

# Results

MINNEAPOLIS

311

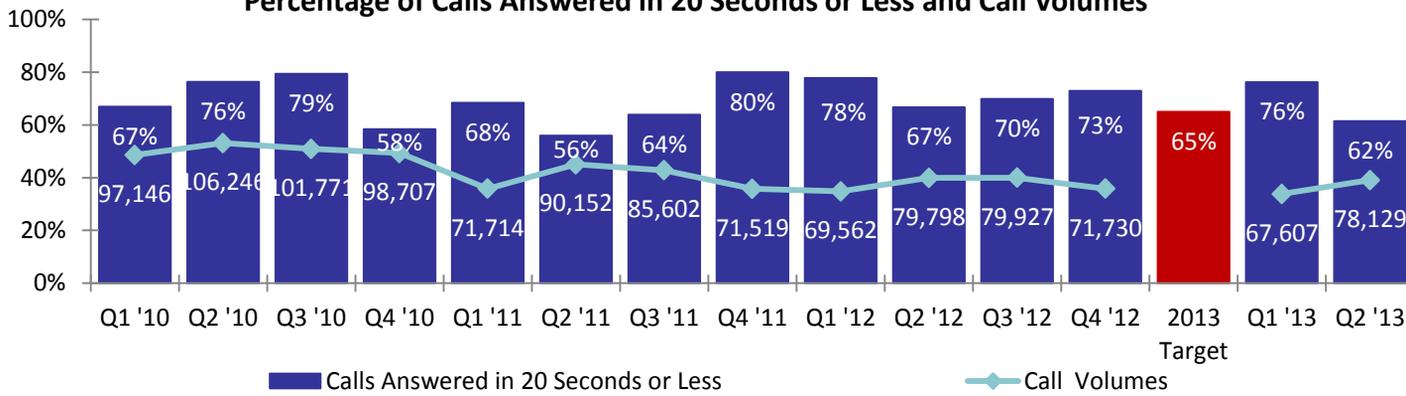
July 23, 2013

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Percentage of Calls Answered in 20 Seconds or Less and Call Volumes



Source: Openscape Database

**Why is this measure important?**

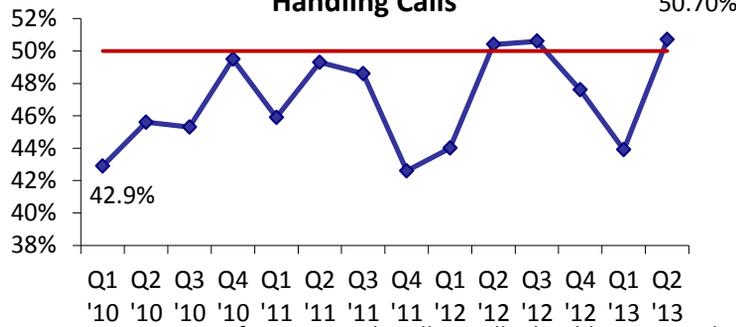
Maintaining acceptable service levels means callers to 311 will experience an acceptable wait time before speaking to a 311 customer service agent. Three common measures reported herein are percent calls answered in 20 seconds, average speed of answer and percent calls abandoned (see p. 4).

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

311's 2013 goal is to answer 65 percent of calls within 20 seconds. Achieving this goal requires a reliable contact forecast and an adequate staffing plan. Through Q2, 311 achieved a service level of 68.2 percent of calls answered within 20 seconds. However, recent staff attrition has created a staffing model that was not able to support service level attainment in May and June, both of which will continue into Q3.

Year to date, 311 handled 145,736 calls and 8,892 emails compared to 149,360 calls and 9,020 emails in the same time period of 2012. Additionally, 311 processed 2,289 voicemails compared to 3,283 for the same period last year.

Percentage of Agent Work Time Spent Handling Calls



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

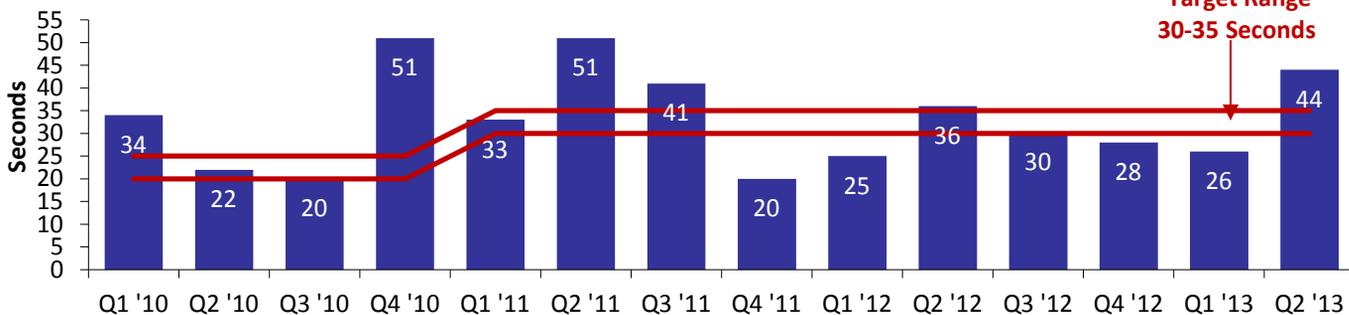
**Workforce utilization:**

Effective utilization of 311 customer service agent resources occurs as a result of forecasting workload resources necessary to accomplish the work while delivering acceptable service levels. A contact center industry metric in this area is "Percentage of Agent Time Spent Handling Contacts." Too high of a percentage leads to agent burnout, lower customer satisfaction, poor service levels and reduced quality. Too low of a percentage leads to inefficient operations, overstaffing and added costs.

311's goal is to operate in a band between 40 and 50 percent. Quarter one results were 43.9 percent while Q2 was 50.7 percent. Subsequently, Q1 produced results that met or exceeded service level goals while results in Q2 were less than goal. Replacement resources are at various stages in the pipeline and barring additional staff attrition, service results should return to goal.

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

2011 - 2013  
Target Range  
30-35 Seconds



Source: Openscape Database

#### Why is this measure important?

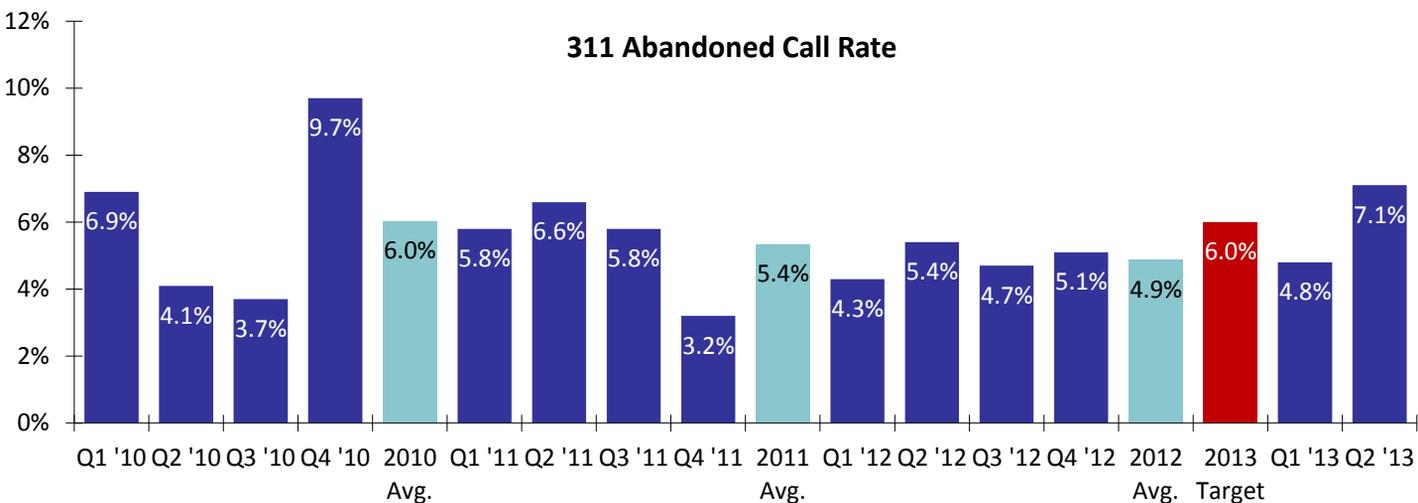
Average speed of answer (ASA) and abandoned call rates are widely utilized contact center measures. ASA is a measure of all customers who contacted 311 and spoke to a 311 agent and, on average, how long they waited before speaking to the agent. Abandoned call rate is a measure of callers’ wait tolerance – those who initially choose to wait for an agent but hang up before a connection can be made.

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

311’s ASA goal is 30 to 35 seconds. Quarter one results were 26 seconds and Q2 results were 44 seconds. 311’s abandoned call goal is 6 percent. Quarter one results were 4.8 percent; Q2 results were 7.1 percent. Comparatively, the 32 respondents in 2012’s 311 Comparative Survey reported the median average speed of answer at 28.5 seconds and the median abandoned call rate at 6 percent (see pp. 14 – 16 in 311 Comparative Survey in appendix).

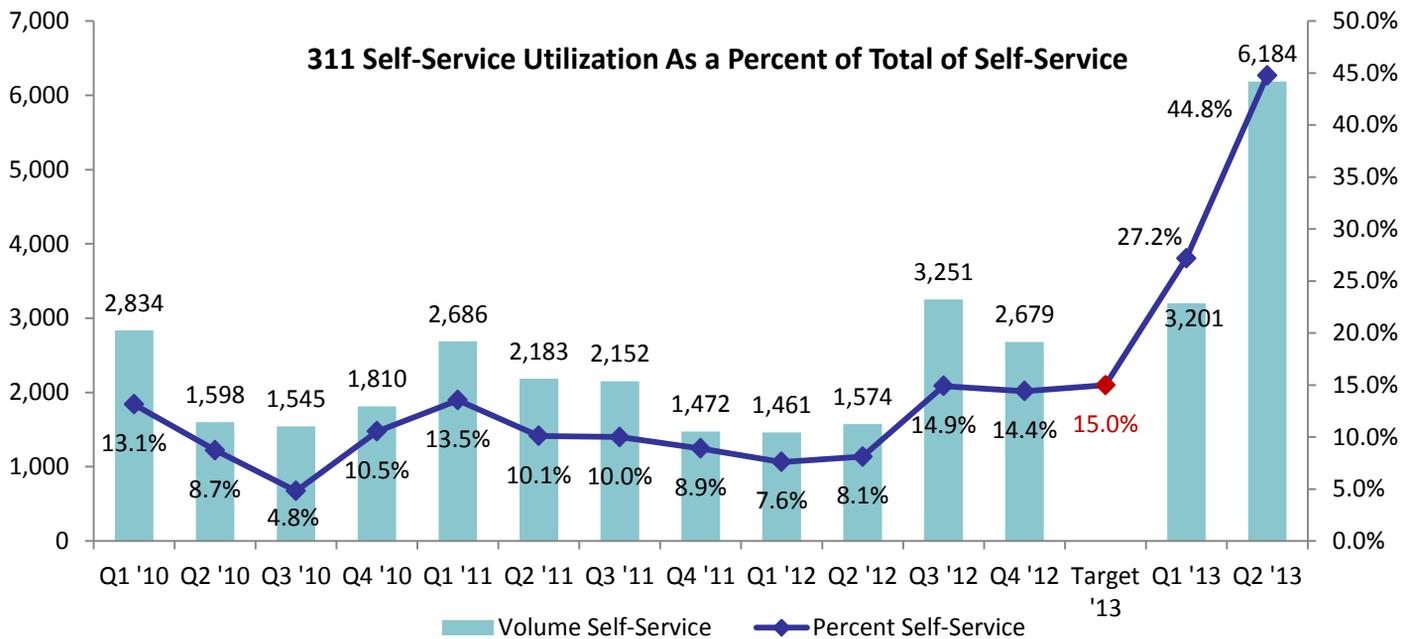
Achieving the ASA and abandoned call rate targets this year will require replacement of agents due to attrition and continuing to reduce the number of calls by expanding customer self-service options online and through the mobile application.

### 311 Abandoned Call Rate



Source: Openscape Database

## Self-Service Utilization



Source: Lagan Database

### Why is this measure important?

Self-service utilization is a measure of the frequency of customers entering their own service requests online or through the mobile app. These methods provide 24/7 access to frequently requested City services. In July 2012, 311 launched its 311 mobile app.

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

The 311 mobile app has proven to be very popular. Overall, the Self-service Utilization goal of 15 percent was easily exceeded in Q1 at 27.17 percent (3,201) and Q2 at 44.76 percent (6,184). Of the 9,385 total self-service entries, 33.6 percent (3,150) were reported through the mobile app.

Overall, through June, there have been a total of 45,813 service requests entered, which is a 18.1 percent (7,029) increase compared to 38,784 in 2012. The increase is primarily driven by increases in Sidewalk Snow and Ice, Pothole, Snow & Ice and Parking Meter issues and the introduction of the Bicycle Registration request. The biggest driver of the increase was the weather conditions in 2013 compared to 2012.

311 is also responsible for the Police eReport intake process. Through Q2, 2,826 Police eReports have been entered, of which, 1,586 (56.1 percent) were self-service through the City website, 1,240 (43.9 percent) were entered by customer service agents or MPD's Community Service Officer's at 311. Overall, the number of Police eReports is 146 (4.9 percent) fewer than for the same period 2012. Continued promotion of the online eReport process by 311 agents, promotion of online services while customers are on hold and referrals to online police reports by 911 operators will provide convenience for the customer and efficiency for the City.

