	167	666	25%	1,577	4,572	34%
PW Traffic & Parking Services	Street Light - New	5	21	24%	No Cases		
PW Traffic & Parking Services	Traffic Signal Timing Issue	72	349	21%	80	293	27%
Regulatory Services	Abandoned Vehicle	291	2,037	14%	246	2,245	11%
Regulatory Services	Unpermitted Work	28	205	14%	26	172	15%
PW Solid Waste & Recycling	Graffiti complaint / reporting	635	4,902	13%	603	3,262	18%
PW Traffic & Parking Services	Traffic Signal Trouble	71	548	13%	86	532	16%
PW Traffic & Parking Services	Traffic Sign - Removal	1	13	8%	2	3	67%
PW Transportation Maintenance & Repair	Sidewalk Snow & Ice Complaint	257	3,695	7%	624	3,018	21%
Regulatory Services	Exterior Nuisance Complaint	161	3,259	5%	No Cases		
Summary		**3,032**	**19,711**	**15%**	**4,857**	**19,156**	**25%**



*A new method of calculating resolution rates was implemented in February 2012

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.

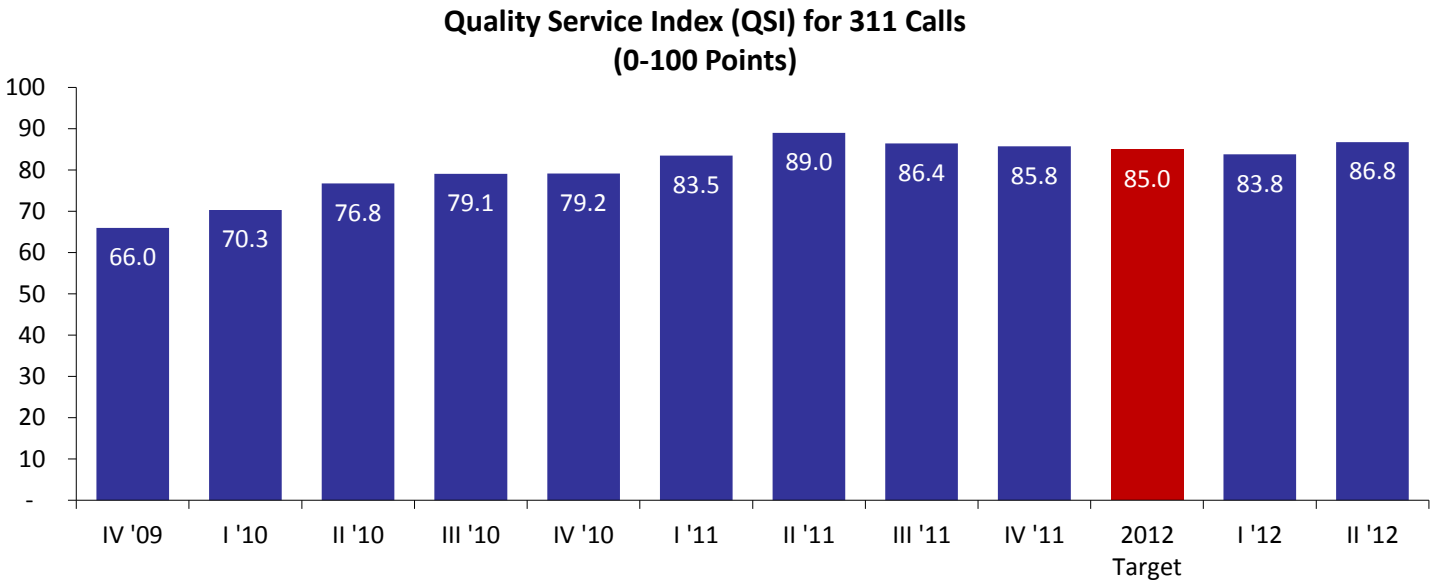
Factors affecting the relative level of first call resolution include how robust the knowledgebase and service request system are, the scope of 311, what types of calls are handled and the philosophy of transfer versus providing the caller with a phone number.

Please note that in January 2012, a revised method for calculating 1st Call resolution was implemented. This calculation is more consistent and simpler for the department and the 311 agents. This new basis will be 2 percent to 3 percent less than what the previous calculation provided.

