

# Results MINNEAPOLIS

311

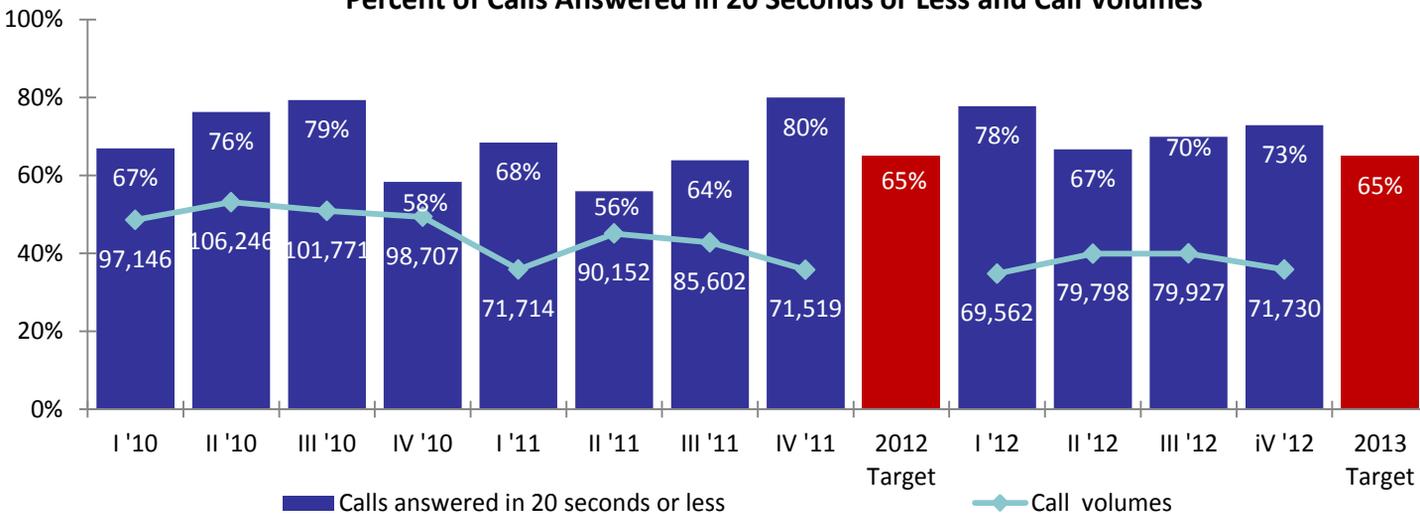
January 15, 2013

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311

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**Percent of Calls Answered in 20 Seconds or Less and Call Volumes**



**Why is this measure important?**

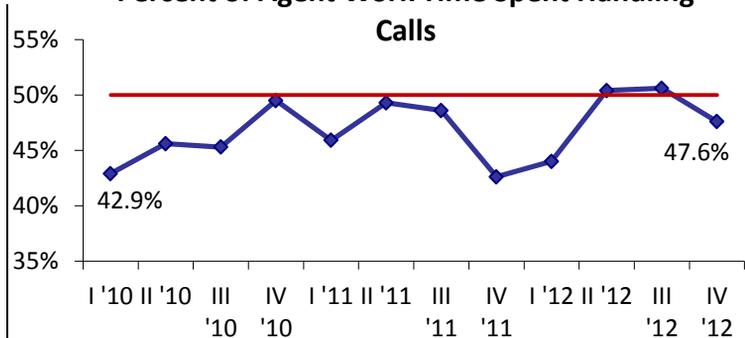
Maintaining acceptable service levels mean callers to 311 will experience a minimally acceptable wait time before speaking to a 311 customer service agent. Three common measures reported herein are percent calls answered in 20 seconds, average speed of answer and percent calls abandoned (see page 4).

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

311's 2012 goal was to answer 65 percent of calls within 20 seconds. 311 supervisors monitor service levels through out the day making real time adjustments in order to optimize staffing and service levels to customers. For the year, 311 achieved a service level of 71.6 percent of calls within 20 seconds.

During 2012, 311 handled 301,017 calls and 18,542 emails compared to 318,987 calls and 16,440 emails in 2011. The 5.6 percent reduction in calls answered is a direct result of the 6.3 percent decrease in calls received. This is due to the mild winter conditions in first and fourth quarters plus continued channel shifting by customers to email, web, 311 app and social media. Additionally, 311 experienced a 12.3 percent increase in voicemails, processing 6,329 voicemails this year compared to 5,636 in 2011.

**Percent of Agent Work Time Spent Handling Calls**



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

**What strategies will be used to stay under the max handling time target?**

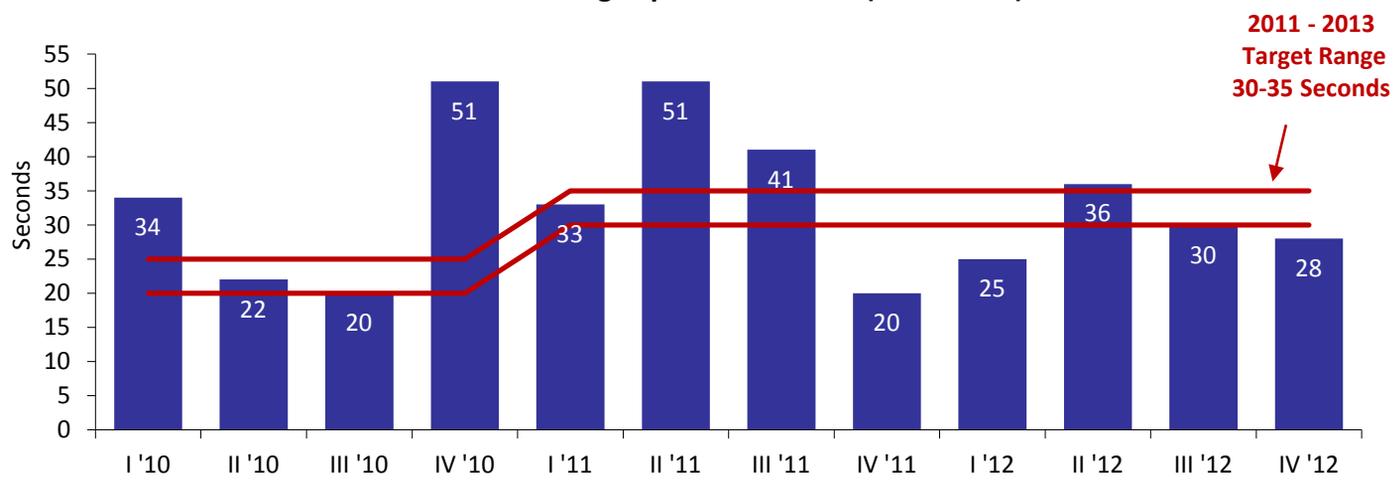
Two primary strategies include:

- 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, the 311 mobile app, and improving website usability.

Following are the handling time results of an informal survey presented to a peer group of 311 centers (2010):

San Francisco, CA	52.0%
Albuquerque, NM	49.0%
<b>Minneapolis, MN</b>	<b>48.2%</b> (2012)
Denver, CO	46.7%
Vancouver, BC	44.2%
Toronto, ON	38.0%

### 311 Average Speed of Answer (In Seconds)



2011 - 2013  
Target Range  
30-35 Seconds

#### Why is this measure important?

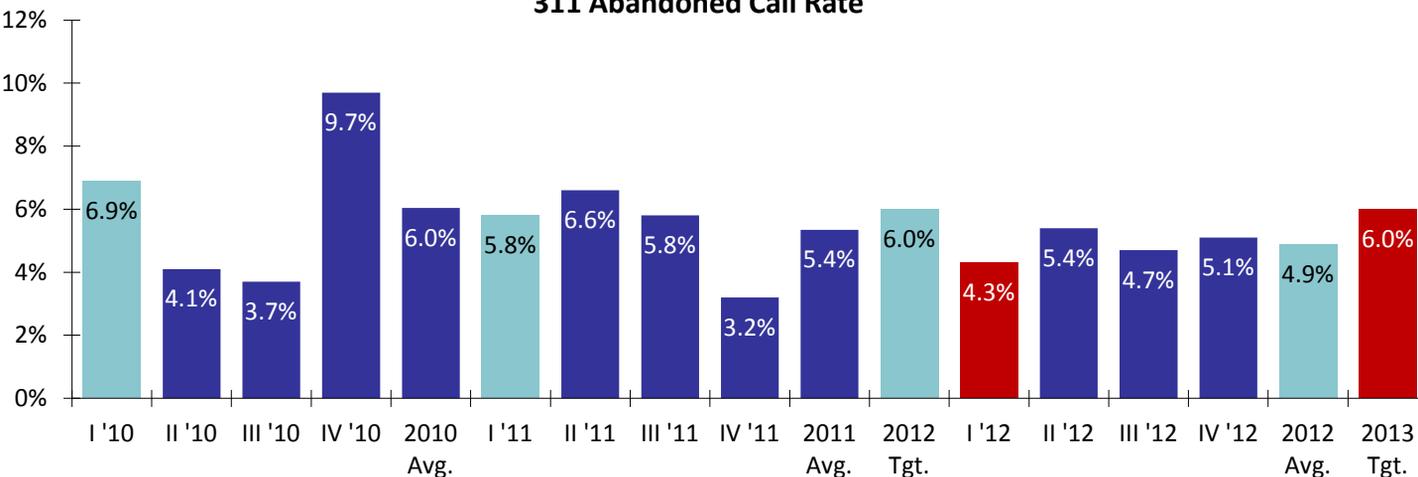
Average speed of answer (ASA) is a measure of all customers who contacted 311 and spoke to a 311 agent and, on the average, how long they waited before speaking to a 311 customer service agent. Abandoned rate is also a measure of all customers who tried to contact 311 but hung up before connecting to a 311 customer service agent.