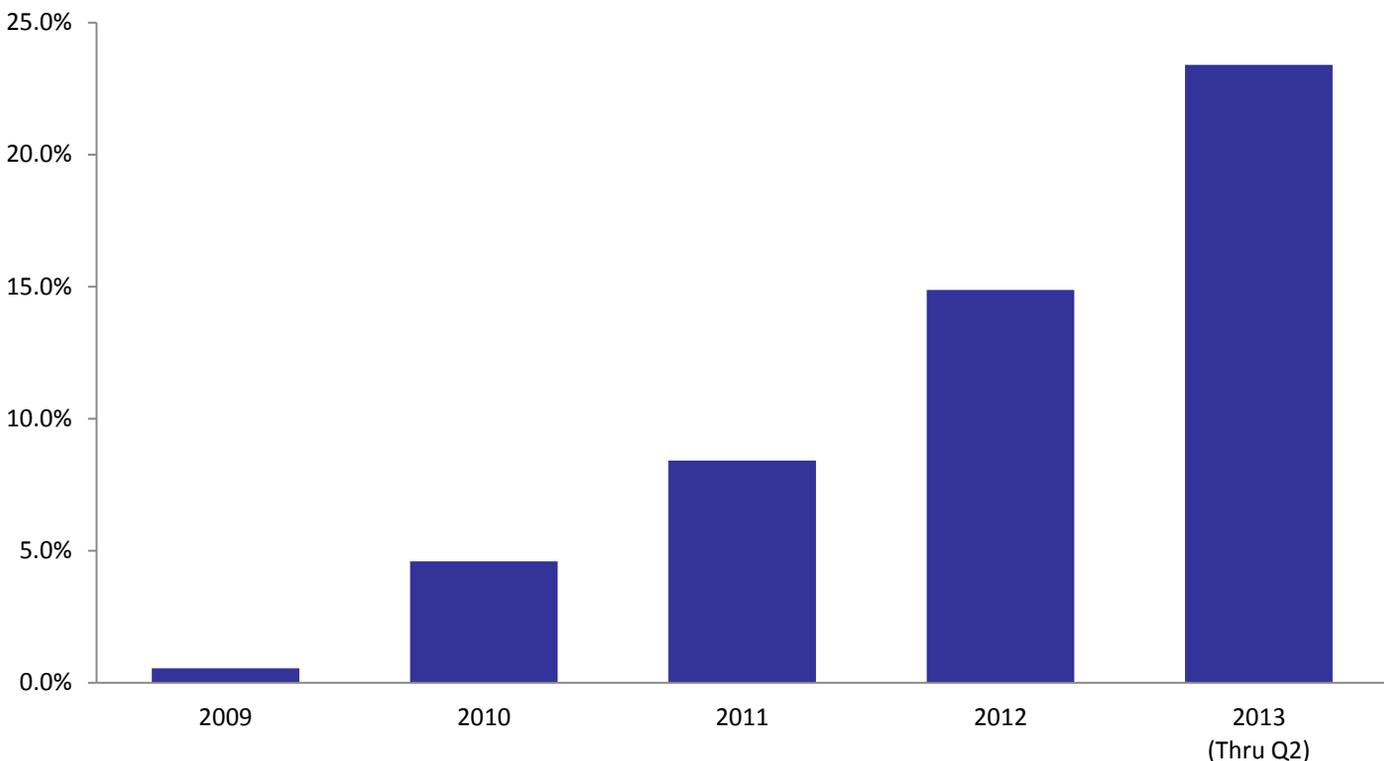
Additional Data on Next Page...

## Self-Service Utilization by Request Type

Percentage Self Service		Jan 1 - June 30, 2013			Jan 1 - June 30, 2012		
Department Name	Request Type	Count Self Serve	Count	Pct Self Service	Count Self Serve	Count	Pct Self Service
311	311 Call Report	7	7	100	3	3	100
311	Customer Feedback	67	67	100	71	71	100
311	Request for 311 Services	1	1	100	NA		
311	Other Issues - Open 311	NA			7	7	100
Police	Bicycle Registration	1,422	1,431	99	NA		
311	311 Report Request	15	16	94	NA		
PW Water Treatment & Distribution Services	Water Service Issue	129	164	79	78	131	60
PW Water Treatment & Distribution Services	Water Quality Issues	99	151	66	108	164	66
PW Traffic & Parking Services	Street Light Trouble	454	700	65	121	340	36
PW Transportation Maintenance & Repair	Sidewalk Structural Complaint	138	266	52	103	236	44
PW Transportation Maintenance & Repair	Pothole	1,460	2,900	50	171	673	25
PW Solid Waste & Recycling	Graffiti complaint / reporting	1,839	3,780	49	648	4,930	13
PW Traffic & Parking Services	Parking Ramp/Lot Issue	14	30	47	14	26	54
Regulatory Services	Parking Violation Complaint	1,436	3,104	46	495	2,009	25
Regulatory Services	Taxi Service Complaint	34	78	44	21	71	30
PW Traffic & Parking Services	Traffic Signal Timing Issue	153	437	35	73	150	21
PW Traffic & Parking Services	Speed Wagon	10	32	31	21	50	42
PW Traffic & Parking Services	Traffic Sign - Removal	9	29	31	1	11	9
PW Traffic & Parking Services	Traffic Sign - Repair	95	314	30	76	257	30
PW Traffic & Parking Services	Street Light - New	5	20	25	5	21	24
PW Traffic & Parking Services	Traffic Sign - New	12	48	25	7	26	27
Regulatory Services	Abandoned Vehicle	521	2,469	21	294	2,046	14
PW Transportation Maintenance & Repair	Sidewalk Snow & Ice Complaint	978	5,165	19	257	3,695	7
PW Traffic & Parking Services	Traffic Signal Trouble	112	602	19	72	549	13
CPED	Unpermitted Work	18	162	11	28	205	14
PW Traffic & Parking Services	Parking Meter Problem	140	1,382	10	232	648	36
Regulatory Services	Exterior Nuisance Complaint	217	2,782	8	161	3,259	5
<b>Summary</b>		<b>9,385</b>	<b>26,137</b>	<b>35.9%</b>	<b>3,067</b>	<b>19,578</b>	<b>15.7%</b>

Source: Lagan Database

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



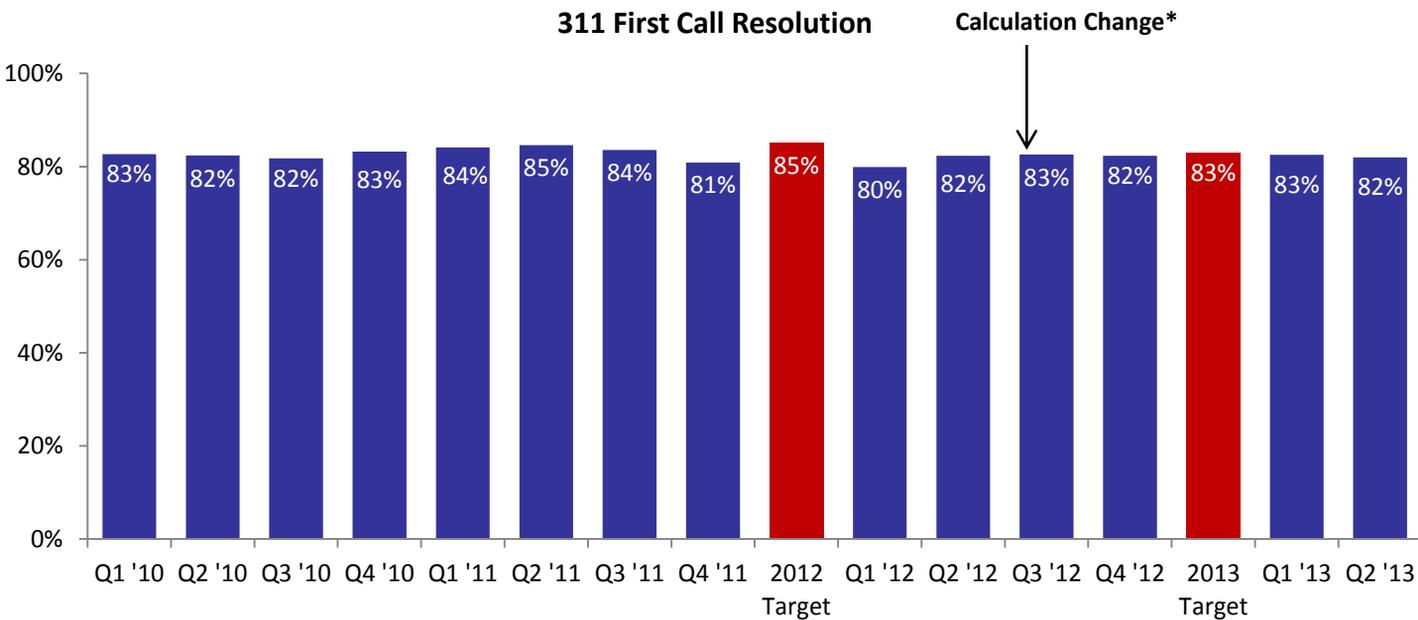
#### Why is this measure important?

Our customers' preferred channels for communicating with the City and 311 are continuing to evolve. Data indicates that increasing numbers of residents and customers are migrating to mobile smart devices. In turn, they expect local government organizations, like 311, to be able to provide accessibility and transparency through this channel.

For example, the percentage of visitors accessing the City's website via mobile device is an indicator of this shift. Through June 2013, 23.4 percent of visits were by mobile device compared to 14.9 percent in 2012.

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

The launch of 311's mobile app last year along with additional app functionality will continue to fuel the increased utilization of mobile devices. The continued growth of customer self-service utilization in Q1 and Q2 in 2013 are indicators of such growth. Recently, the addition of "app buttons" which provide easy access to the City Web, City Jobs, Property Info, Bike Registration, Impound Lot, Garbage and Recycling, Utility Bill Pay, Facebook and Twitter are allowing smart device users with even greater access to City services and information.



\*A new method of calculating resolution rates was implemented in February 2012, resulting in a lower target.

**Why is this measure important?**

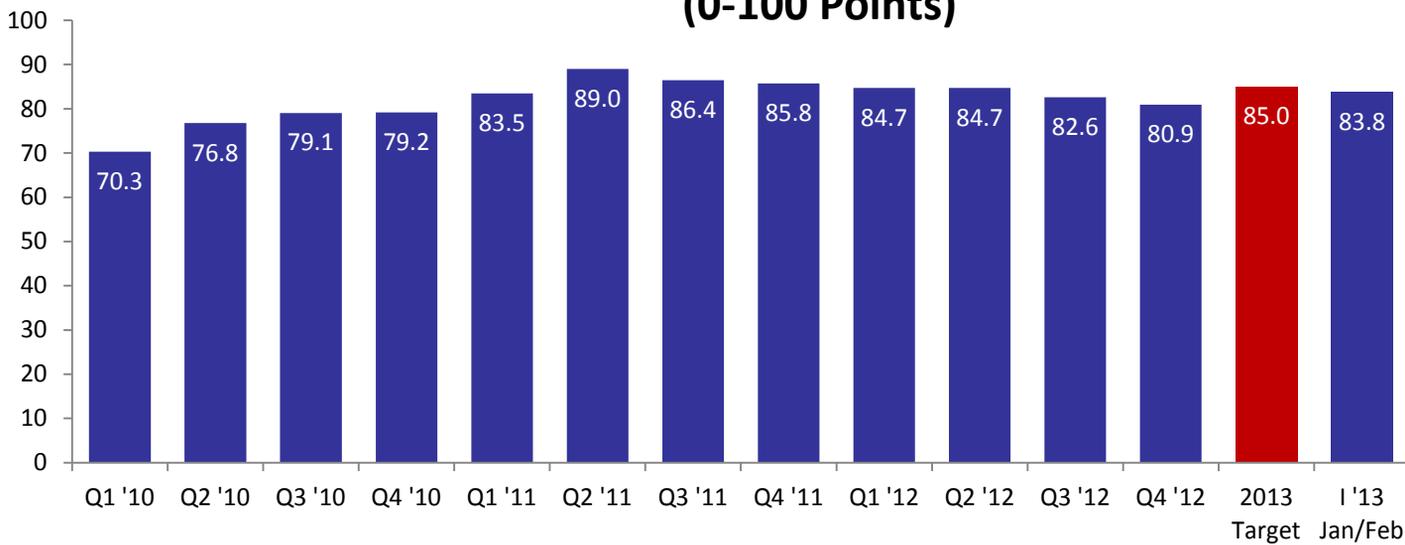
First Call Resolution (FCR) is an indicator of 311’s ability to handle a customer’s request or question at the first point of contact and not have to transfer the caller to another department. Factors affecting the level of FCR include the level of robustness of the knowledge base and service request system, the scope of 311, what types of calls are handled, the philosophy of transfer versus providing the caller with a phone number and the shifting of simpler requests to technology and automation.

**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 started providing transfers to other agencies (ex. Park Board). This action, while being more customer friendly, will actually lower 311’s FCR.

2013’s FCR target is 83 percent. Results are 83 percent for Q1 and 82 percent for Q2. The 2012, 311 Synergy Comparative Survey reported the median FCR at 85 percent. Agencies with a 80–85 percent FCR include Calgary, Alberta; San Antonio, TX; Edmonton, Alberta; Greensboro, NC and Fort Wayne, IN. Nearly half of the agencies in the survey do not calculate FCR.