First Call Resolution Comparative Data to other 311's:

Boston MA	83.4%
Austin TX	53.0%
Calgary AL	85.0%
Philadelphia PA	77.0%
Albuquerque NM	95.6%
San Francisco CA	97.1%
Houston TX	85.0%
Toronto ON	75.0%
Minneapolis MN	81.2% (2012 YTD using new basis for first call resolution)

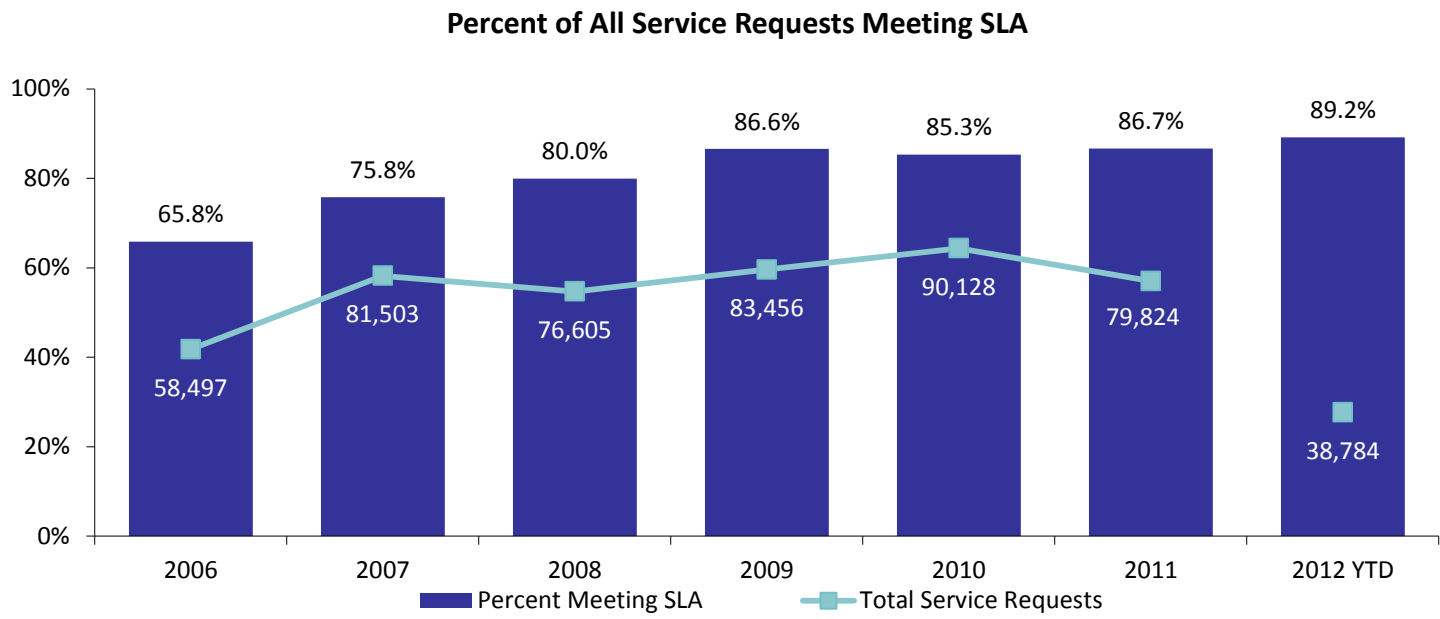
What will it take to achieve the targets?
Continued emphasis on training, knowledge base, scripting and service request development and upkeep are key to the achievement of the target.



Why is this measure important?
The Quality Service Index (QSI) provides a comparative measure of the quality of service that 311 is providing its call in customers. The quality assurance process provides a method to recognize success and identify areas for improvement within 311 and throughout the organization. It measures dimensions such as use of customer service skills, problem solving, interpersonal skills, clarity and accuracy of information, 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 2012 requires a continued emphasis on quality in the areas of people skills, business processes and use of technology. Continuous training, individual coaching sessions and performance management are key ingredients in helping agents perform at the highest level.

An area for further discussion is this quality assurance process measures only the 311 part of the customer process. Consideration may want to be given to the measure of quality of the entire process from request through final resolution.



Why is this measure important?

The ability to provide customers with information concerning how long it will take for their request for service to be addressed or resolved is key to shaping customers' expectations. 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?