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

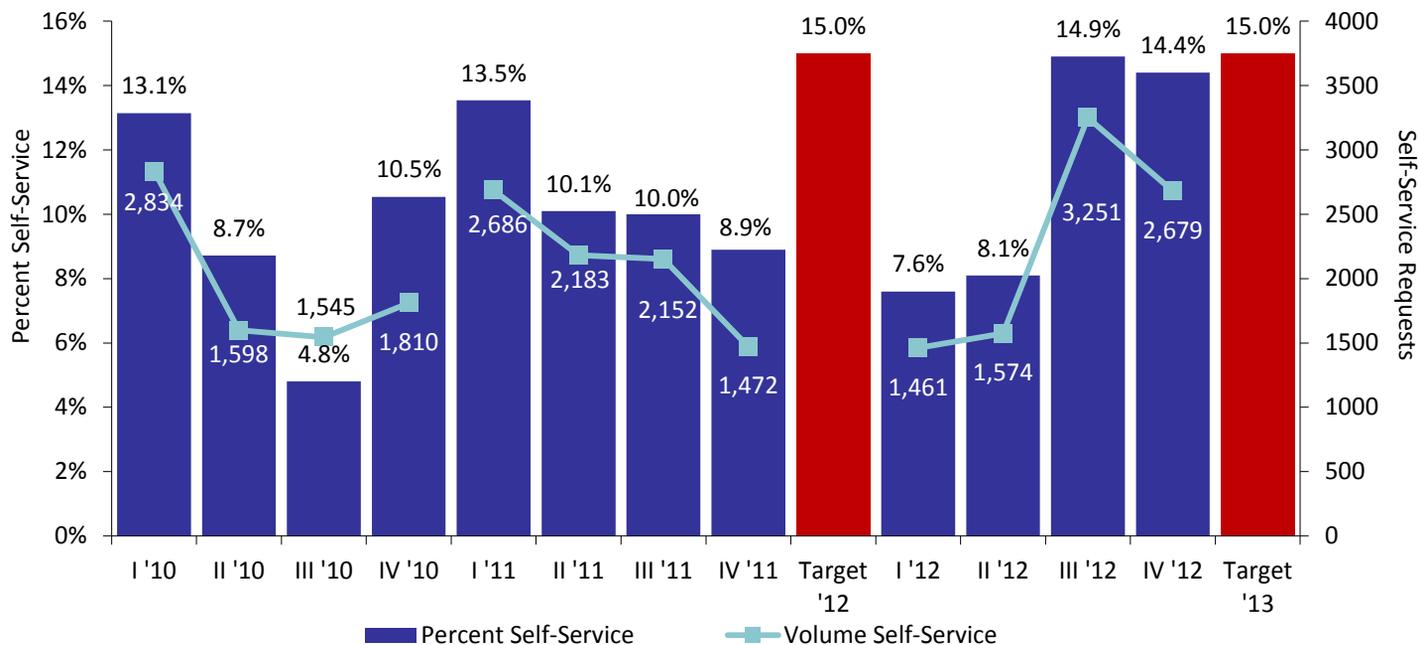
A comprehensive comparative survey of 311 organizations across North America was conducted in October, 2012. Over 60 cities participated in the study. According to survey responses, the most common service level target was 80 percent of calls answered in 30 seconds with an average speed of answer of 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. A summary report is being prepared and will be included in 311's next *Results Minneapolis* progress conference.

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. In conditions when the estimated wait time will be longer than 20 seconds, 311 provides an automated message to callers estimating how long it will be before they will speak to an agent.

### 311 Abandoned Call Rate



### 311 Self-Service Utilization as a Percent of Total Service Requests



#### Why is this measure important?

Self-service utilization is a measure of the frequency that customers are entering their own service requests online or through the mobile app. These methods provide 24x7 access to frequently requested city services. In July of 2012, 311 launched it's 311 mobile app.

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

With the launch of the 311 mobile app in July, the Self-Service Utilization goal of 15 percent was very nearly met in the third and fourth quarter. With the popularity of smartphones and smartphone apps, this level of participation is expected to continue.

For 2012, there have been a total of 79,270 service requests entered which is almost identical to 79,824 in 2011. It is worth noting that there were 79.6 percent (4,297) fewer pothole requests and 48.0 percent (1,054) fewer parking meter problem service requests entered compared to the previous year. Service requests showing the largest increases were MECC/911 requests, up 142.5 percent (449) and City Attorney callback requests up 46.8 percent (490). (See page 12.)

Overall, self service utilization for the year was 11.3 percent compared to 10.8 percent last year. There were 8,962 self-service cases entered by customers this year which is an increase of 469 (5.5 percent) over last year.

311 is also responsible for the Police eReport intake process. This year, 6,332 Police eReports were entered, of which, 3,282(51.8 percent) were self-service through the City website and 3,050 (48.2 percent) were entered by customer service agents or CSO's at 311. Overall, the number of Police eReports were 665 (9.5 percent) less than 2011.

Additional Data on Next Page...

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

### **Online:**

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

### **311 Mobile App:**

- Abandoned Vehicle
- Graffiti
- Parking Meter
- Parking Violation
- Pothole
- Sidewalk – Damaged or Broken
- Sidewalk – Snow/Ice
- Street Light
- Traffic Sign Repair
- Traffic Signal Timing
- Traffic Signal Trouble
- Other Issue (Discontinued)

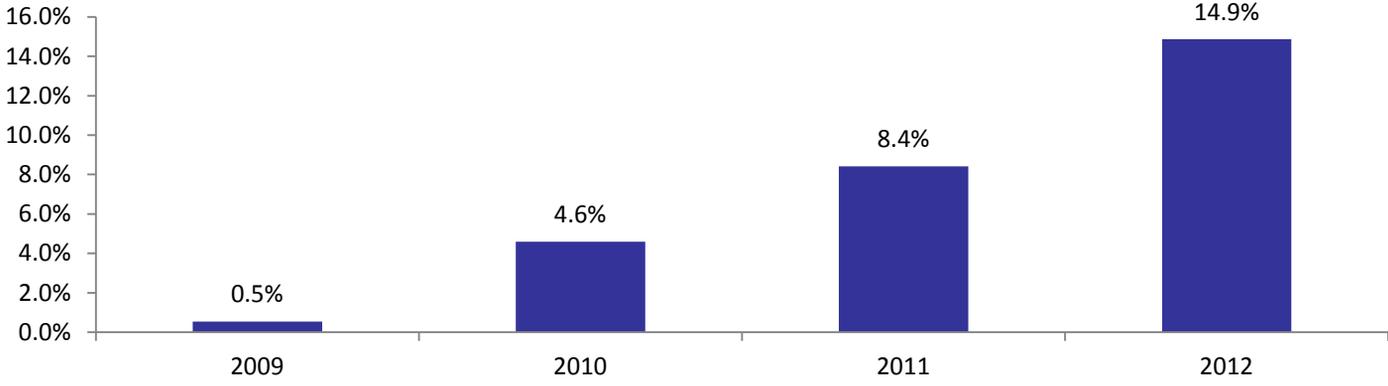
Additional Data on Next Page...

## Self-Service Utilization by Request Type

Department Type	Request Type	2012			2011		
		Count Self Serve	Count	Pct Self Serve	Count Self Serve	Count	Pct Self Serve
311	Customer Feedback	120	120	100%	No Cases		
PW Water Treatment & Distribution Services	Water Quality Issues	199	328	61%	100	76	57%
PW Water Treatment & Distribution Services	Water Service Issue	154	251	61%	177	247	72%
PW Traffic & Parking Services	Parking Ramp/Lot Issue	19	38	50%	79	105	75%
PW Transportation Maintenance & Repair	Sidewalk Structural Complaint	195	486	40%	414	749	55%
PW Traffic & Parking Services	Speed Wagon	42	96	44%	44	92	48%
PW Traffic & Parking Services	Parking Meter Problem	413	1,143	36%	956	2,309	41%
PW Traffic & Parking Services	Street Light Trouble	586	1,053	56%	472	967	59%
Regulatory Services	Taxi Service Complaint	46	133	35%	25	94	27%
PW Traffic & Parking Services	Traffic Sign - New	17	55	33%	7	326	2%
PW Traffic & Parking Services	Traffic Sign - Repair	142	482	29%	158	623	25%
Regulatory Services	Parking Violation Complaint	1,381	4,728	29%	798	8,165	19%
PW Transportation Maintenance & Repair	Pothole	352	1,103	32%	1,811	5,540	33%
PW Traffic & Parking Services	Street Light - New	15	46	33%	11	71	15%
PW Traffic & Parking Services	Traffic Signal Timing Issue	231	824	28%	249	878	28%
Regulatory Services	Abandoned Vehicle	889	4,709	19%	542	4,846	11%
Regulatory Services	Unpermitted Work	54	411	13%	55	415	13%
PW Solid Waste & Recycling	Graffiti complaint / reporting	1,896	9,442	20%	1,518	8,165	19%
PW Traffic & Parking Services	Traffic Signal Trouble	197	1,195	17%	203	1,233	16%
PW Traffic & Parking Services	Traffic Sign - Removal	2	22	9%	3	155	2%
PW Transportation Maintenance & Repair	Sidewalk Snow & Ice Complaint	667	5,205	13%	728	3,965	18%
Regulatory Services	Exterior Nuisance Complaint	413	7,217	6%	No Cases		
311	Report Request	9	9	100%	No Cases		
311	Call Report	19	19	100%	19	19	100%
Other	Other Issues	939	939	100%	No Cases		
<b>Summary</b>		<b>8,997</b>	<b>40,054</b>	<b>22%</b>	<b>8,534</b>	<b>43,318</b>	<b>20%</b>



### Percentage of Visitors to City's Website on Mobile Device (including Tablet)



#### Why is this measure important?

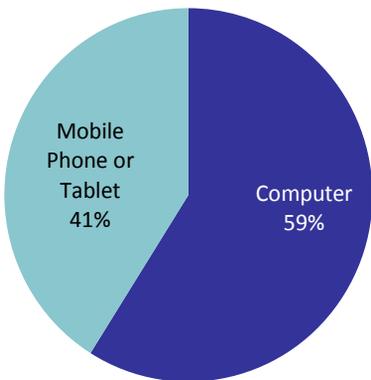
Our customers preferred channels for communicating with the City and 311 are evolving. One of the channels that many of our residents are shifting to is mobile smart devices. Residents are expecting local government organizations, like 311, to be able to provide accessibility and transparency through this channel.