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



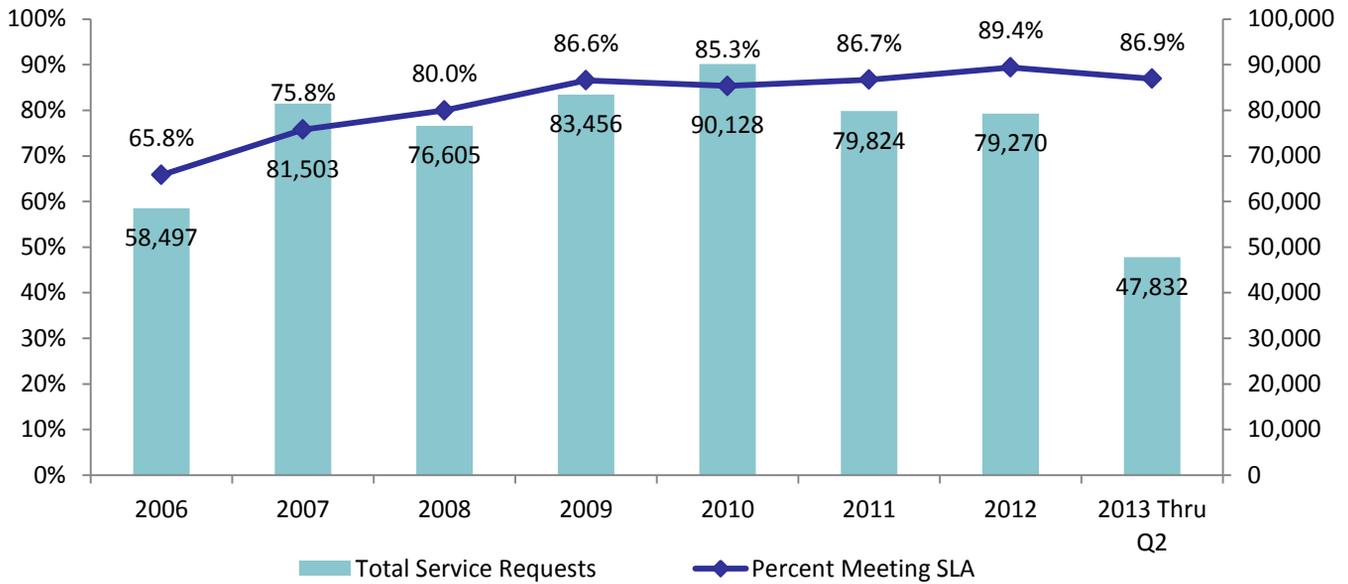
### Why is this measure important?

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?

The QSI goal for 2013 is 85.0. The only QSI results available for 2013 are for the months of January and February which was 83.8. Additionally, due to staff shortages and the departure of the 311 Quality Assurance lead analyst, the quality assurance process will be suspended until a replacement is found. 311 supervisors and the 311 training coordinator will continue to routinely monitor and review calls as part of the normal agent performance review and problem resolution process.

**Percentage of All Service Requests Meeting SLA**



**Why is this measure important?**

The ability to provide customers with information concerning the length of time 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. This measure provides a high-level snapshot of the City’s ability to meet those expectations.

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

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.

Through Q2, 45,813 service requests have been entered compared to 38,784 for the same period last year. This is an increase of 18.1 percent. Requests meeting their SLA target so far this year is 86.9 percent, slightly below the 89.2 percent level for the same period last year. Though the percentage through Q2 is lower, departments have completed more service requests by the SLA date than they did in 2012 (39,812 in 2013 and 34,595 in 2012). Continued process improvements and sufficient resource budgeting will help enable continued or improved performance in this area.

Additional Data on Next Page...

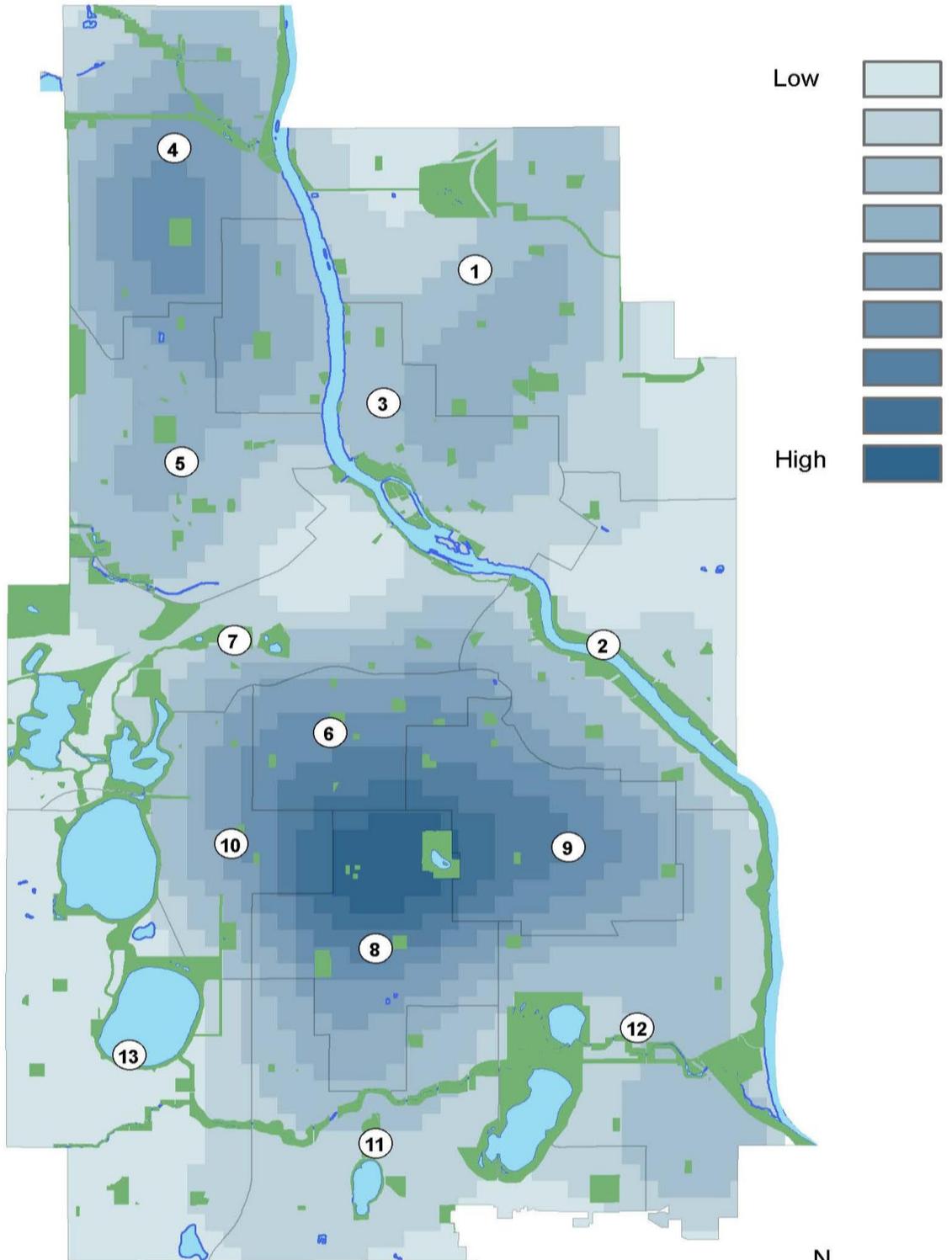
Percent of Service Requests Meeting Service Level Agreement (SLA)

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

Rank	Request Type	SLA	SLA Unit	Jan 1 to June 30, 2013			Jan 1 to June 30, 2012		
				Count	Meet SLA	Pct Meet SLA	Count	Meet SLA	Pct Meet SLA
1	Sidewalk Snow & Ice Complaint	21	Days	5,158	3,948	76.50%	3,695	3,418	92.50%
2	Parking Violation Complaint	5	Days	3,104	3,065	98.70%	2,006	2,001	99.75%
3	Exterior Nuisance Complaint	15	Days	2,565	2,484	96.84%	2,860	2,802	97.97%
4	Graffiti complaint / reporting	20	Days	3,780	2,990	79.10%	4,760	4,222	88.70%
5	Abandoned Vehicle	14	Days	2,331	2,324	99.70%	2,035	2,034	99.95%
6	Pothole	12	Days	2,900	1,933	66.70%	622	501	80.55%
7	Residential Conditions Complaint	50	Days	1,550	1,513	97.61%	1,990	1,979	99.45%
8	Animal Complaint - Livability	11	Days	1,444	1,375	95.22%	1,685	1,651	97.98%
9	Bicycle Registration	1	Hours	1,437	1,436	99.93%	0	0	N/A
10	Snow & Ice Complaint	3	Days	1,403	1,176	83.82%	136	125	91.91%
11	Parking Meter Problem	3	Days	1,368	1,341	98.03%	645	611	94.73%
12	Zoning Ordinance Question	4	Days	1,258	1,225	97.38%	1,210	1,137	93.97%
13	Animal Complaint - Public Health	4	Days	917	853	93.02%	1,010	947	93.76%
14	Plan Review Callback	3	Days	755	723	95.76%	997	966	96.89%
15	City Attorney Callback Request	3	Days	619	596	96.28%	777	713	91.76%
16	Traffic Signal Trouble	7	Days	552	506	91.67%	546	531	97.25%
17	Rental License Follow-up	2	Days	537	535	99.63%	578	577	99.83%
18	MECC/911	10	Days	521	280	53.74%	273	124	45.42%
19	Street Light Trouble	12	Days	517	407	78.72%	314	265	84.39%
20	311 Police Report Callback	3	Days	479	449	93.74%	292	278	95.21%
21	Complaint	5	Days	440	431	97.95%	430	412	95.81%
22	Traffic Signal Timing Issue	5	Days	394	244	61.93%	348	284	81.61%
23	Suspicious Activity	7	Days	372	362	97.31%	319	217	68.03%
24	Sewer Complaint Data	1	Minutes	353	258	73.09%	294	293	99.66%
25	Residential Conditions Complaint Tenant	15	Days	317	295	93.06%	294	276	93.88%