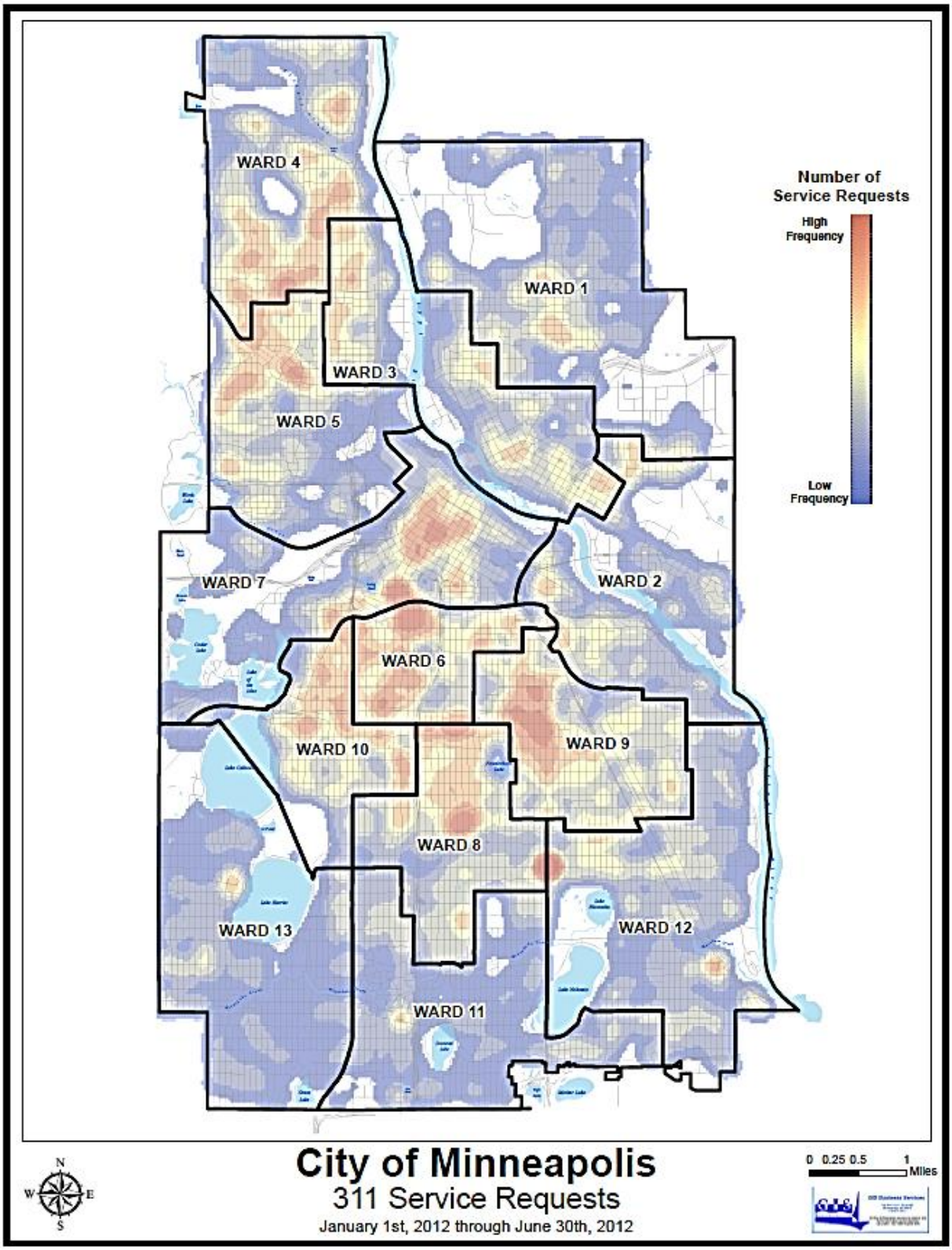
Departmental business managers established service level agreements (SLA's) based on business processes in place and resources available. Increases in the number of service requests, changes in business processes or changes in resources may affect the department's ability to meet these established SLA's. Percent of service requests meeting service level agreement (SLA) in 2012 YTD is 89.2 percent.