For the City, it provides the opportunity to engage a whole new segment of the population. Additionally, with the Open 311 protocols being adopted nationwide, it provides the opportunity to further automate the citizen interaction with the City, reducing costs and calls to 311 while providing 24 x 7 access to City services and information.

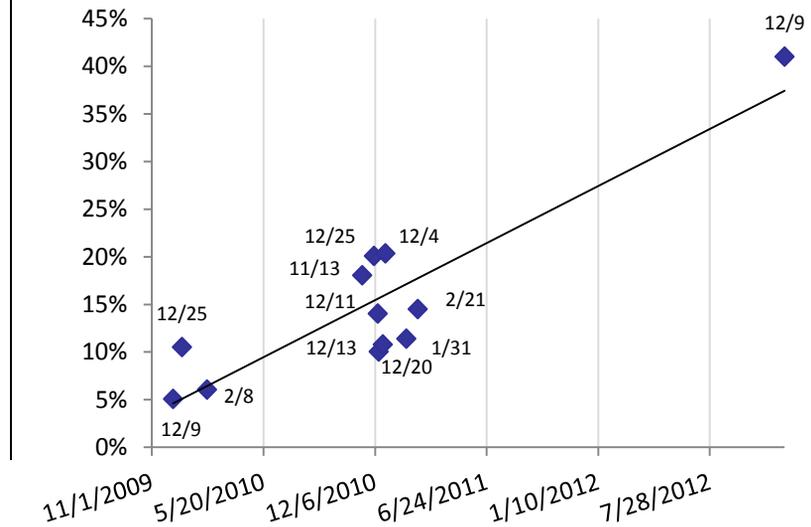
#### What will it take to make progress?

The successful launch of 311's app in 2012 was the first step. The doubling of customer self service utilization in quarters three and four of 2012 is an indication of this success. Growth in the types of service requests offered by the app are an obvious next step. Additionally, the app will soon allow web services linking, which will provide even greater access to City services and information.

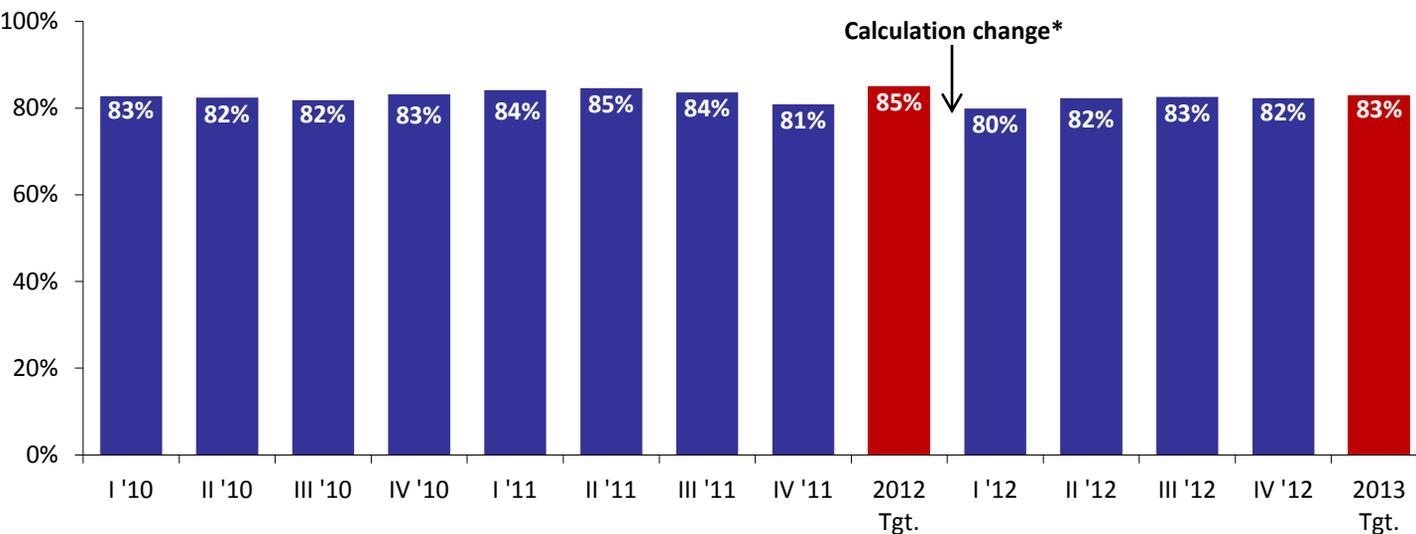
#### Traffic to Website on Dec 9, 2012 Snow Emergency (64,451 visits)



#### Percent of Traffic to City's Website from Mobile Devices on Declared Snow Emergencies



### 311 First Call Resolution



\*A new method of calculating resolution rates was implemented in January 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 caller 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 first call resolution was implemented. This calculation is more consistent and simpler for the department and the 311 agents. This new basis will be two percent to three percent less than what the previous calculation provided. The average for 2012 was 81.8 percent.

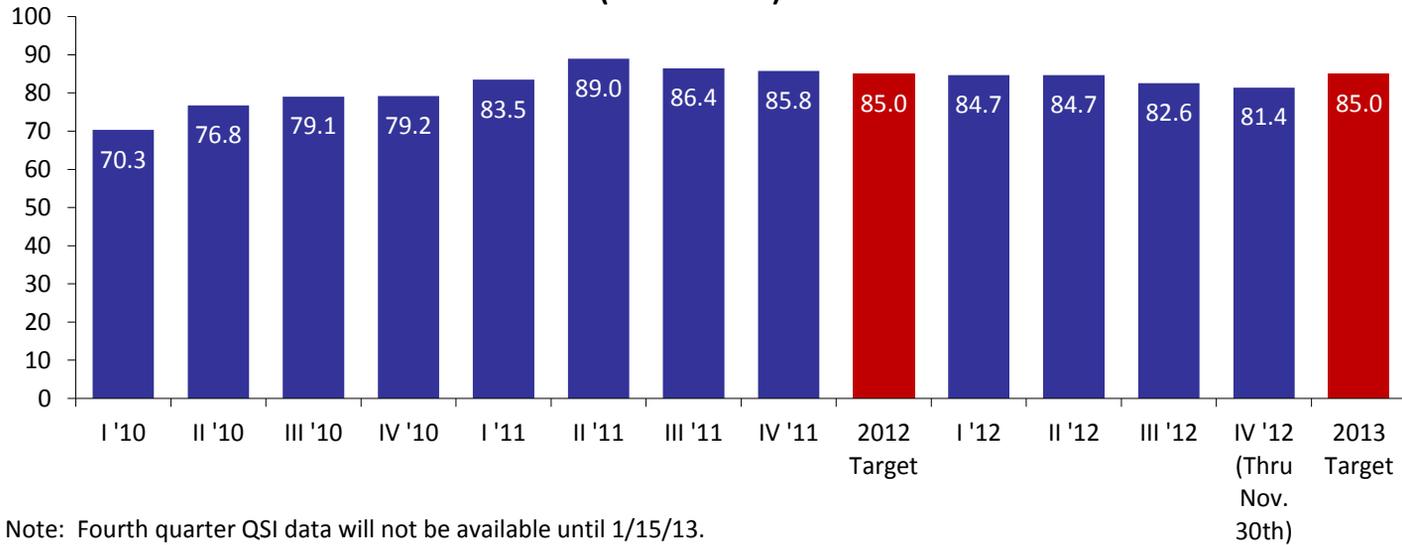
#### First Call Resolution Comparative Data (2010) to other 311’s:

San Francisco, CA	97.1%
Albuquerque, NM	95.6%
Calgary, AL	85.0%
Houston, TX	85.0%
Boston, MA	83.4%
<b>Minneapolis, MN</b>	<b>81.8%</b> (2012)
Philadelphia, PA	77.0%
Toronto, ON	75.0%
Austin, TX	53.0%

#### 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. Additionally, to provide a more seamless customer experience, in 2013, 311 will look to providing a transfer to other agencies (i.e. Park Board). This action, while being more customer friendly, will actually lower the first call resolution.