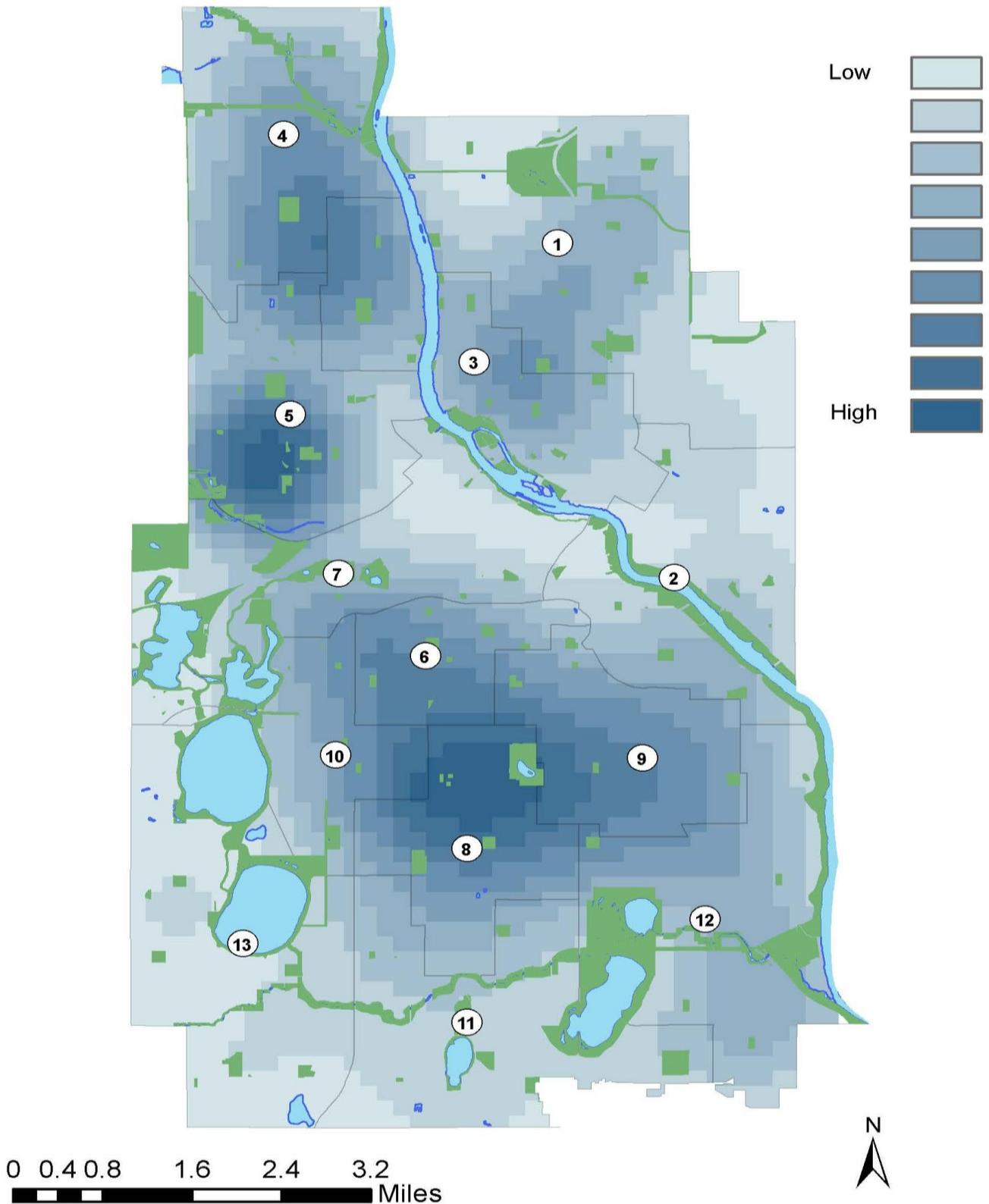
Source; Lagan Database

# 2013 1st Quarter Abandoned Vehicles

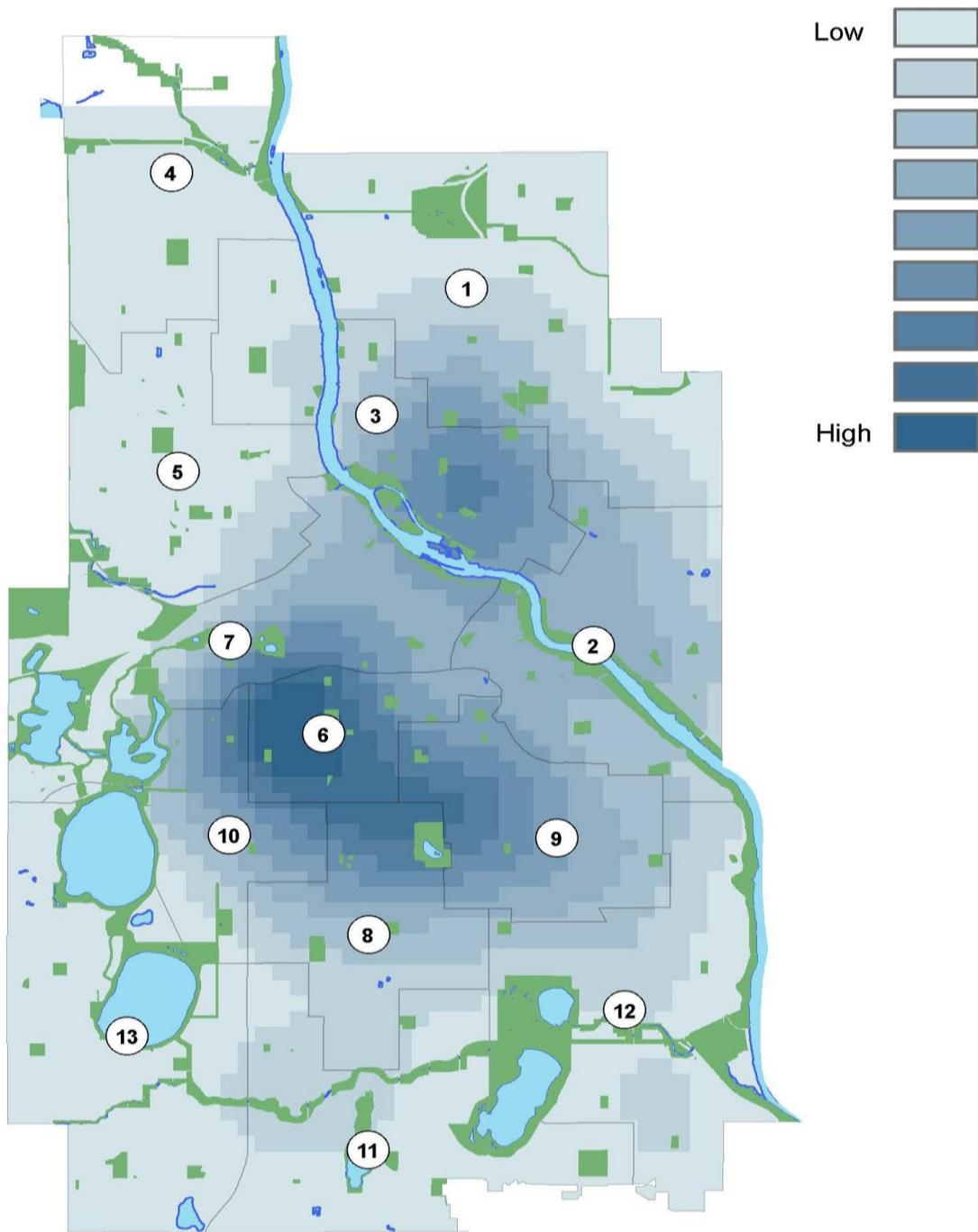


0 0.4 0.8 1.6 2.4 3.2 Miles

# 2013 2nd Quarter Abandoned Vehicles



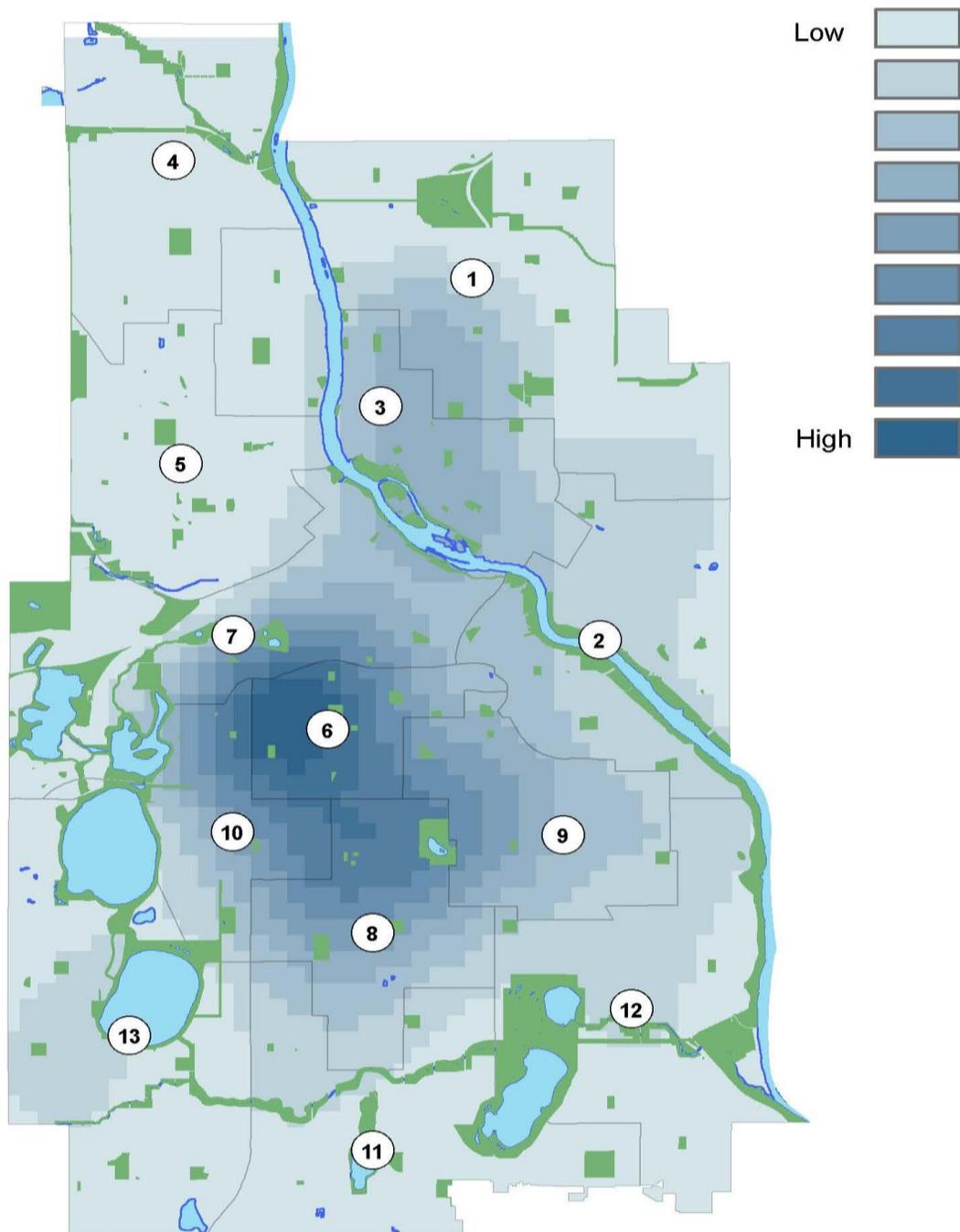
# 2013 1st Quarter Graffiti



0 0.4 0.8 1.6 2.4 3.2 Miles



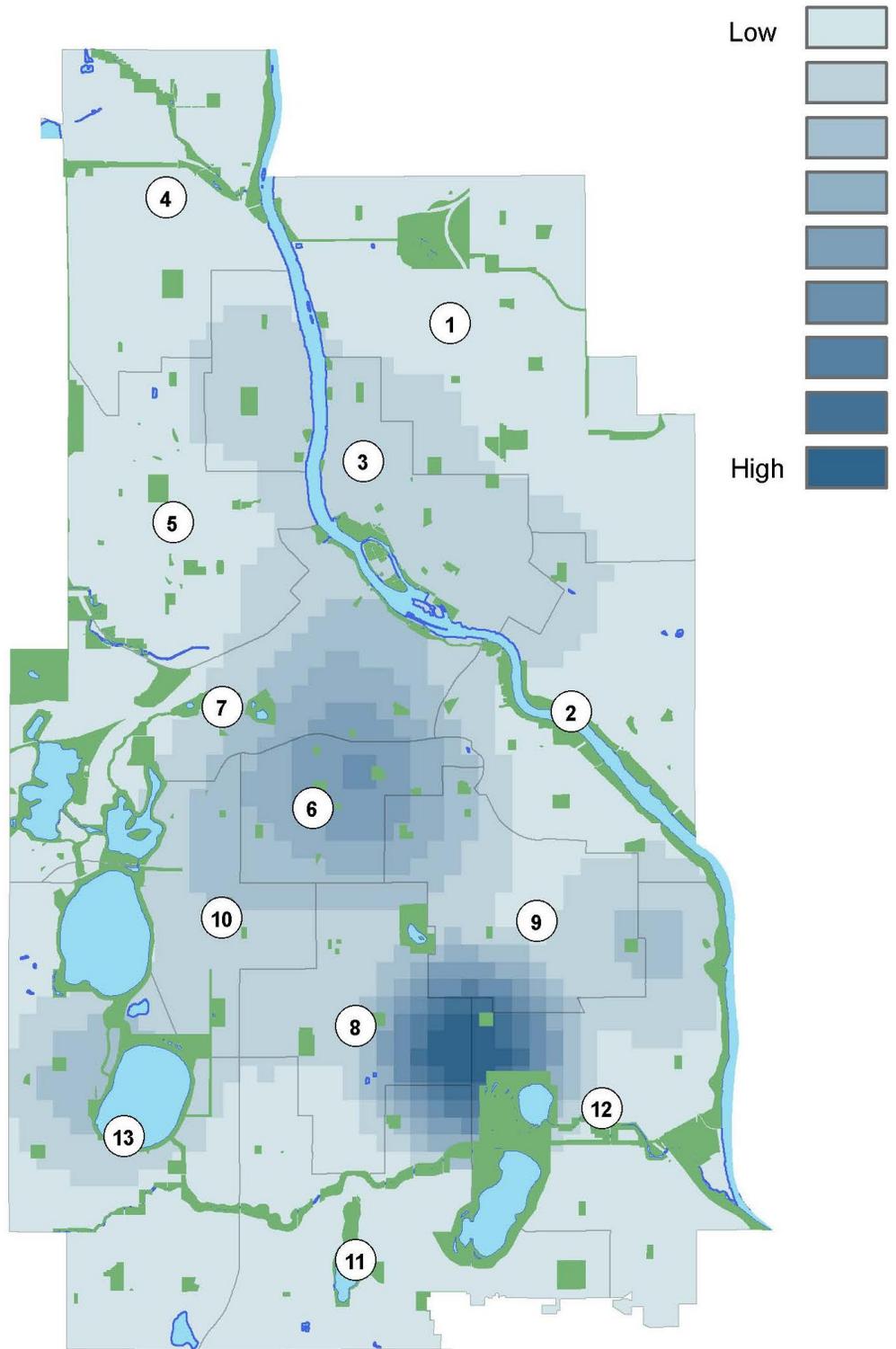
# 2013 2nd Quarter Graffiti



0 0.4 0.8 1.6 2.4 3.2 Miles



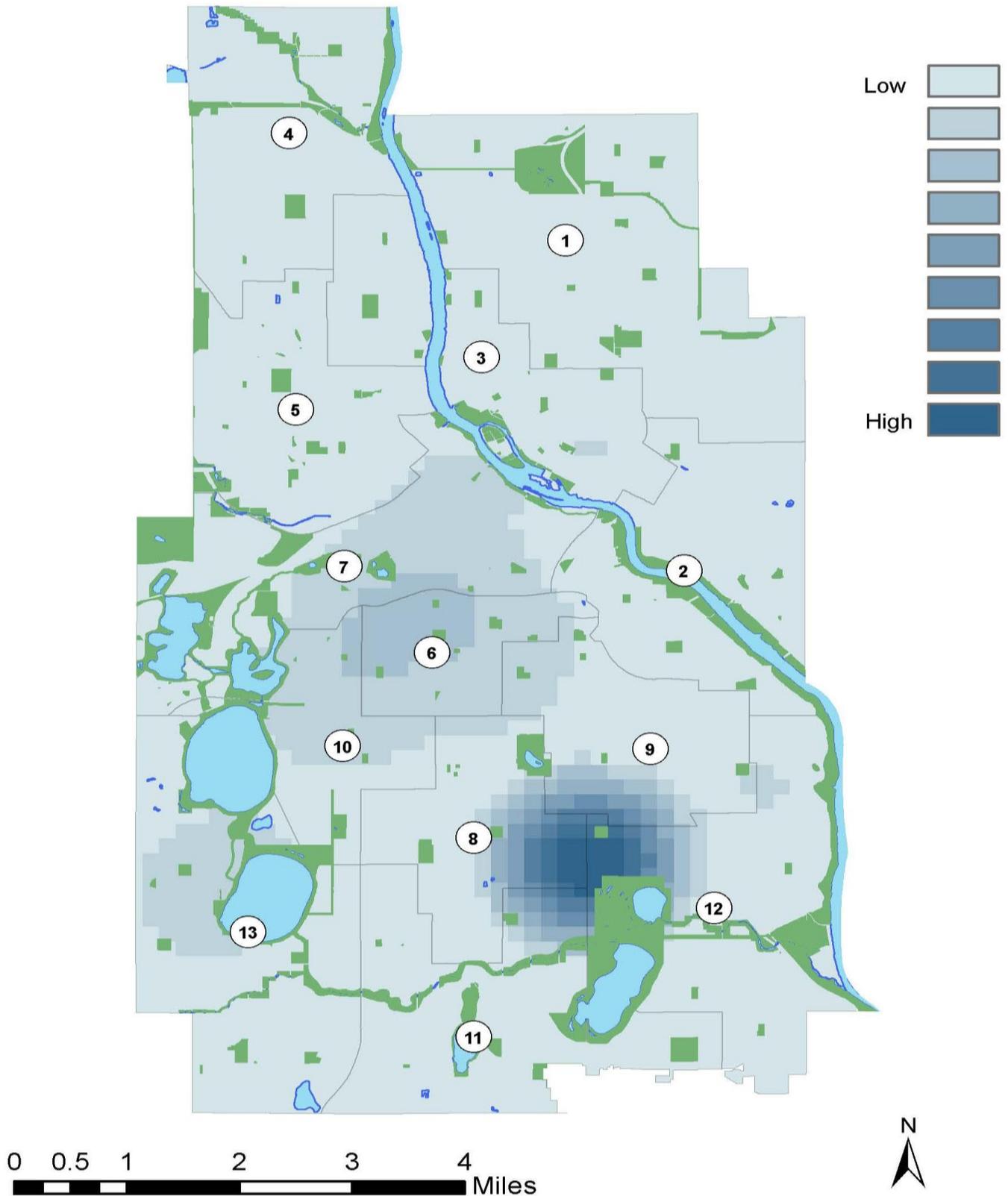
# 2013 1st Quarter Parking Violation Complaint