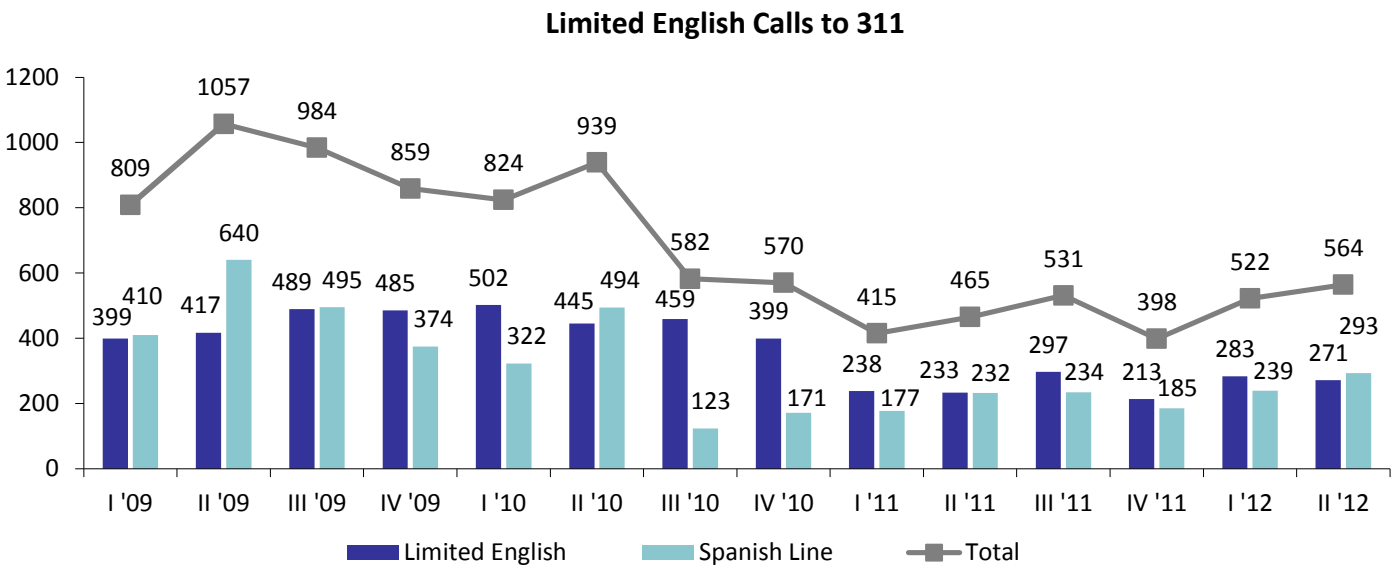
Additional Data on Next Page…

Top 25 Service Requests
Percentage Meeting Service Level Agreement
2012 YTD

			2012 YTD			2011		
Rank	Request Type	SLA	Case Count	On Time	Pct On Time	Case Count	On Time	Pct On Time
1	Graffiti complaint / reporting	20 Days	4,760	4,222	89%	3,262	2,568	79%
2	Sidewalk Snow & Ice Complaint	21 Days	3,695	3,418	93%	3,018	2,315	77%
3	Exterior Nuisance Complaint	15 Days	2,860	2,802	98%	3,271	3,103	95%
4	Abandoned Vehicle	14 Days	2,035	2,034	100%	2,245	2,216	99%
5	Parking Violation Complaint	5 Days	2,006	2,001	100%	2,691	2,488	92%
6	Residential Conditions Complaint	50 Days	1,990	1,979	99%	1,701	1,679	99%
7	Animal Complaint - Livability	11 Days	1,685	1,651	98%	1,618	1,588	98%
8	Zoning Ordinance Question	4 Days	1,210	1,137	94%	1,042	1,034	99%
9	Animal Complaint - Public Health	4 Days	1,010	947	94%	997	948	95%
10	Plan Review Callback	3 Days	997	966	97%	974	950	98%
11	City Attorney Callback Request	3 Days	777	713	92%	368	335	91%
12	Parking Meter Problem	3 Days	645	611	95%	1,157	1,120	97%
13	Pothole	12 Days	622	501	81%	4,572	2,779	61%
14	Rental License Followup	2 Days	578	577	100%	551	550	100%
15	Traffic Signal Trouble	7 Days	546	531	97%	532	528	99%
16	Repair Notice Question	2 Days	453	289	64%	454	261	57%
17	Complaint	5 Days	430	412	96%	452	437	97%
18	PPU Callback	3 Days	423	368	87%	New		
19	Traffic Signal Timing Issue	5 Days	348	284	82%	293	275	94%
20	Sewer Issues	1 Days	337	165	49%	306	179	59%
21	Residential Conditions Complaint HOD Tenant	15 Days	323	305	94%	337	299	89%
22	Suspicious Activity	7 Days	319	217	68%	New to Top 25		
23	Street Light Trouble	12 Days	314	265	84%	448	400	89%
24	Sewer Complaint Data	1 Days	294	293	100%	New to Top 25		
25	311 Police Report Callback	3 Days	292	278	95%	680	632	93%