**Quality Service Index (QSI) for 311 Calls  
(0-100 Points)**



**Why is this measure important?**

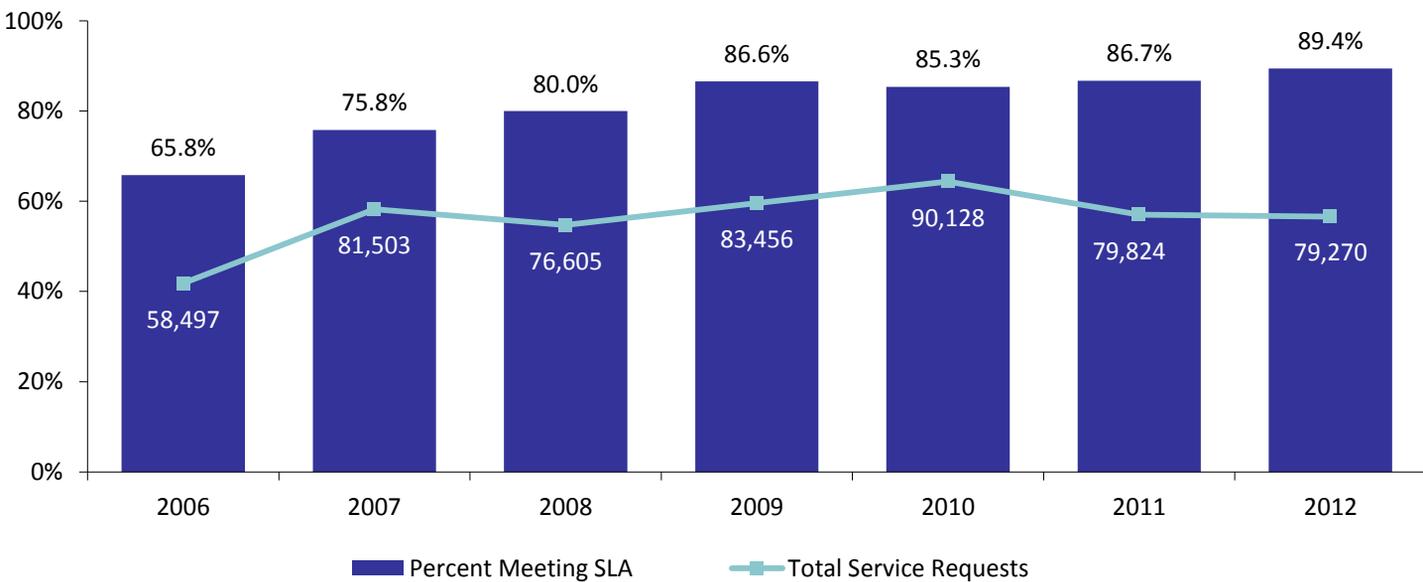
The Quality Service Index (QSI) provides a comparative measure of the quality of service that 311 is providing its call in customers. The quality assurance process provides a method to recognize success and identify areas for improvement within 311 and throughout the organization. It measures dimensions 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?**

311 achieved an 83.5 QSI score for the year. The goal for 2013 is 85.0. Achievement of this goal will require 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.

This quality assurance process only measures the 311 part of the customer process. Consideration of this measure of quality for the entire customer experience, from request through final resolution, may be an area for further discussion.

**Percent of All Service Requests Meeting SLA**



**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 SLA in 2012 is 89.4 percent. The continuous improvement in the percent meeting SLA is an indication of the overall improvement in the City’s ability to meet its commitments to its customers.

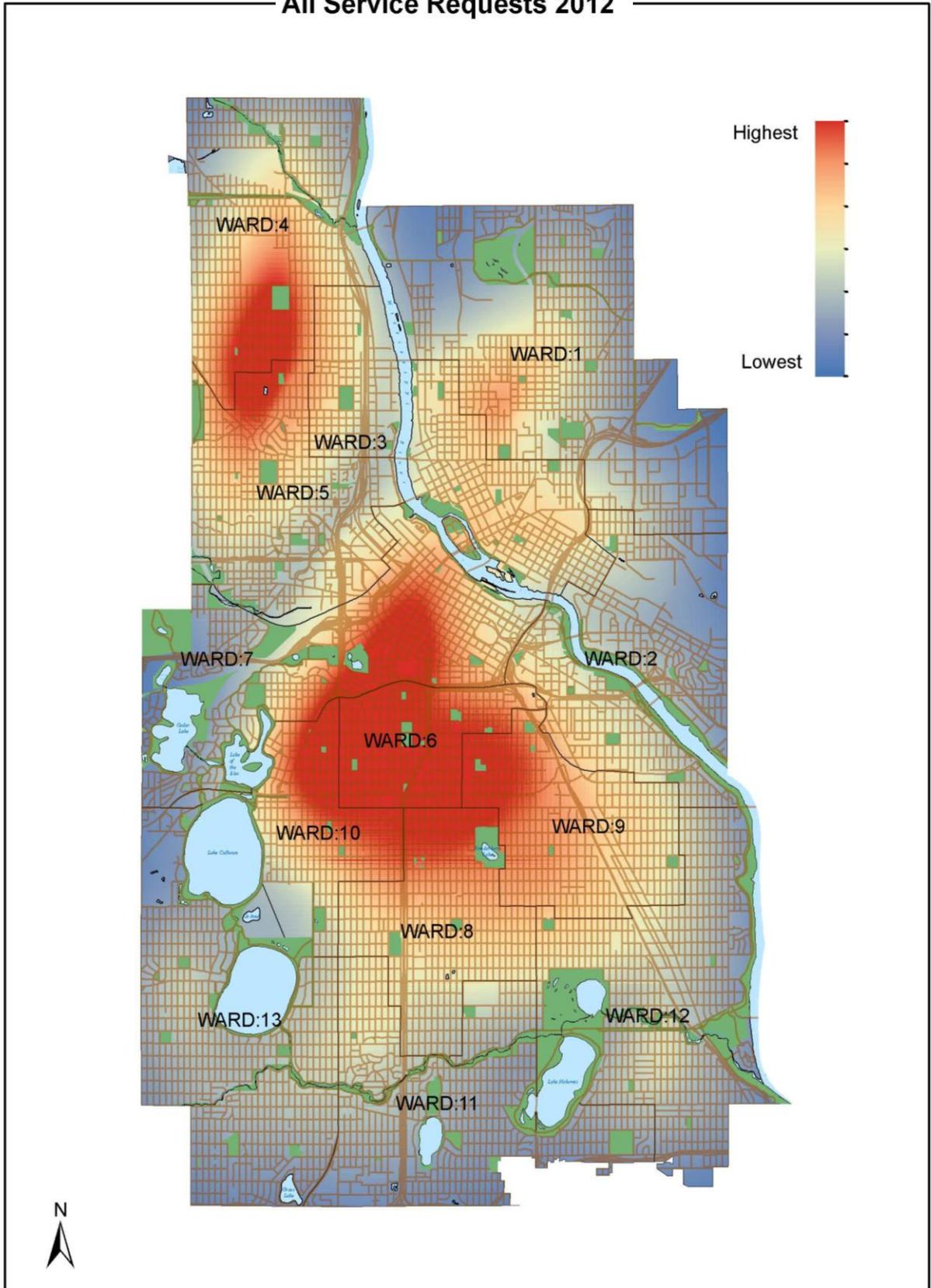
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**Top 25 Service Requests  
Percentage Meeting Service Level Agreement  
2012**

Rank	Request Type	SLA	2012			2011		
			Case Count	On Time	Pct On Time	Case Count	On Time	Pct On Time
1	Graffiti complaint / reporting	20 Days	9,442	8,215	87%	8,083	6,849	85%
2	Exterior Nuisance Complaint	15 Days	7,217	7,000	97%	7,322	7,096	97%
3	Sidewalk Snow & Ice Complaint	21 Days	5,210	4,552	87%	3,920	3,190	81%
4	Parking Violation Complaint	14 Days	4,728	4,672	99%	4,464	4,141	93%
5	Abandoned Vehicle	5 Days	4,708	4,703	100%	4,771	4,717	99%
6	Residential Conditions Complaint	50 Days	3,761	3,700	98%	3,492	3,442	99%
7	Animal Complaint - Livability	11 Days	3,391	3,288	97%	3,356	3,225	96%
8	Zoning Ordinance Question	4 Days	2,192	2,106	96%	1,992	1,981	99%
9	Rental License Followup	2 Days	1,861	1,858	100%	1,667	1,666	100%
10	Plan Review Callback	3 Days	1,854	1,741	94%	2,105	2,040	97%
11	Animal Complaint - Public Health	4 Days	1,687	1,603	95%	1,743	1,631	94%
12	City Attorney Callback Request	3 Days	1,536	1,419	92%	1,046	968	93%
13	Traffic Signal Trouble	7 Days	1,195	1,115	93%	1,161	1,136	98%
14	Parking Meter Problem	3 Days	1,143	1,071	94%	2,197	2,098	95%
15	Pothole	12 Days	1,103	904	82%	5,400	3,400	63%
16	Street Light Trouble	12 Days	1,053	860	82%	951	782	82%
17	Other Issue - Open311	5 Days	939	931	99%	New		
18	Traffic Signal Timing Issue	5 Days	824	628	76%	851	736	86%
19	311 Police Report Callback	3 Days	768	733	95%	1,042	969	93%
20	Complaint	5 Days	767	736	96%	704	675	96%
21	MECC/911	10 Days	764	243	32%	315	186	59%
22	Snow & Ice Complaint	3 Days	754	662	88%	1,565	898	57%
23	Residential Conditions Complaint HOD Tenant	15 Days	736	634	86%	726	659	91%
24	PPU Callback	3 Days	731	635	87%	215	185	86%
25	Suspicious Activity	7 Days	691	553	80%	607	583	96%