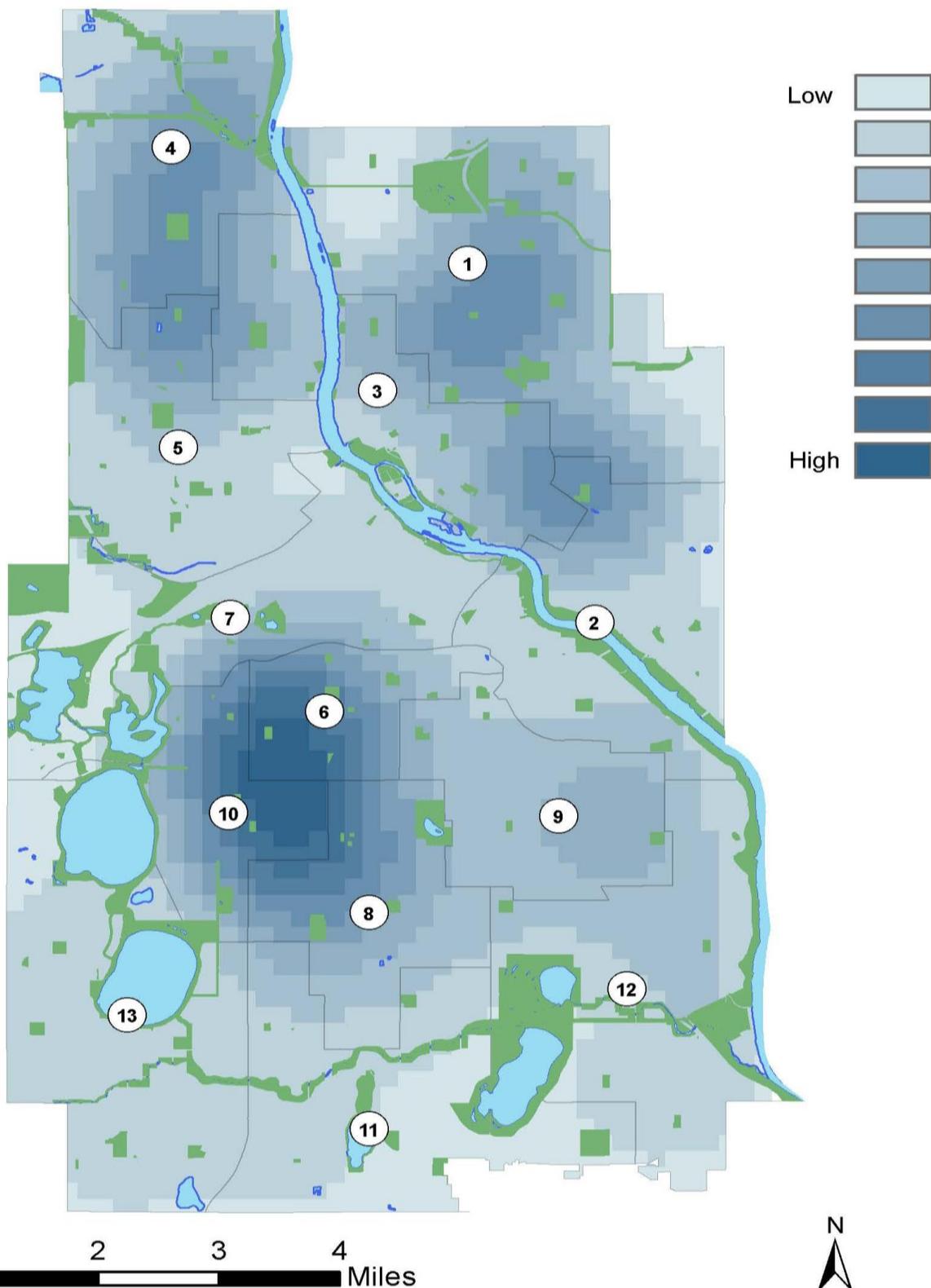
0 0.5 1 2 3 4 Miles



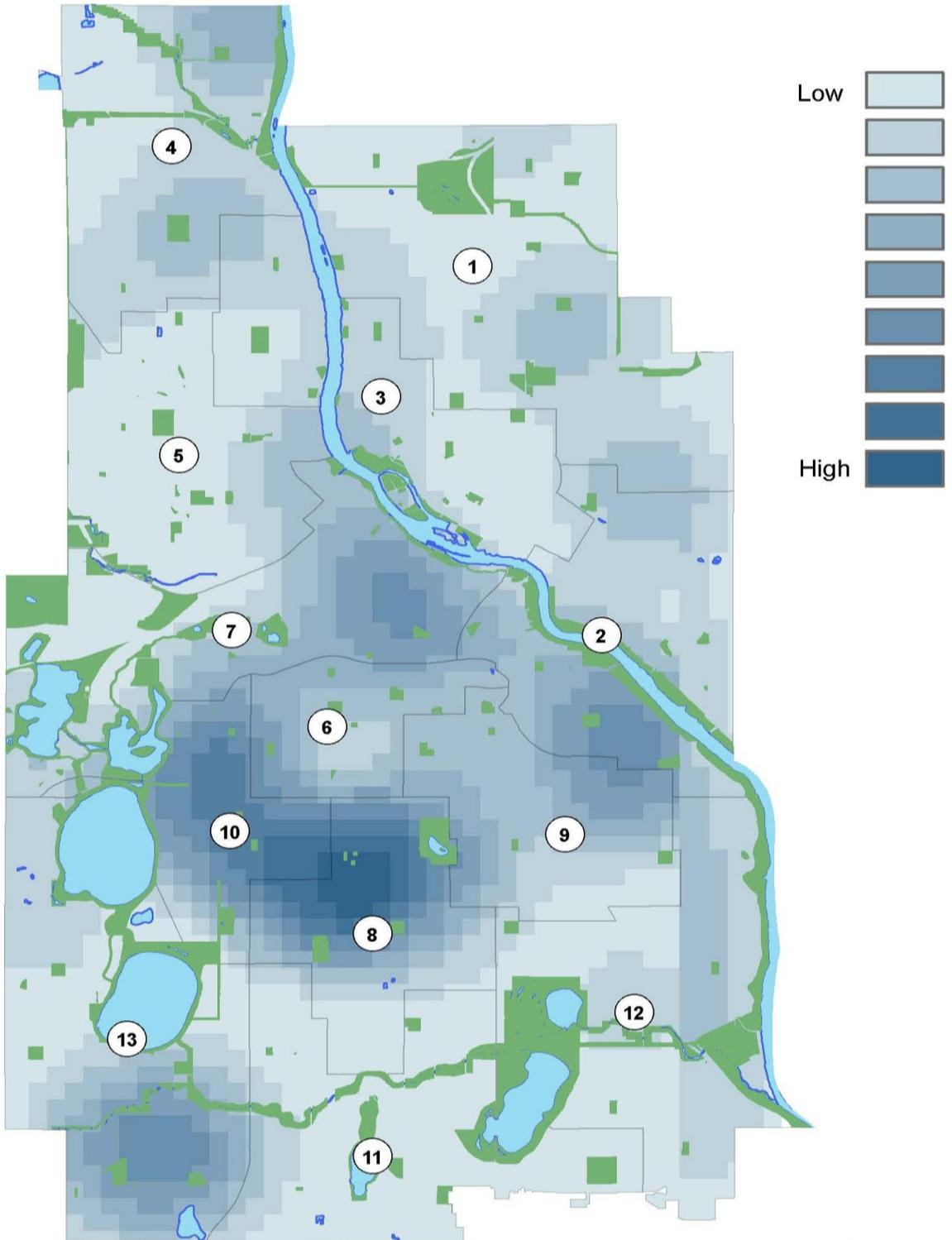
# 2013 2nd Quarter Parking Violation Complaint