Additional Data on Next Page…


WARD 4
WARD 1
WARD 3
WARD 5
WARD 7
WARD 2
WARD 6
WARD 10
WARD 9
WARD 8
WARD 13
WARD 12
WARD 11
Number of Service Requests
High Frequency
Low Frequency
City of Minneapolis
311 Service Requests
January 1st, 2012 through June 30th, 2012
N
W
E
S
0 0.25 0.5 1
Miles



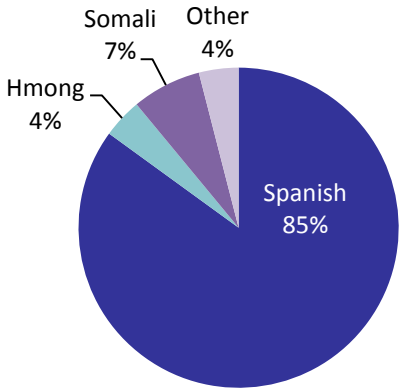
Why is this measure important?
In the area of Community Engagement, an opportunity for the City is to provide easier access to City Services and Information for the limited English speaking groups within the City. A measure of success in this area is the utilization of Minneapolis 311 by these groups.

What will it take to achieve the targets?
Compared to 2011, calls to 311 in 2012 requiring a translator increased by 19 percent. This increase is significant but some what expected given the issues that 311 had encountered with the third party translation service provider used in 2011. In particular, 311 conducted an investigation and found a problem with the contract interpreters handling of calls on the Spanish Line. This problem lead to a change of the interpreter service provider at year end.

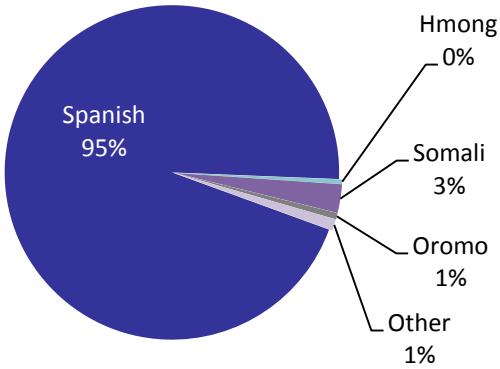
Additionally, awareness of 311 in the community will continue to grow due to the distribution of 311 promotional materials and dvd's in multiple languages to libraries, neighborhood groups and at various community events. It is also expected that the announcement of the Minneapolis 311 mobile app will engage a segment of the population that may have previously not been engaged.