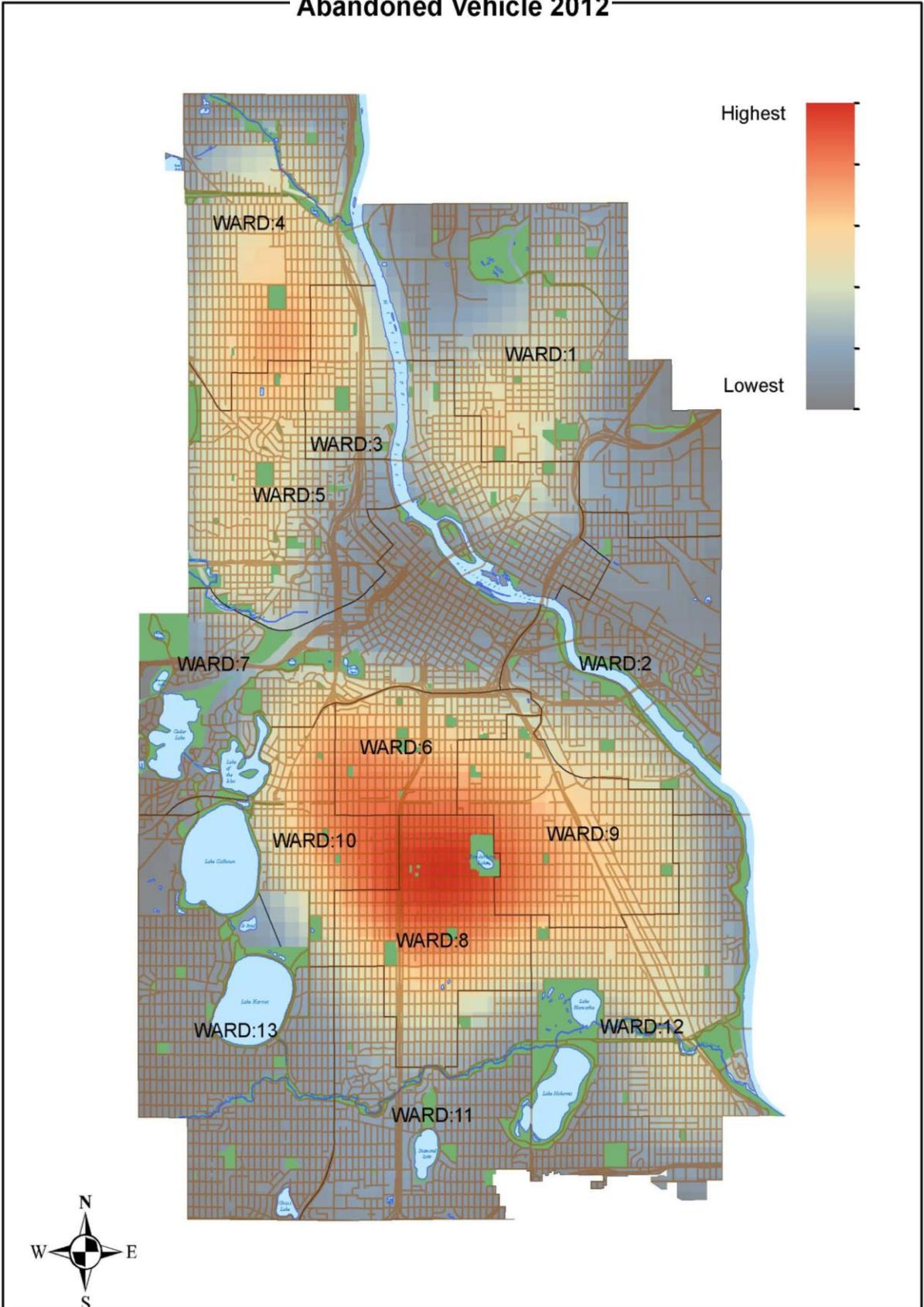
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### City of Minneapolis All Service Requests 2012