# 2013 1st Quarter Sidewalk Snow & Ice



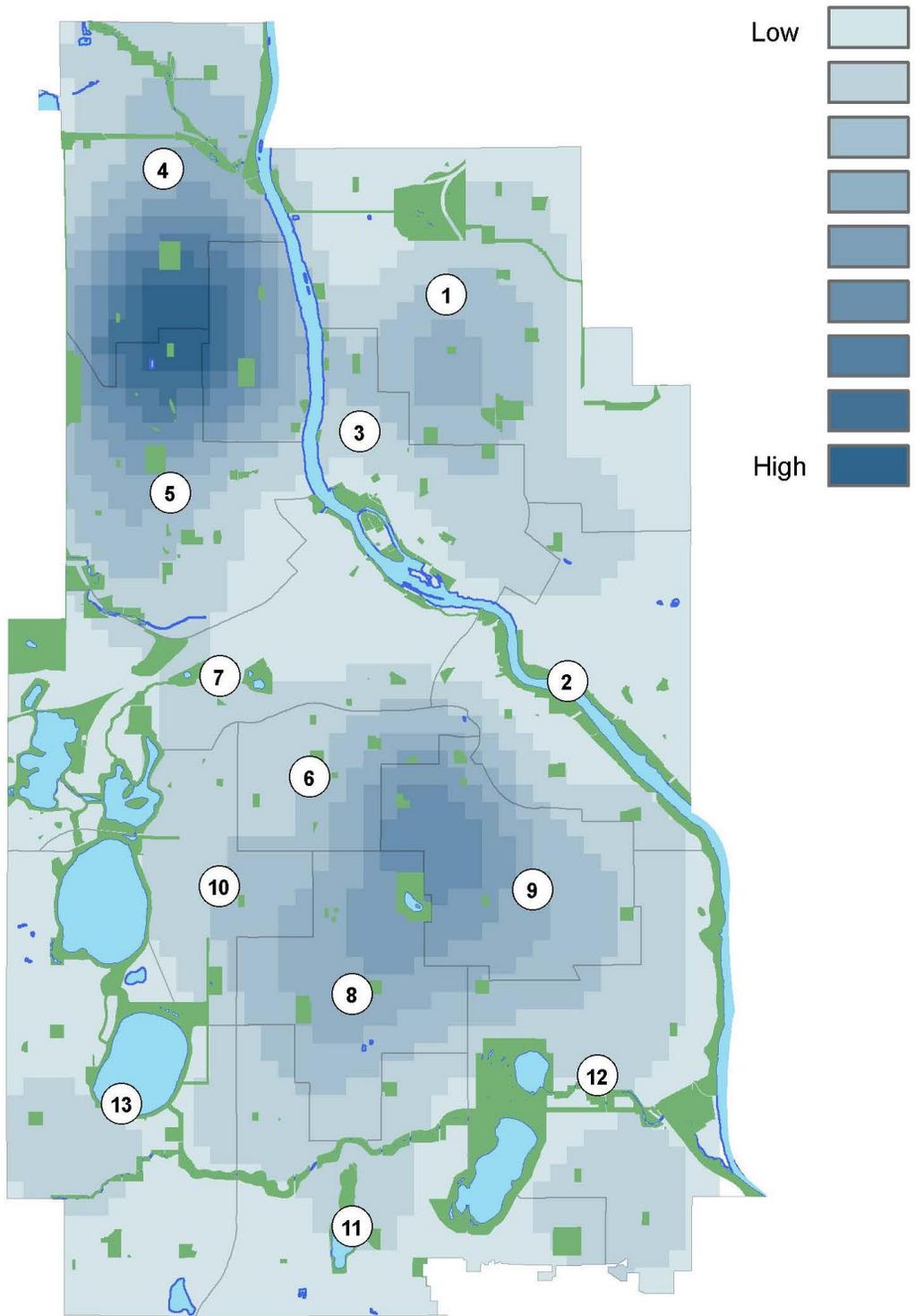
# 2013 2nd Quarter Sidewalk Snow & Ice



0 0.5 1 2 3 4 Miles



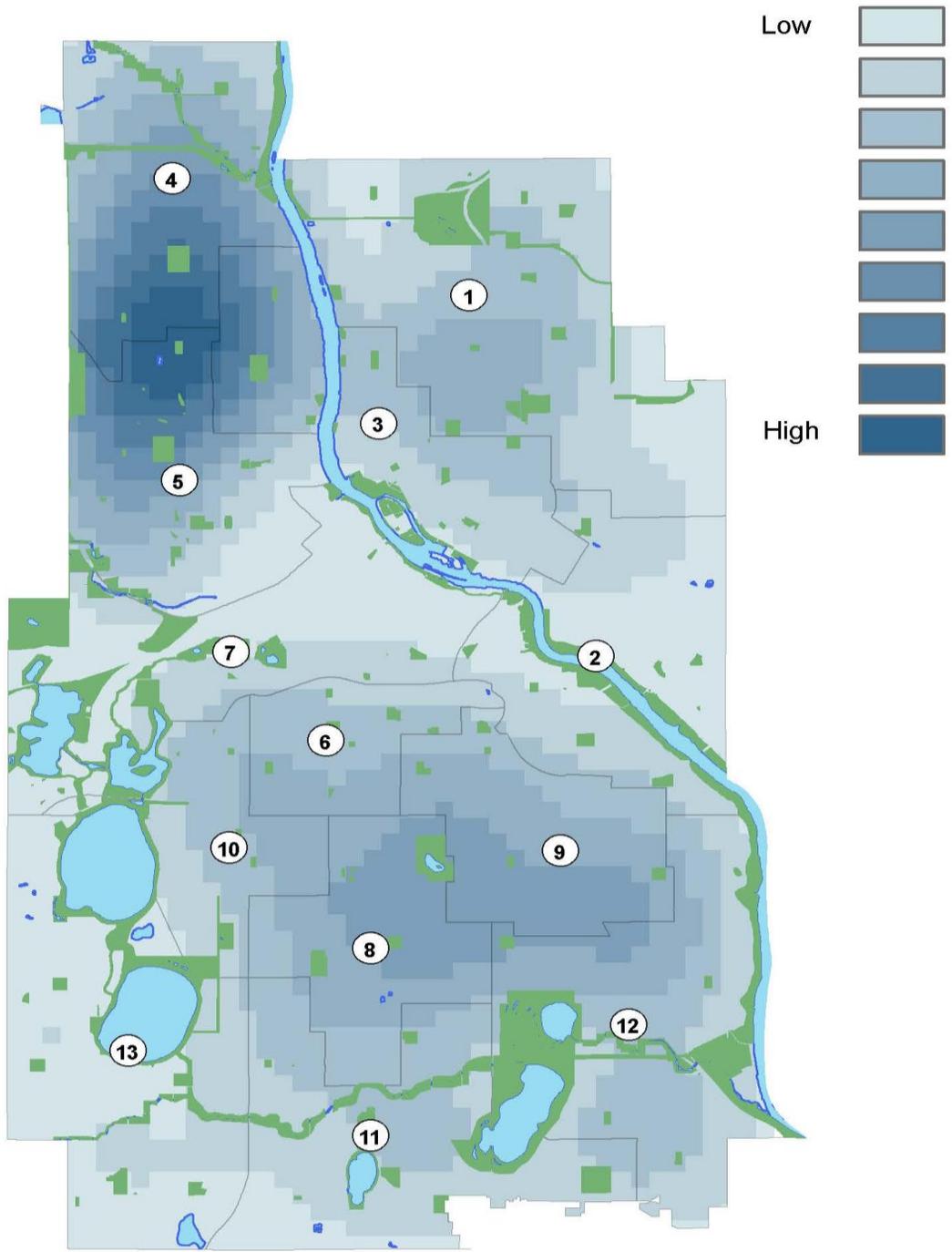
# 2013 1st Quarter Exterior Nuisance Complaint



0 0.4 0.8 1.6 2.4 3.2 Miles



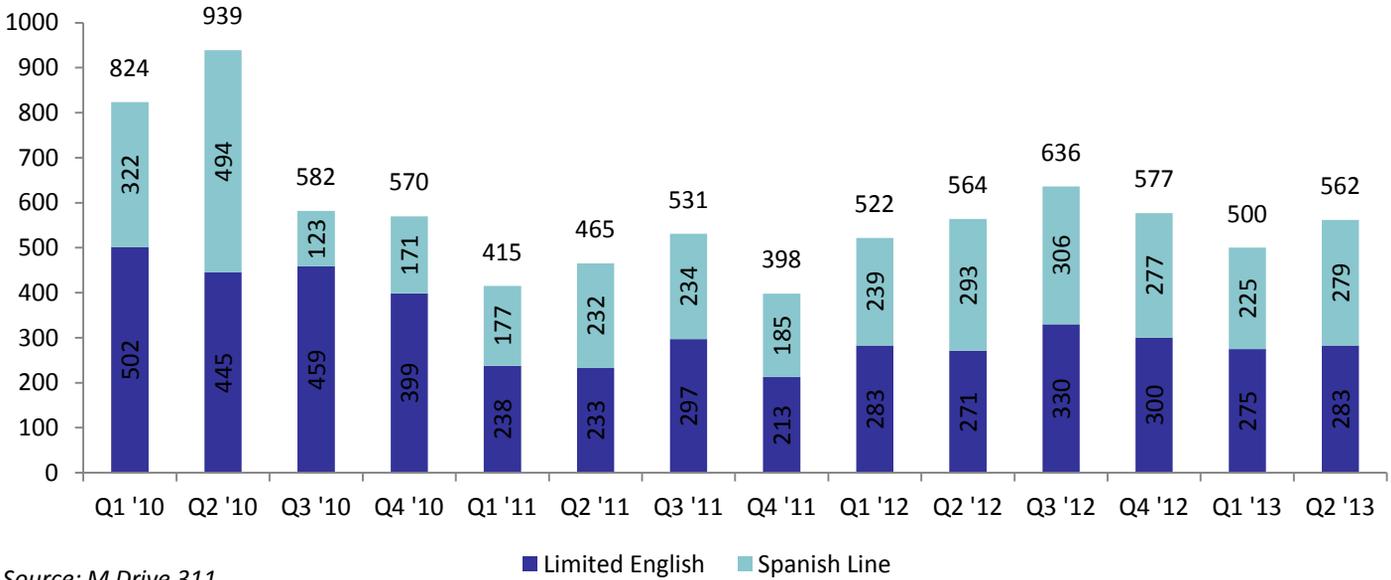
# 2013 2nd Quarter Exterior Nuisance Complaint



0 0.4 0.8 1.6 2.4 3.2 Miles



### Limited English Calls to 311



Source: M Drive 311

#### Why is this measure important?

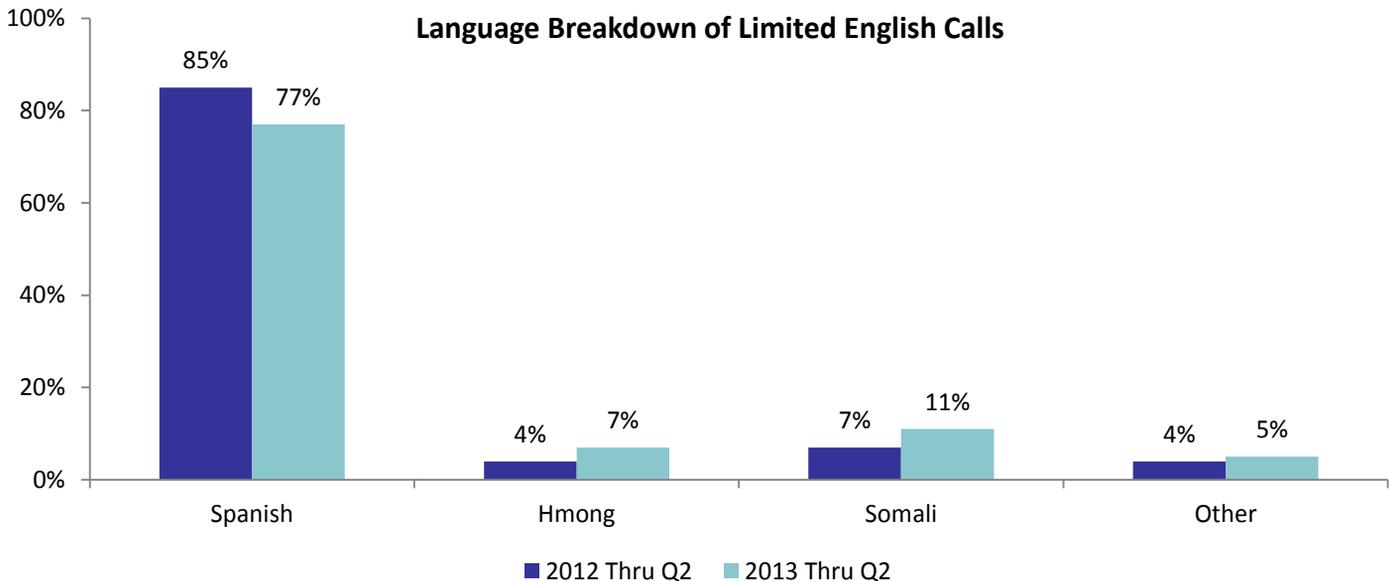
In the area of community engagement, there is an opportunity for the City to provide easier access to City services and information for residents who speak limited English. A measure of success in this area is the utilization of Minneapolis 311 by these groups.

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

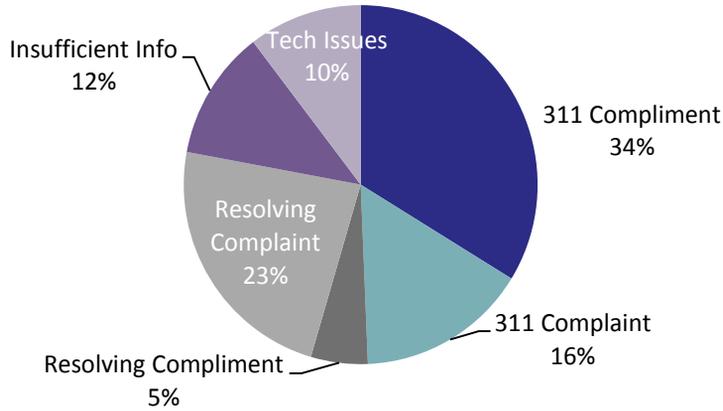
Through Q2 2013, 311 received 1,062 calls requiring an interpreter. This is consistent with 1,086 calls for the same period in 2012.

Interestingly, the breakdown of interpreter calls has shifted from last year. Spanish callers have decreased from 85 percent to 77 percent while Somali callers increased from 7 percent to 11 percent and Hmong from 4 percent to 7 percent.

### Language Breakdown of Limited English Calls



### 2013 Customer Feedback Issues



Source: Lagan Database

#### Why is this measure important?

Customer feedback is a key element to any organization 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.

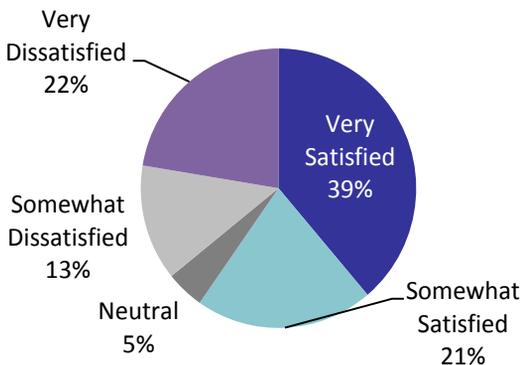
#### What will it take to achieve these targets?

Through Q2, a total 77 customers have completed an online survey. Of those rating their satisfaction, 60 percent rated their experience as satisfied or very satisfied, whereas, 35 percent rated their experience as somewhat dissatisfied or very dissatisfied. This compares to 57 percent satisfied /very satisfied and 37 percent somewhat/very dissatisfied for the entire year 2012. Thirty eight (49 percent) of the surveys were 311 specific with 26 (68 percent ) being complimentary in nature.

Primary areas for improvement expressed by customers were:

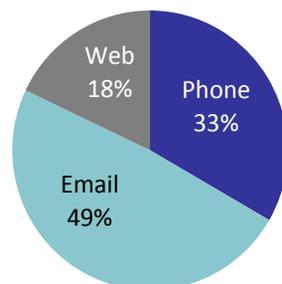
- Improving and expanding technical offerings, Website and 311 mobile app
- Streamlining the on-line service request process
- Not getting a callback or feeling their complaint was not addressed in a timely matter

#### 2013 Customer Feedback Satisfaction

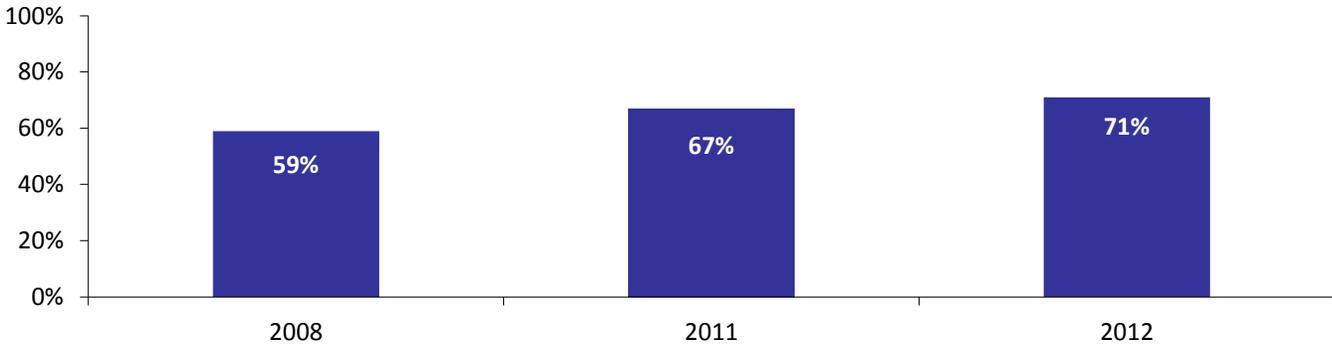


Source: Lagan Database

#### 2013 Customer Feedback Avenues



**Percentage of Residents Very Familiar or Somewhat Familiar with Minneapolis 311**



Source: Resident Survey 2008, 2011 & 2012

**Why is this measure important?**

The Resident Survey provides a snapshot of residents’ familiarity with 311, satisfaction with the professionalism of 311 agents and ranking of the overall importance of 311 services.