Language Breakdown of Limited English Calls

2012

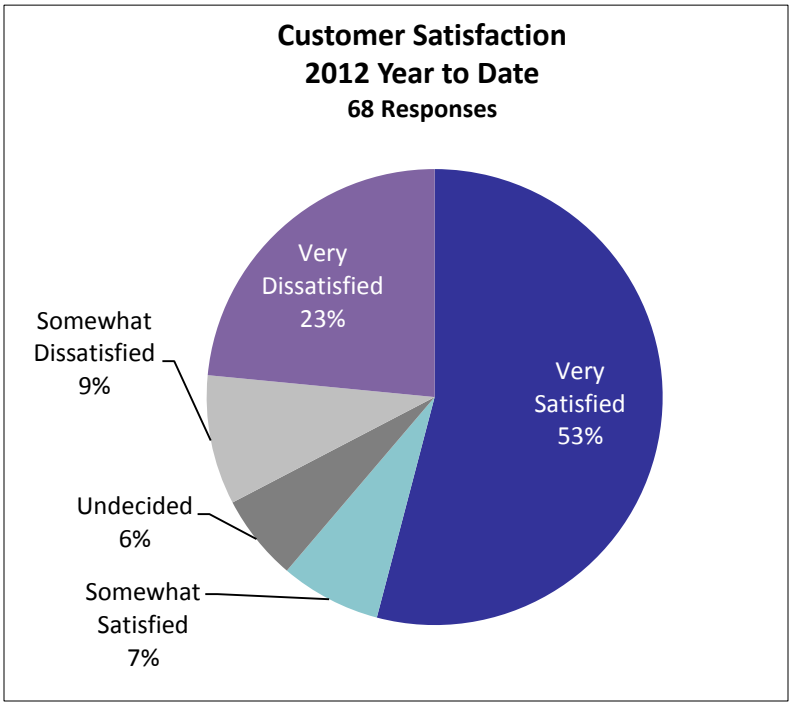


2011



Note: These do not include calls to the dedicated Spanish line

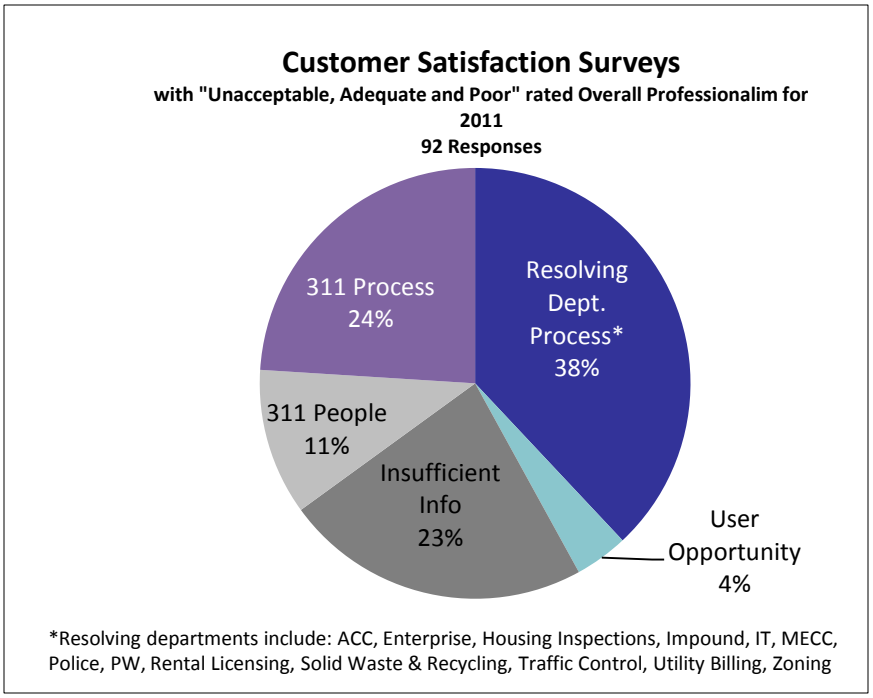
Why is this measure important?
Customer feedback is a key element to any organization in seeking continuous improvement. In February, 2012, 311 implemented a new process for gathering customer feedback. This process replaced a stand alone, manually intensive process with one built on the functionality of 311's customer relationship management system (Lagan CRM). This provided for more efficient tracking of customer feedback along with improved reporting capabilities. The results of this survey will provide a basis for comparison and continuous improvement going forward. Additionally, it provides insight for particular business processes that could be improved to better meet customer needs.



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. Additionally, survey results are viewed with an eye towards potential process improvement ideas. The objective is to show continuous improvement in response ratings over time.

Currently, 60 percent of the customers who completed surveys were very or somewhat satisfied. Of the 34 percent of respondents who indicated that they were very or somewhat dissatisfied, 56 percent indicated there issue was not resolved to their satisfaction.

Follow Up to January Update
At the January 2012 update, the previous survey indicated a slight decline in "overall professionalism shown by the 311 staff" in 3rd and 4th quarters of 2011 compared to previously. This information did not seem consistent with other 311 measures and surveys. Upon further analysis, this measure proved not to be an accurate measure for 311 as only 32 percent of responses were attributable to 311.