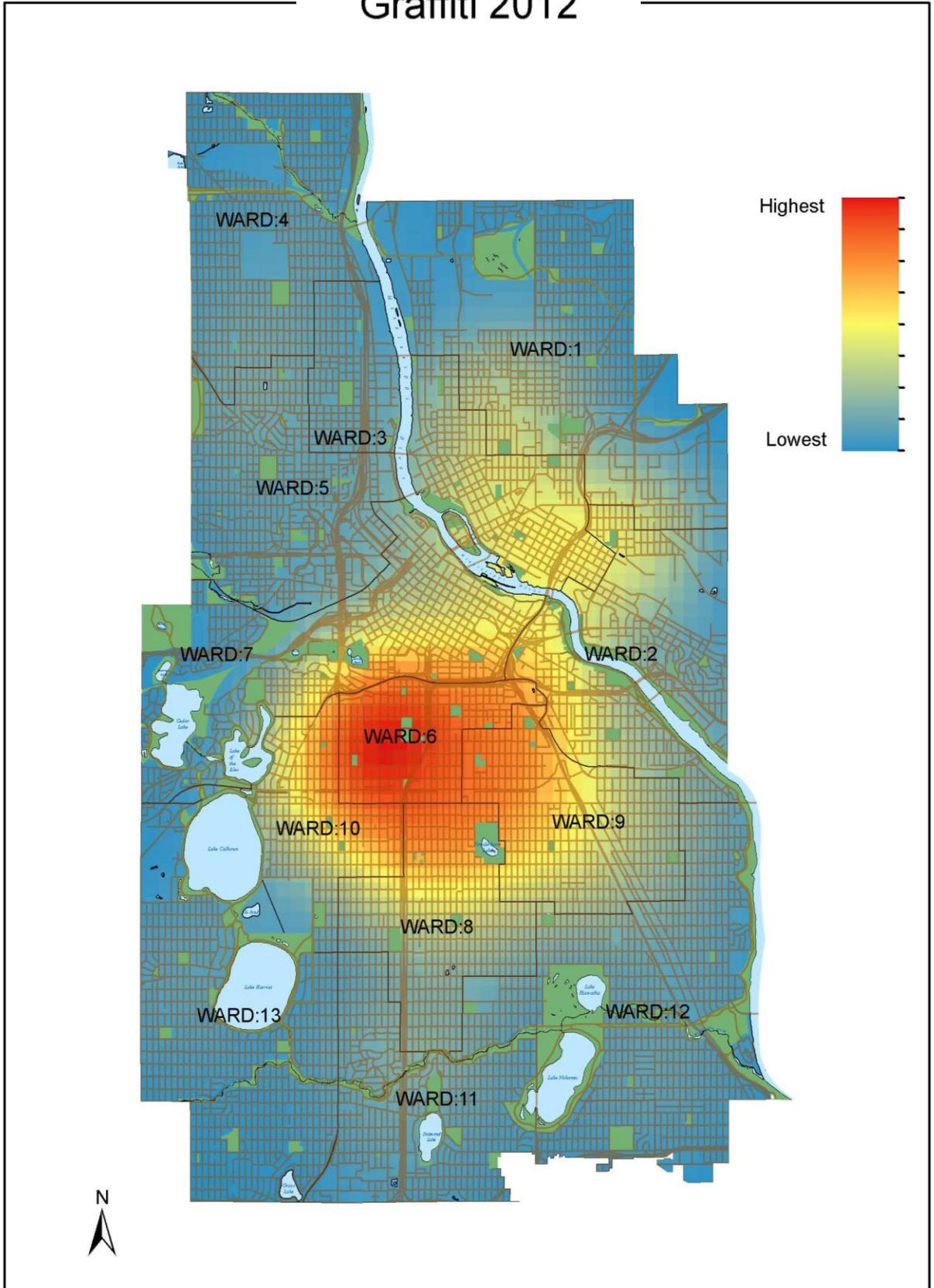


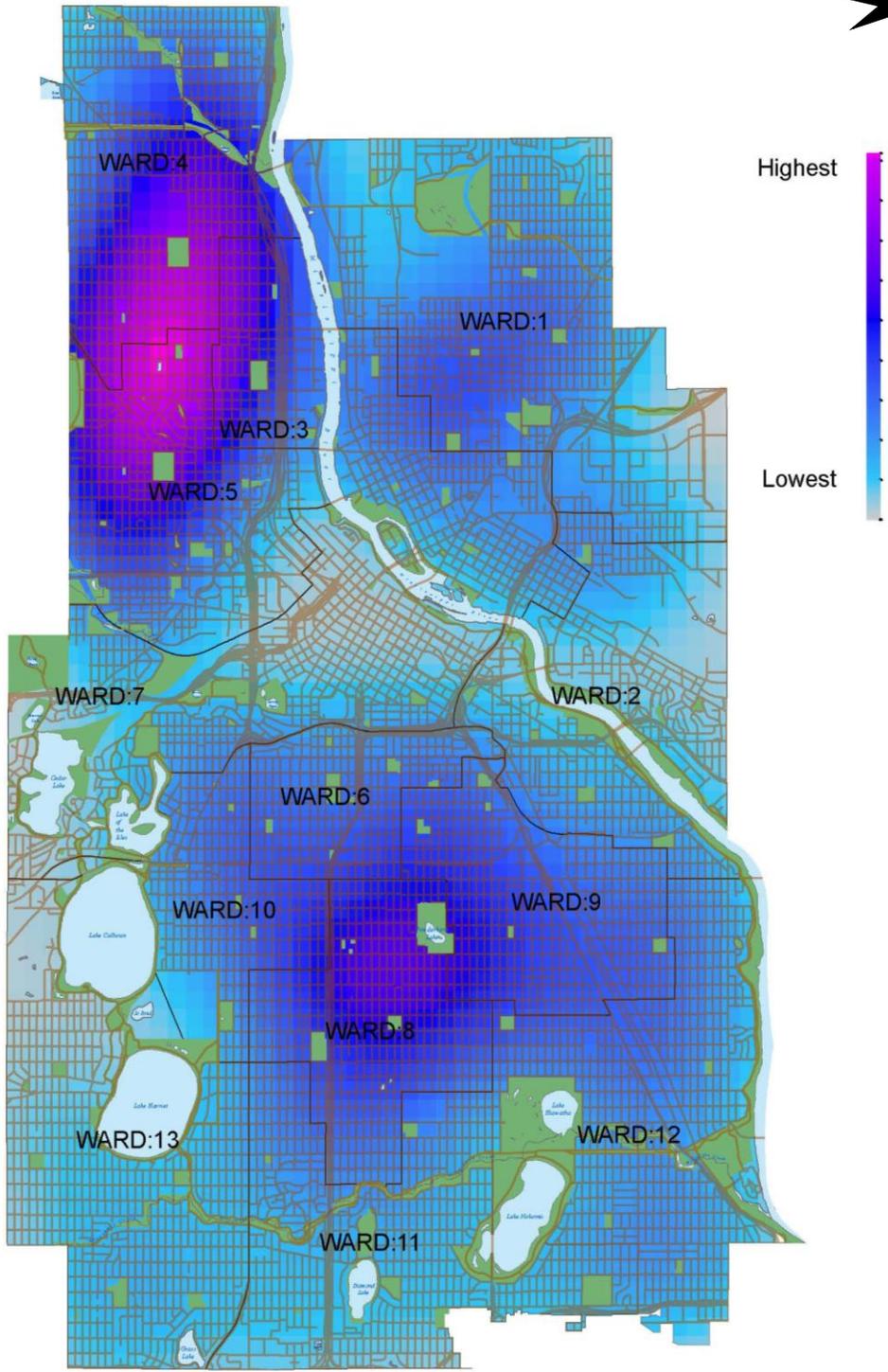
# City of Minneapolis Abandoned Vehicle 2012