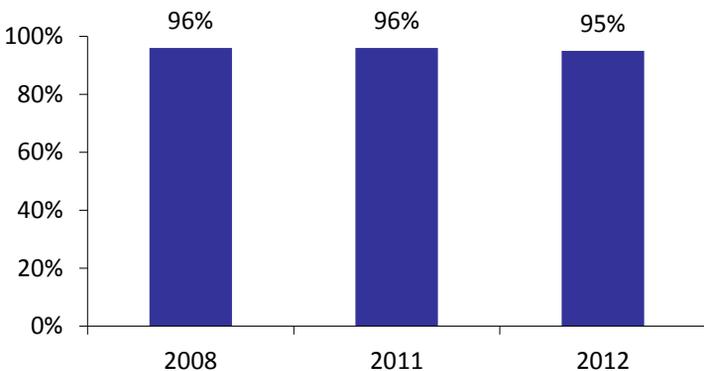
**What will it take to make progress?**

The overall familiarity of 311 continues to increase. To make progress, communication efforts currently underway will need to continue. Also, specific efforts to engage younger and shorter-term residents represent the greatest potential for progress. The introduction of 311’s mobile app in 2012 is opening up a communication channel preferred by this group. Also, the plan to introduce 311 texting in 2014 will add yet another highly desirable method of connecting with the City.

The professionalism of 311 agents continues to be rated very high, at 95 percent. Continued training and development of 311 agents will be key to maintaining this measure.

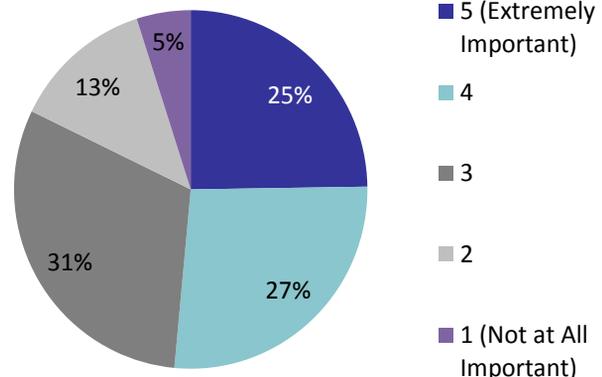
Resident rate of the importance of 311 Services at 4 or 5 increased from 47 percent in 2011 to 53 percent in 2012. Continued improvement in these ratings will require increased familiarity with 311 services, improved ease of access and additional service offerings.

**Professionalism of 311 Agents (Satisfied or Very Satisfied)**



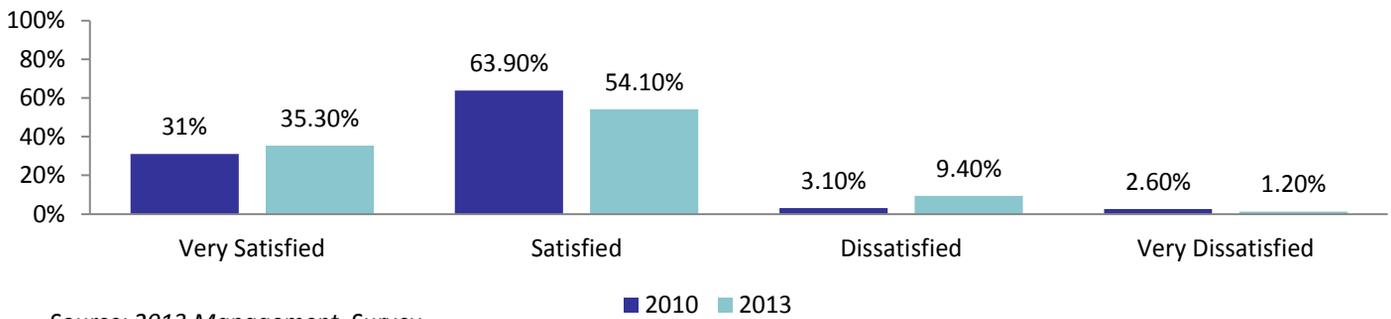
Source: 2012 Resident Survey

**Rate of Importance of 311 Services**



Source: 2012 Resident Survey

### Satisfaction of 311's Handling of Customer Telephone Calls and Emails



Source: 2013 Management Survey

#### Why is this measure important?

This measure provides an indication of the overall satisfaction of 311's internal customers with the services provided by 311.

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

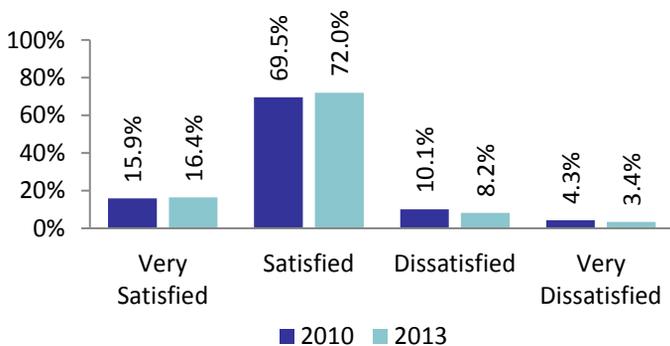
In 2013, survey respondents rated their satisfaction with 311's handling of customer calls and emails at 89.4 percent satisfied or very satisfied compared to 95 percent in 2010. Satisfaction with 311's reports showed a moderate increase to 88.4 percent. Also, 311's responsiveness to departments' needs increased slightly to 91.8 percent.

Themes identified to help improve or maintain these ratings include:

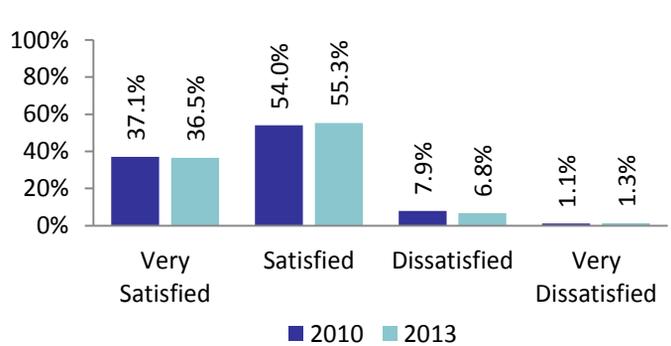
- Expanding 311's hours
- Improving call transfer accuracy
- Developing more detailed reports
- Offering capability to text to 311

Expanding 311 hours is largely budget-dependent but continuing collaborative discussions and potential partnerships are underway and may help provide resources. Analysis of transfer call data, feedback from resolving departments and improved employee and service directory listings will help to improve transfer accuracy. Helping and enabling resolving departments to develop and run their own reports will provide access to the information they are seeking. Texting 311 is on 311's roadmap and planned for implementation in 2014.

#### Satisfaction with Management Reports Received from 311



#### Responsiveness of 311 to Departments' Business Processes



Source: 2013 Management Survey

Results Minneapolis: 311

Source: 2013 Management Survey

July 23, 2013

# Appendix

# 311 Comparative Survey CY 2012



**This report prepared by**

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## Survey Committee:

Don Stickney – Minneapolis

Dawn Misencik – Minneapolis

Neil Evans – Toronto

Margaret Wright – Dallas

Terry Pearce – Calgary

Rose Minton – 311 Synergy Group / CS Week

Thank you for participating in the 4<sup>th</sup> annual 311 comparative survey! Your involvement helps us all to learn from each other and improve the services we provide.

The 2012 survey was sent out by Minneapolis 311 on April 15<sup>th</sup>, 2013 to the AGCCE Google Group, the Synergy Group (via Linked In), announced in the ICMA newsletter, and emailed directly to last year's respondents.

Responses were collected through May 22<sup>nd</sup>, 2013 from a total of 48 centers from cities and counties across the U.S. and Canada (37 respondents completed the entire survey).

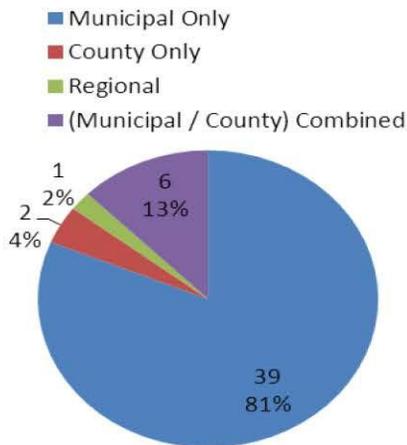
This summary report provides an overview of the responses received; complete survey responses can be found in the appendix.

The Survey consisted of the following sections:

1. Dimensions
2. Staffing
3. Services & Functions
4. Volumes & Measures
5. Budget
6. 2012 Goals
7. Feedback

# General Characteristics

**Type of Government entity:  
Municipal, County or Combined**



**Which Dept does your contact center report to?**



## General characteristics key points

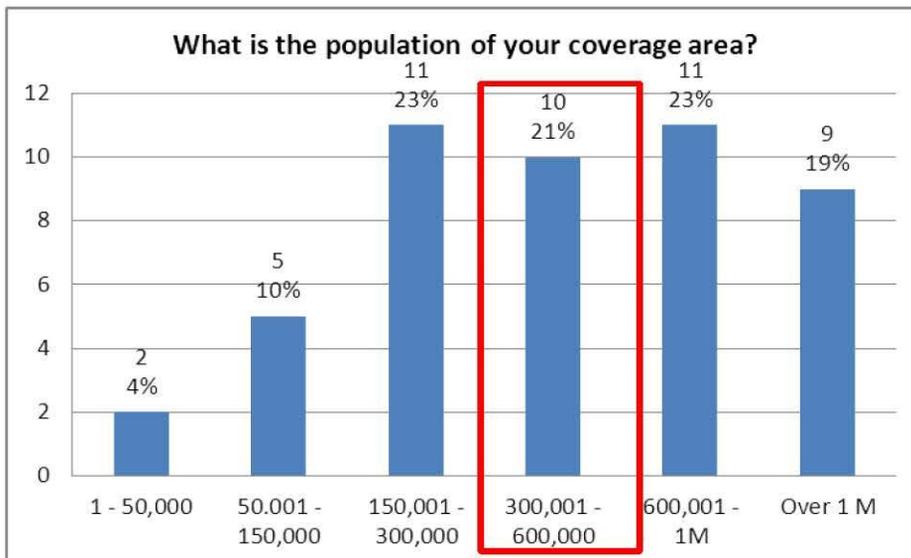
•As in the last survey, the largest share of 311 centers report to the Mayor or City / County Manager (43%)

•“Other” responses included:

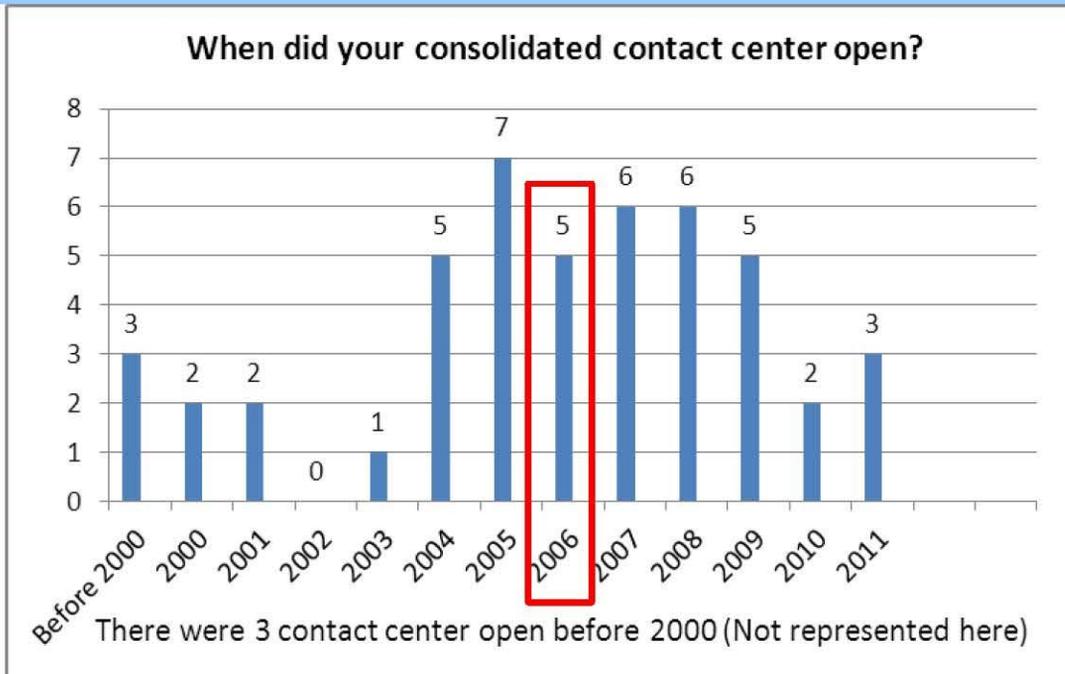
- Police Dept. & Emergency Ops
- Public/City owned utilities
- Human Resources
- Regulatory Affairs
- IT & Communications
- General Services
- Public Services

•The majority of respondents, 81%, are solely City operations & 6% were combined City-County operations.