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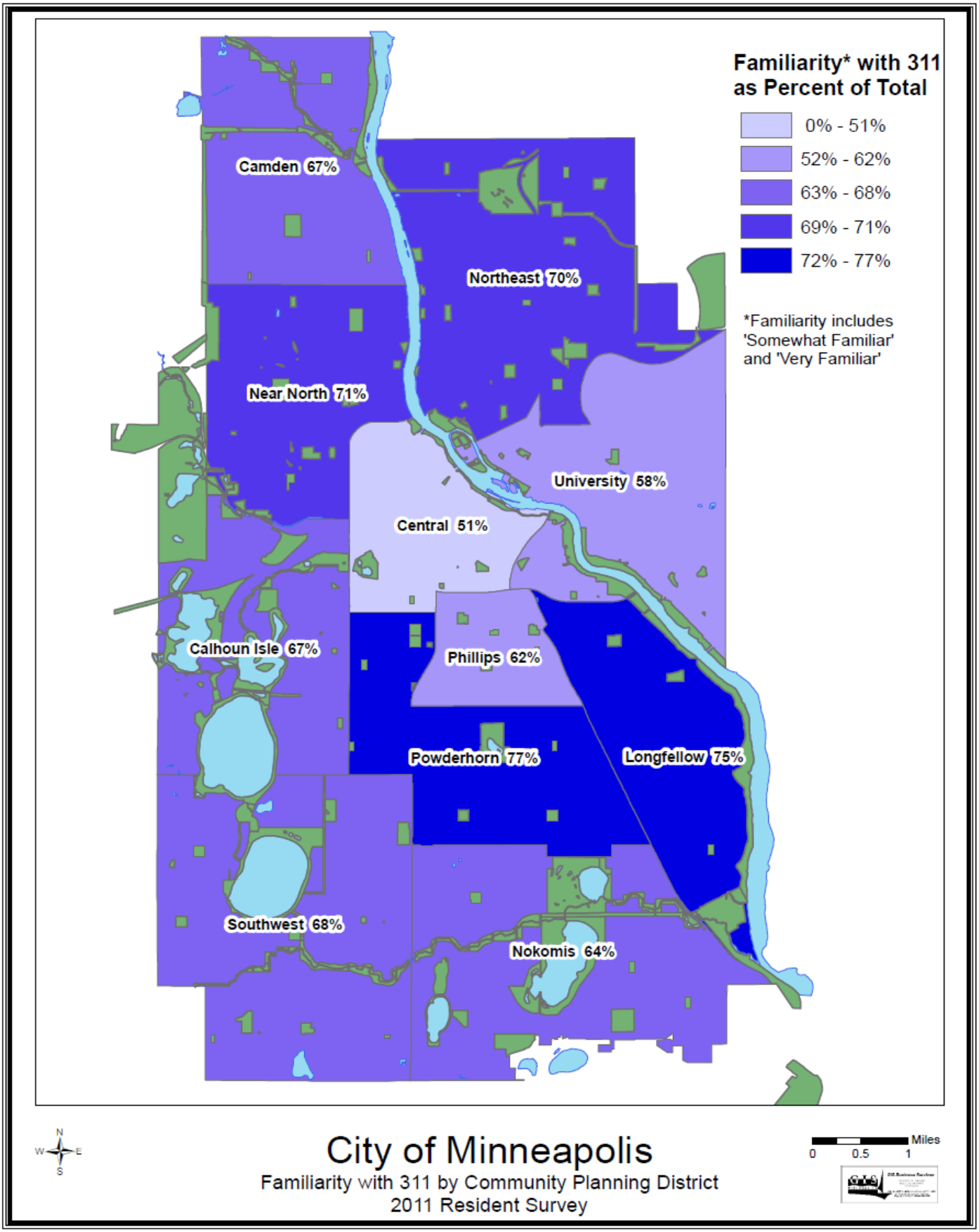
Familiarity* with 311 as Percent of Total
0% - 51%
52% - 62%
63% - 68%
69% - 71%
72% - 77%
*Familiarity includes 'Somewhat Familiar' and 'Very Familiar'
Camden 67%
Northeast 70%
Near North 71%
University 58%
Central 51%
Calhoun Isle 67%
Phillips 62%
Powderhorn 77%
Longfellow 75%
Southwest 68%
Nokomis 64%