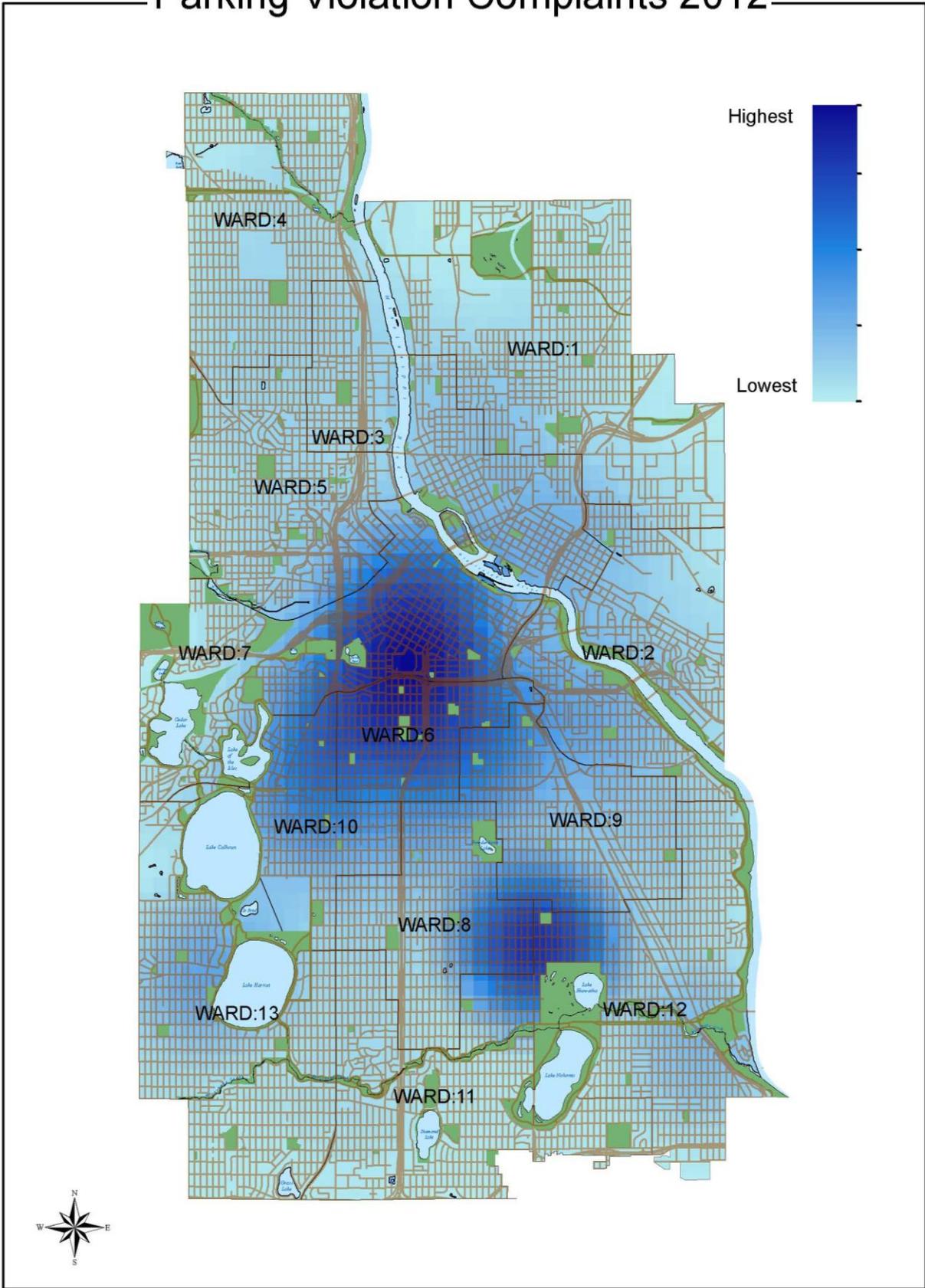
# City of Minneapolis Graffiti 2012





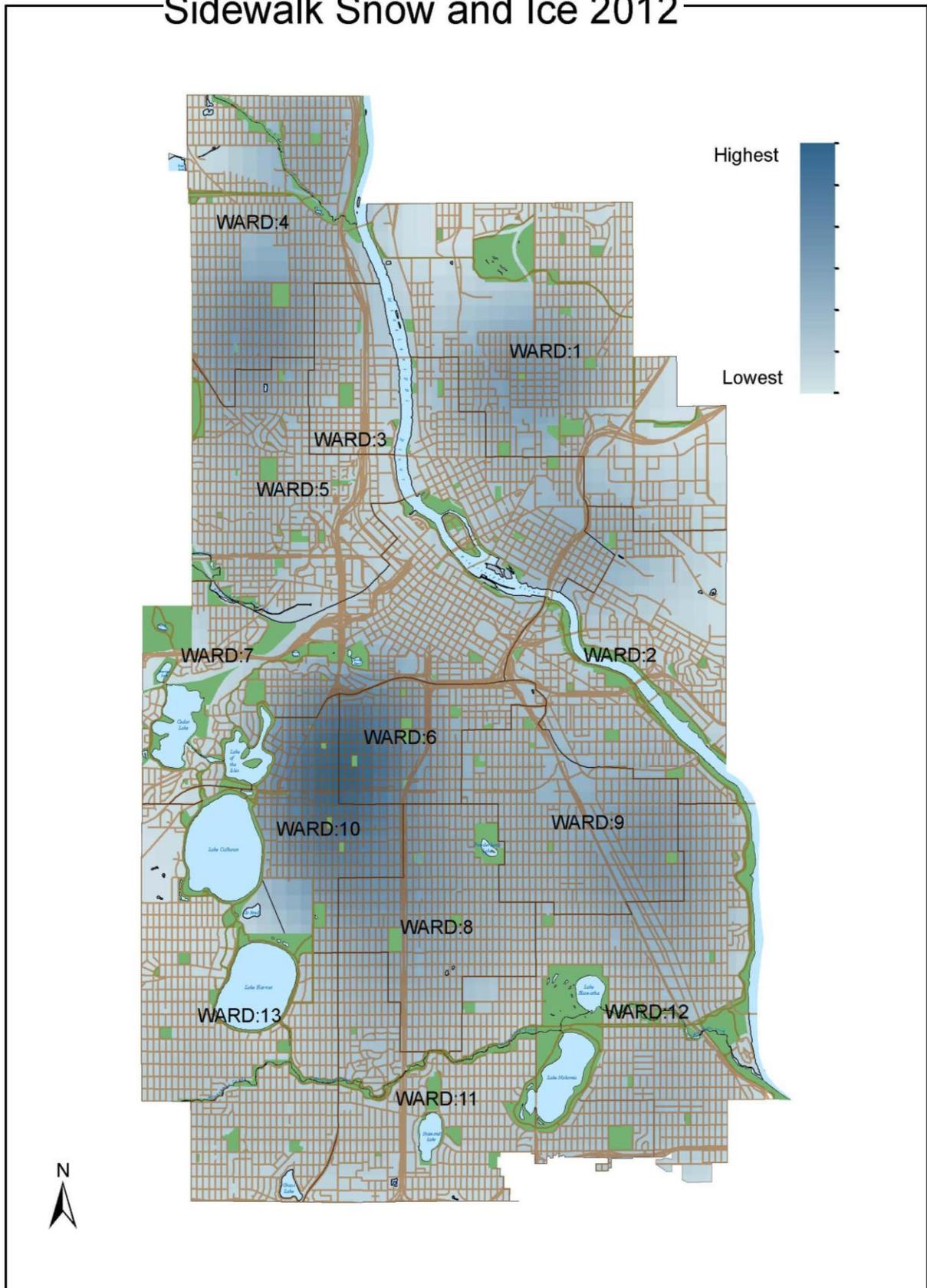
# City of Minneapolis Nuisance 2012

# City of Minneapolis Parking Violation Complaints 2012

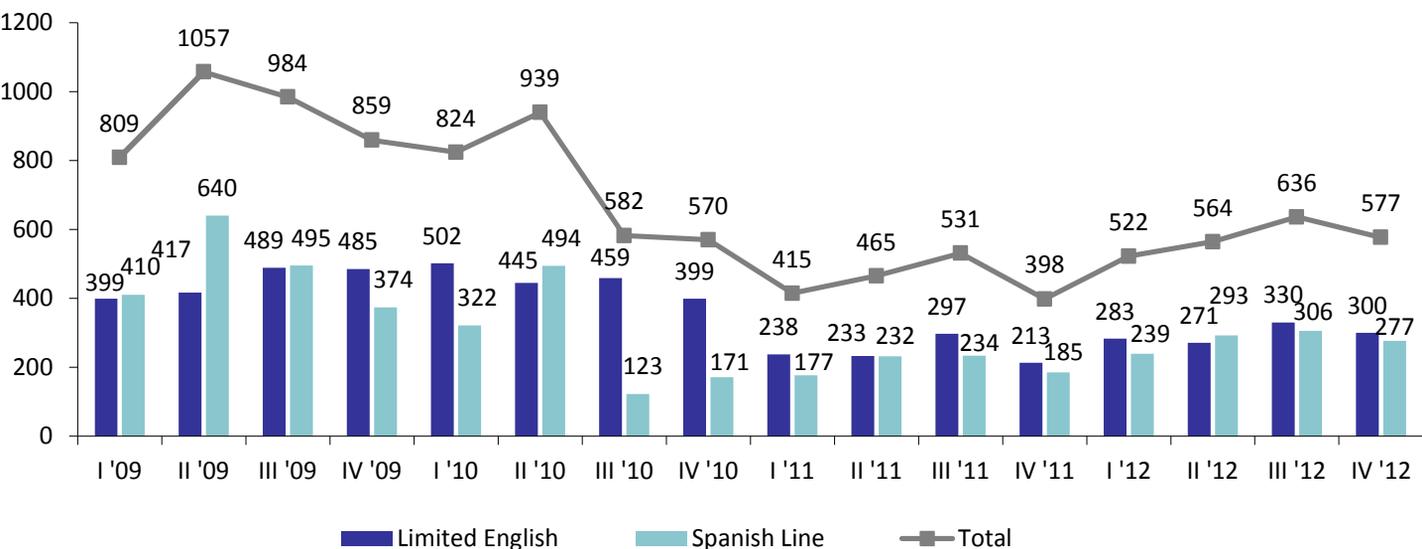




# City of Minneapolis Sidewalk Snow and Ice 2012



Limited English Calls to 311



**Why is this measure important?**

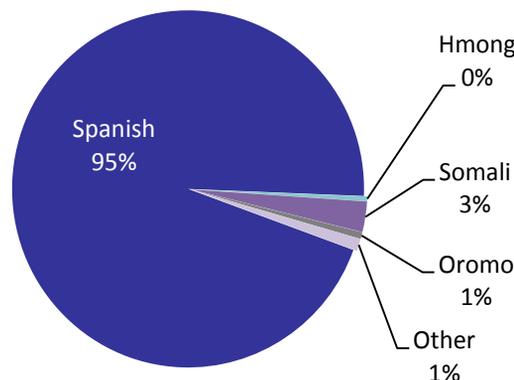
In the area of community engagement, an opportunity for the City is to provide easier access to City services and information for residents who speak limited English. A measure of success in this area is the utilization of Minneapolis 311 by these groups.

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

In 2012, 311 received 2,299 calls requiring an interpreter. This was an increase of 490 calls (27.1 percent). This increase is significant but somewhat expected given the issues that 311 had encountered with the third party translation service provider used in 2011. This problem led to a change of the interpreter service provider. Looking ahead to 2013, 311 has hired a Spanish speaking customer service agent.

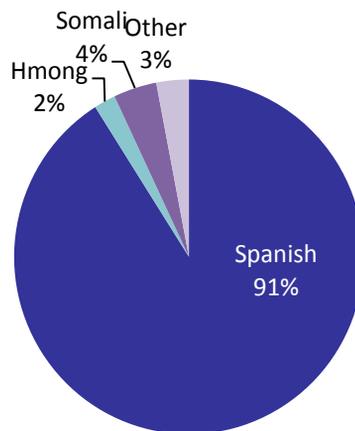
Additionally, awareness of 311 in the community will continue to grow due to the distribution of 311 promotional materials and dvd's in multiple languages to libraries, neighborhood groups and at various community events. As expected, the publicity surrounding the Minneapolis 311 mobile app seems to have engaged a segment of the City's residents that may have not previously been engaged. The results of the 2012 Resident Satisfaction Survey will also provide an indication of the awareness of 311 throughout the City.

**Language Breakdown of Limited English Calls 2011**

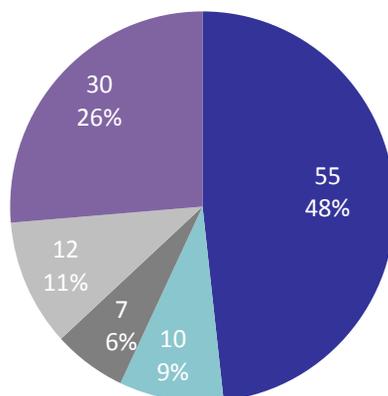


Note: This does not include calls to the dedicated Spanish line

**Language Breakdown of Limited English Calls 2012**



### 2012 Customer Satisfaction (114 Responses Total)



■ Very Satisfied

■ Somewhat Satisfied

■ Undecided

■ Somewhat Dissatisfied

■ Very Dissatisfied

#### 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. 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.

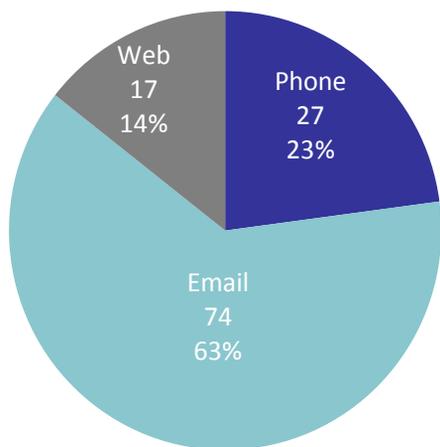
During 2012, 114 customers filled out an online survey. Of those, 65 (57 percent) rated their experience as satisfied or very satisfied, whereas, 42 respondents (37 percent) rated their experience as dis-satisfied or very dis-satisfied. Of the 42 respondents expressing dis-satisfaction, 21, (50%) were in regards to 311, 10, (24%) were in regards to Resolving Departments and 11 (26%) were Other. Sixty four compliments were received of which 54 (84%) were directed towards 311.

The primary areas for improvement expressed by customers were in regards to:

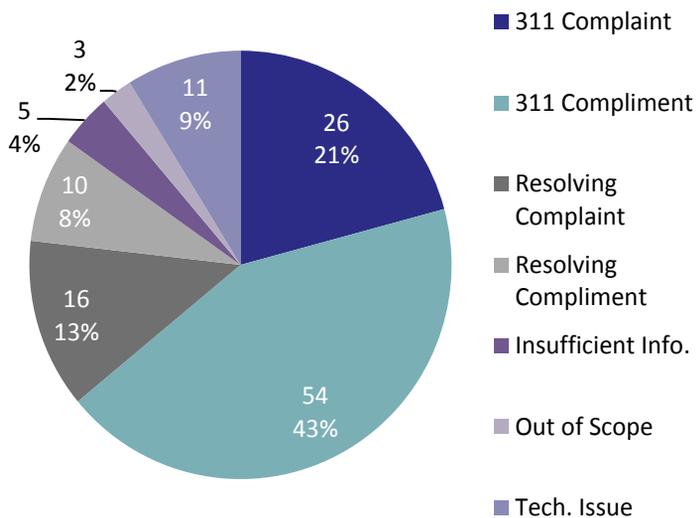
- Improving and expanding technical offerings, web site and 311 mobile app;
- Quality of response to inquiry; and
- 311 not being able to assist with more local government issues (i.e. Hennepin County, Park Board).

Additional Data on Next Page...