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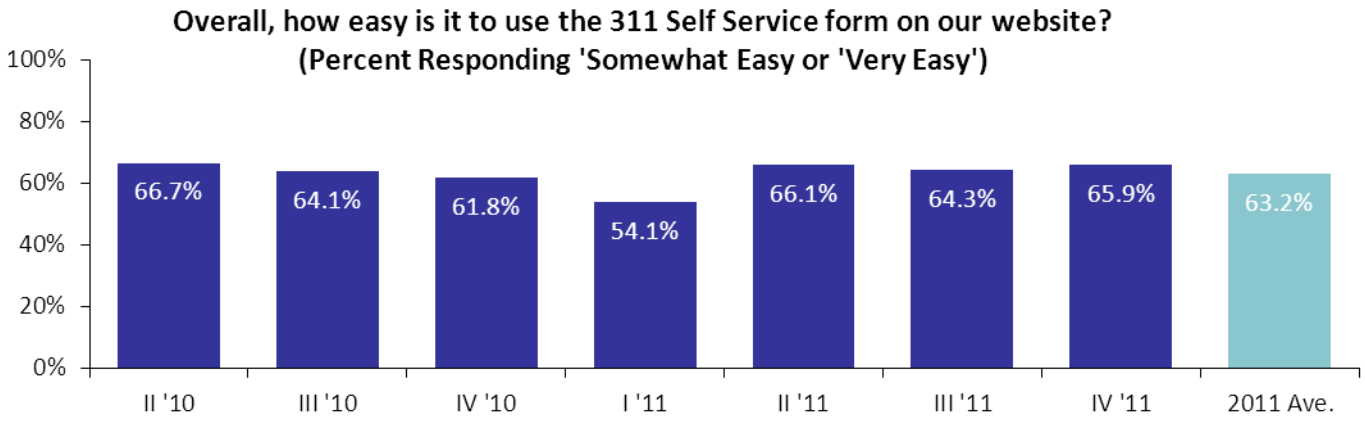
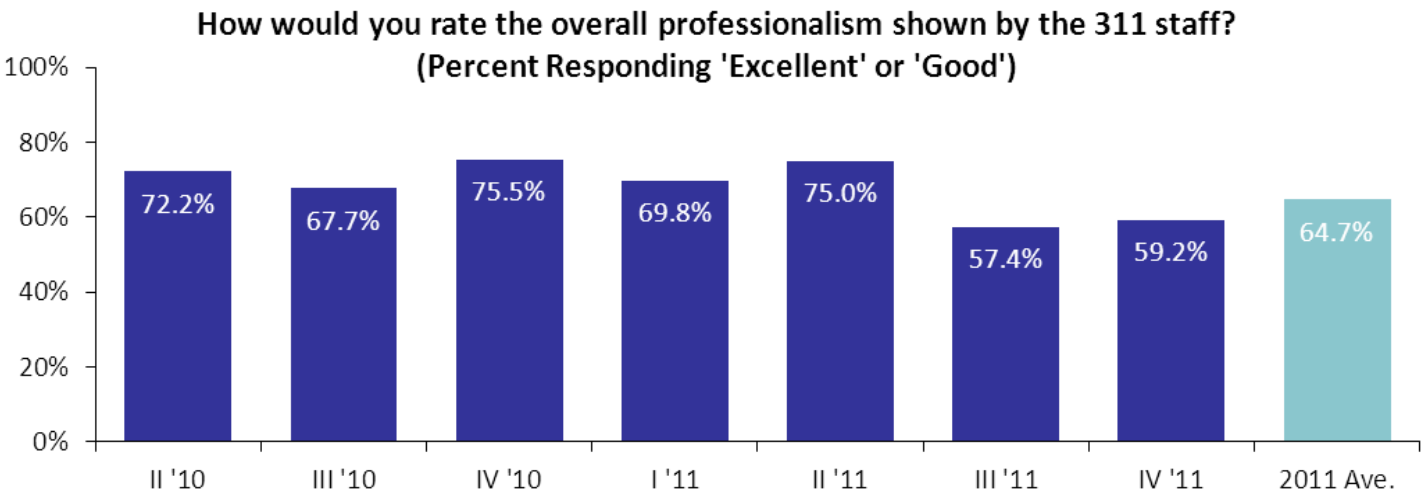
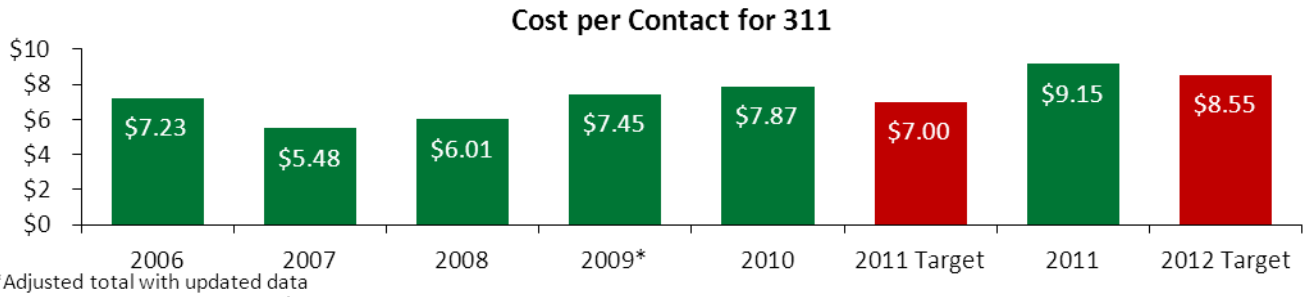
1
City of Minneapolis
Familiarity with 311 by Community Planning District
2011 Resident Survey

Customer Survey Feedback 2011







*Adjusted total with updated data

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