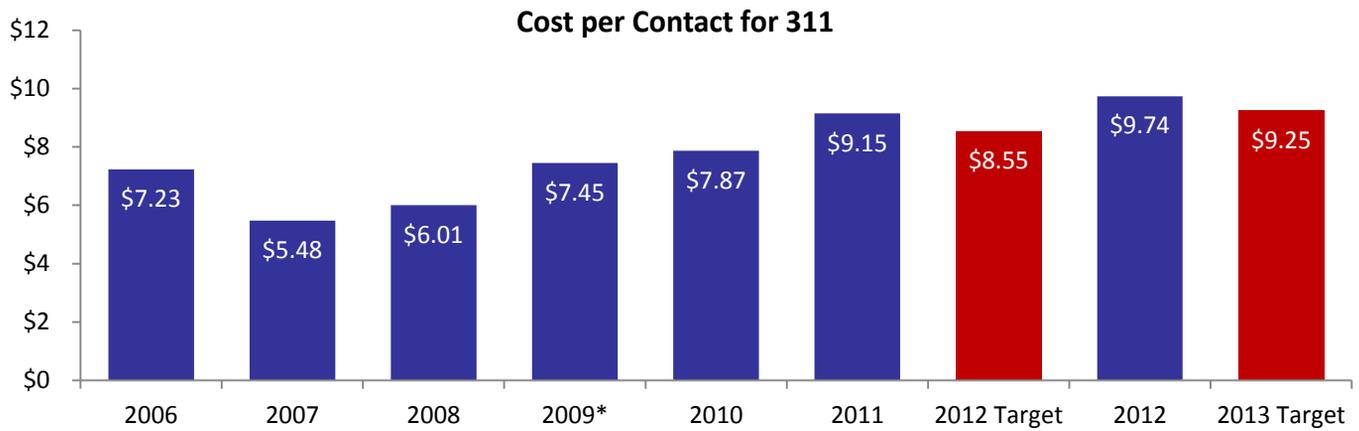
### 2012 Customer Feedback Avenues



### 2012 Customer Feedback Surveys (114 Responses Total)



# Appendix



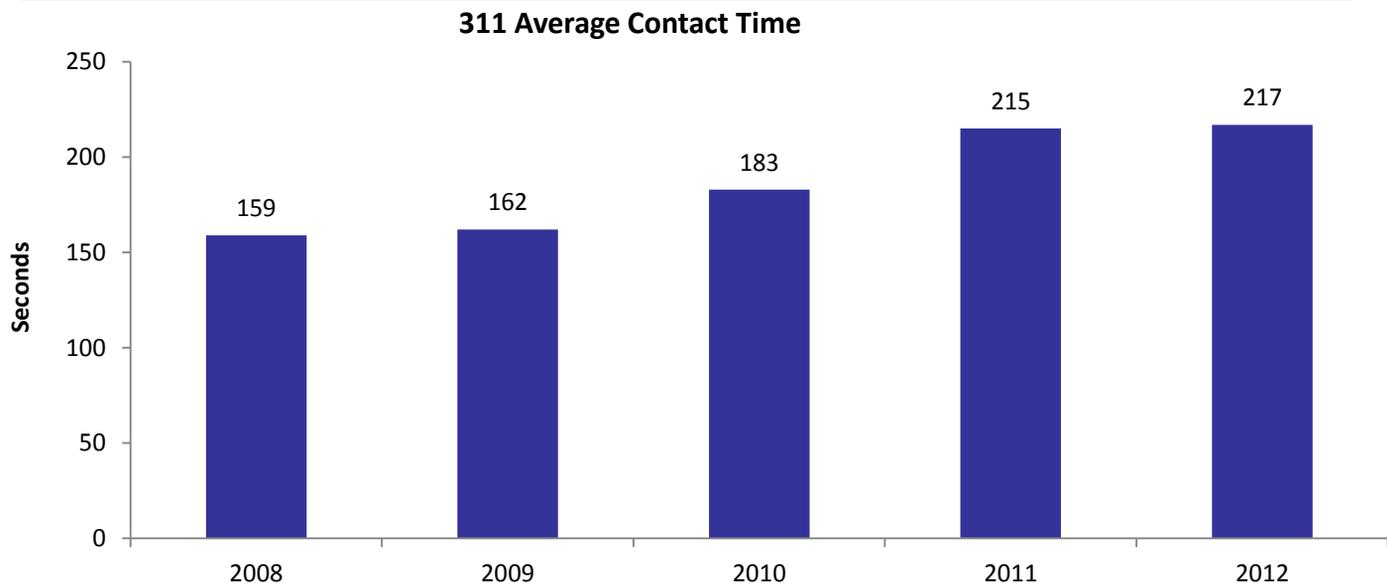
\*Adjusted total with updated data

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 approximately \$1.13 to the cost per contact.

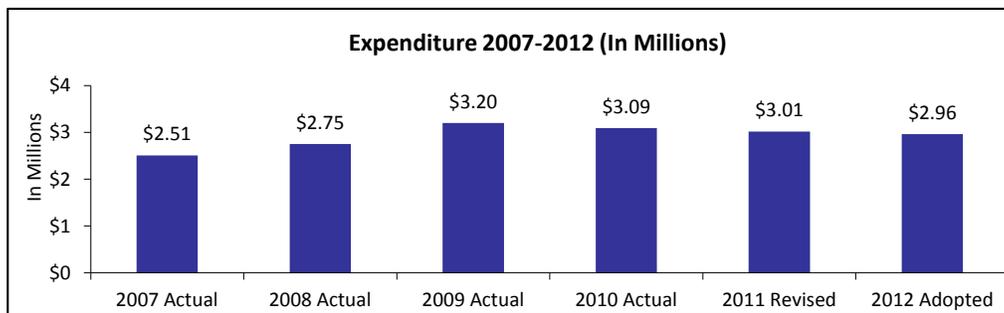
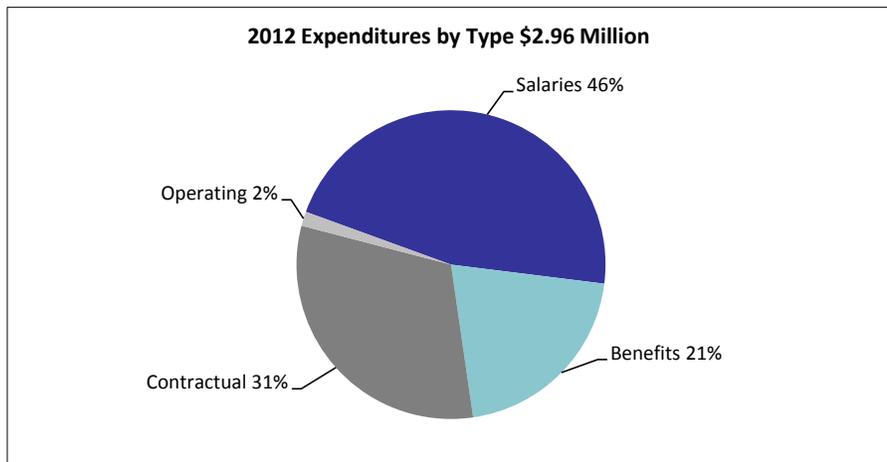
#### Cost per Contact

Historically, the 311 cost per contact was calculated using only calls and emails handled. In recent years, customers began shifting to other contact channels, websites, customer self service, social media and mobile apps. The development and support of many of these options has been borne within the 311 budget. For example, the 2012 311 cost per contact, based on the formula previously used, results in a cost per contact of \$9.74. However, if you include voicemails, callbacks, online customer self service and mobile app service requests, the cost per contact is \$8.62. Nevertheless, even this calculation does not reflect the number of times customers were able to serve themselves through the City's web site, Facebook or Twitter. The 2013 target cost per contact (based on historical method) is \$9.25.

Also, as more and more simple to handle contacts are being "automated", the remaining contacts are the more complicated, more difficult and longer duration types of calls. Additionally, due to continued improvements in training, scripting and knowledgebase, more complicated contacts have been added to 311's scope which have contributed to longer handle times. (See chart below.)



## Management Dashboard: 311



<b>Loss Prevention Data</b>					
Year	2008	2009	2010	2011	2012
Workers Comp	NA	NA	\$ -	\$ 170	\$ -
Liability Claims	NA	NA	\$ -	\$ -	\$ -

<b>Average Sick Days Taken per Employee</b>						
Year	2008	2009	2010	2011	2012	City Avg.
Days	8.1	10.2	10.1	8.2	8.8	NA

<b>Workforce Demographics</b>				
Year	31-Dec-05	31-Dec-11	31-Dec-12	City Avg.
% Female	70%	71%	69%	31%
% Employee of Color	50%	36%	38%	24%
# of Employees	30	28	26	

<b>Overtime Costs</b>						
Year	2007	2008	2009	2010	2011	2012
Hours	-	-	-	-	380	194
Cost	\$0	\$0	\$0	\$0	\$8,991	\$6,970

<b>Employee Turnover and Savings</b>				
Year end	2010	2011	2012	City Avg.
Turnover	NA	14.55%	7.40%	5.42%

<b>Vacant Positions</b>					
Year end	2009	2010	2011	2012	City Avg.
Percent of Total	6.1%	16.0%	7.0%	13.0%	NA

<b>Performance Reviews Past Due in HRIS</b>	
9-Jan-13	4%

<b>Retirement Projections</b>											
Year	2013	2014	2015	2016	2014	2018	2019	2020	2021	2022	2023
Number	1	0	1	0		0	0	1	0	1	0

**Notes:**

Average Sick Days taken per Employee

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Includes employee counts at year's end for 2003 and 2007.
- B) Only includes active FT regular employees.

Employee Turnover and Savings

- A) Turnover Savings= \$Budgeted (personnel) - \$Actual (personnel)

Position Vacancies

- A) Includes only budgeted positions.

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.