**What is the population of your coverage area?**



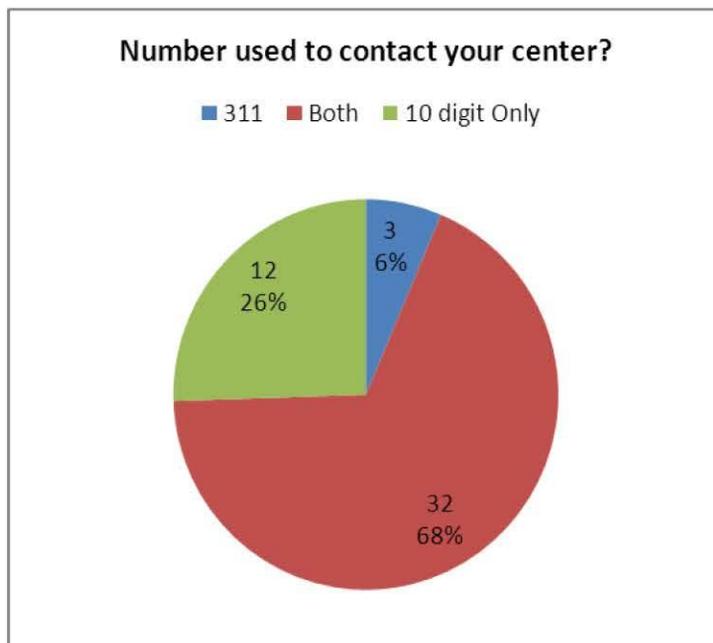
# General Characteristics



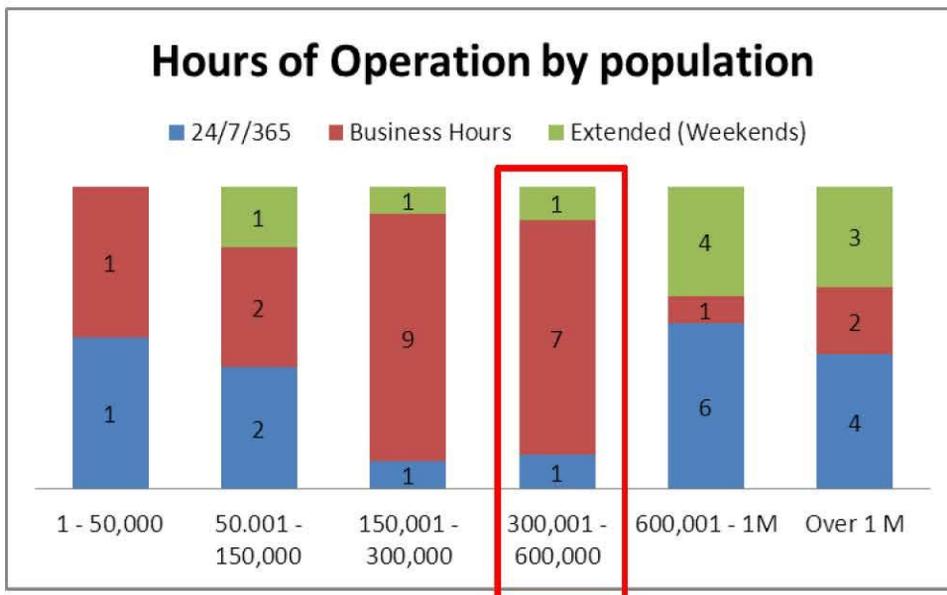
Minneapolis 311 opened on January 6, 2006

## General characteristics key points, continued

- 73% of call centers have 311 dialing
- Peak years for Contact center openings were 2005 - 2008.



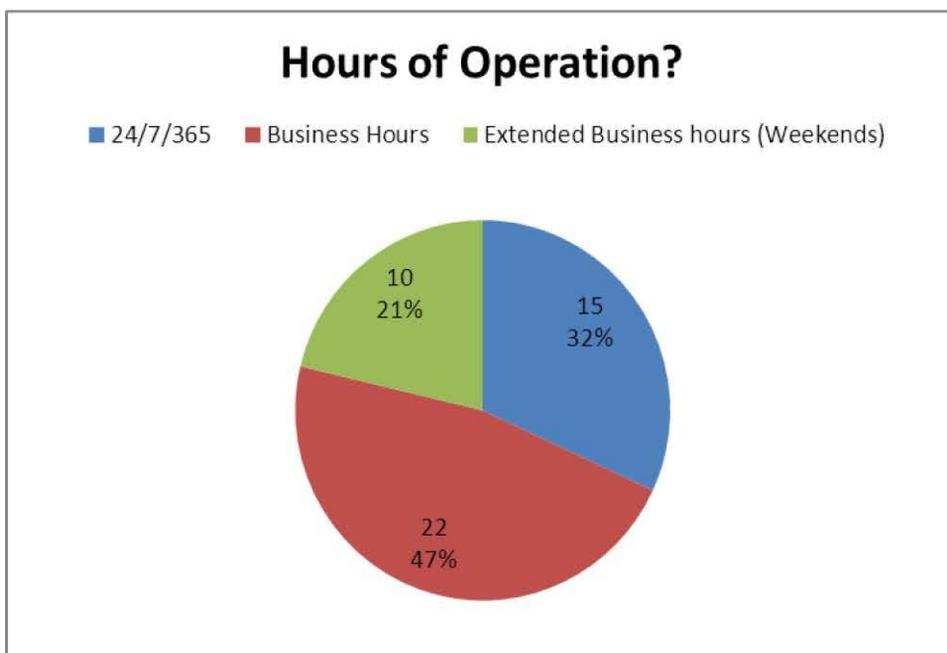
# Hours of Operation



Minneapolis 311 hours of operation are similar to other 311's in comparative or smaller population areas.

### Hours of operation key points

- 32 % of 311 centers are open 24/7
- An additional 21 % of 311 centers have some level of weekend hours
- 12% (6) of respondents reported a change in hours recently (since 2010), within that group, 5 reported reduced hours and one expanded to 24/7.
- 18% (9) centers reported planning to expand hours in the near future



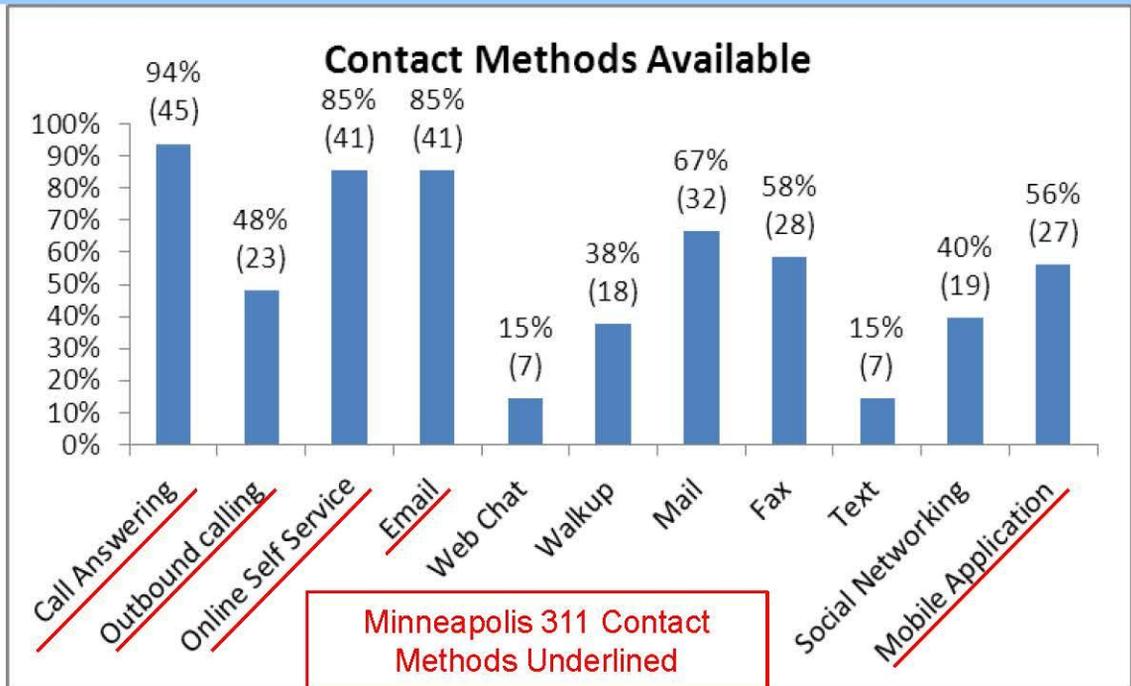
# Hours of Operation

## Weekday Hours of Operation

2012

				Weekday Hours							
				3:00 AM	6:00 AM	9:00 AM	12:00 PM	3:00 PM	6:00 PM	9:00 PM	12:00 AM
Over 1 million	Calgary	AB / CAN	Yes								
	Charlotte	NC	Yes								
	Columbus	OH									
	Dallas	TX	Yes								
	Houston	TX	Yes								
	New York	NY	Yes								
	Philadelphia,	PA									
	San Antonio	TX	Yes								
	Toronto	ON / CAN	Yes								
600,001 - 1 million	Albuquerque	NM	Yes								
	Boston	MA	Yes								
	Charlotte	NC	Yes								
	Denver	CO	Yes								
	Edmonton	AB / CAN	Yes								
	Louisville	KY	Yes								
	Rockville	MD									
	San Francisco	CA	Yes								
	Vancouver	BC / CAN	Yes								
	Washington	DC	Yes								
	Winnipeg	MB / CAN	Yes								
300,001 - 600,000	Arlington	TX									
	Cleveland	OH									
	Kansas City	MO									
	Minneapolis	MN									
	Omaha	NE									
	Richmond	VA									
	Riverside	CA	Yes								
	Sacramento	CA	Yes								
	Tulsa	OK									
	Wichita	KS									
150,001 - 300,000	Buffalo	NY									
	Chesapeake	VA									
	Columbus	GA									
	Fort Wayne	IN									
	Greensboro	NC									
	Knoxville	TN									
	Norfolk	VA									
	Oshawa	ON / CAN	Yes								
	Rochester	NY	Yes								
	Tempe	AZ									
Windsor	ON / CAN										
50,001 - 150,000	Evans	GA									
	Evanston	IL	Yes								
	Schaumburg	IL	Yes								
	Somerville	MA	Yes								
	South Jordan	UT									
1 - 50,000	Dormont	PA	Yes								
	Leduc	AB / CAN									

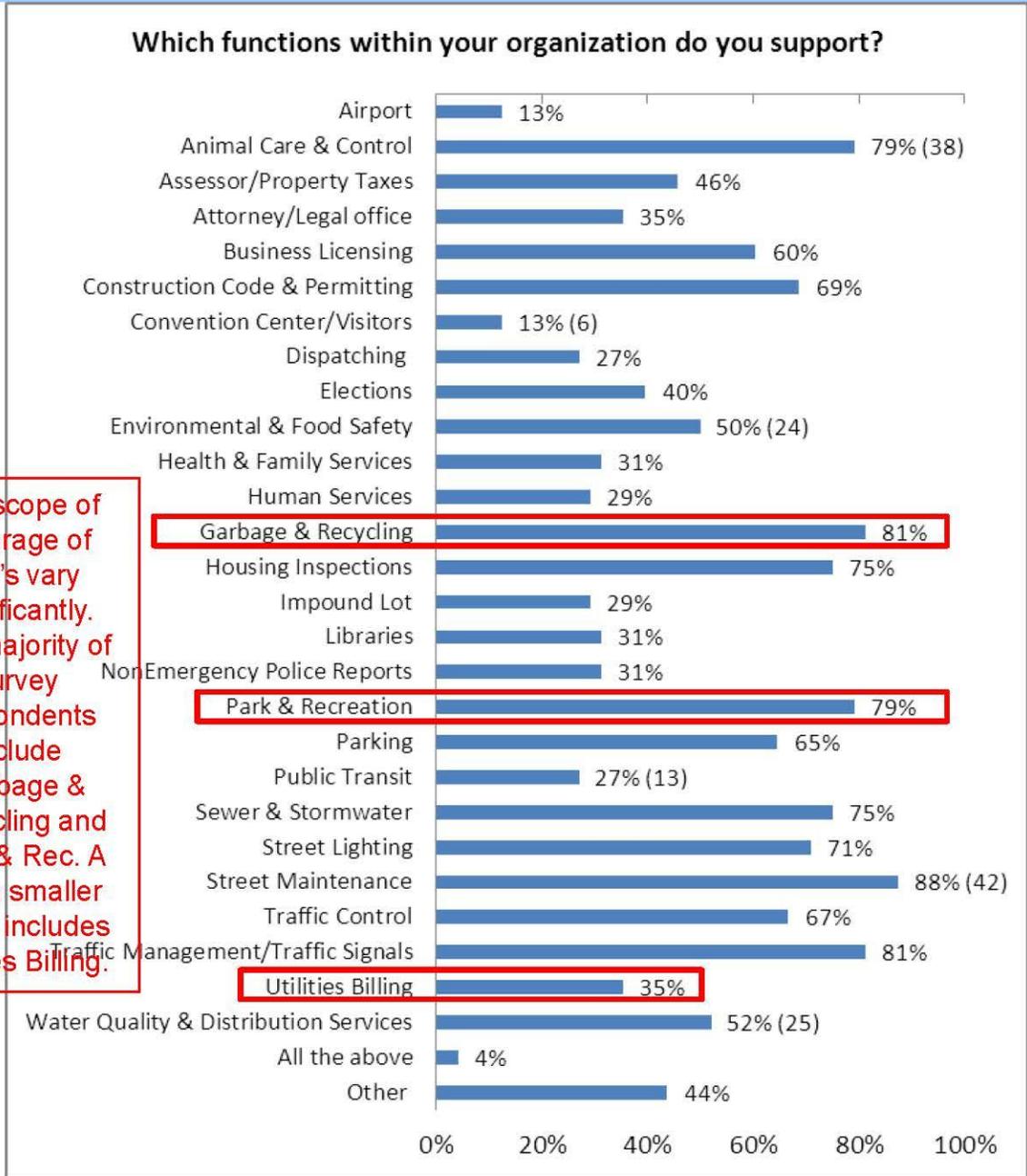
## Services provided



### Services provided key points

- Calls, emails & Online Self Service are the predominant contact methods available
- Half or more of all centers also offer mail, fax & mobile applications with Outbound calling and Social Networking following closely behind.
- 48% of those responding to this survey question said they do outbound calling. (new)
- 85% have online self service (new)
- Several respondents noted that they have mobile apps in development
- The most common services are related to streets (maintenance, lighting, traffic) and other public infrastructure (sewer and storm water), as well as garbage and recycling & animal care and control.

# Services provided

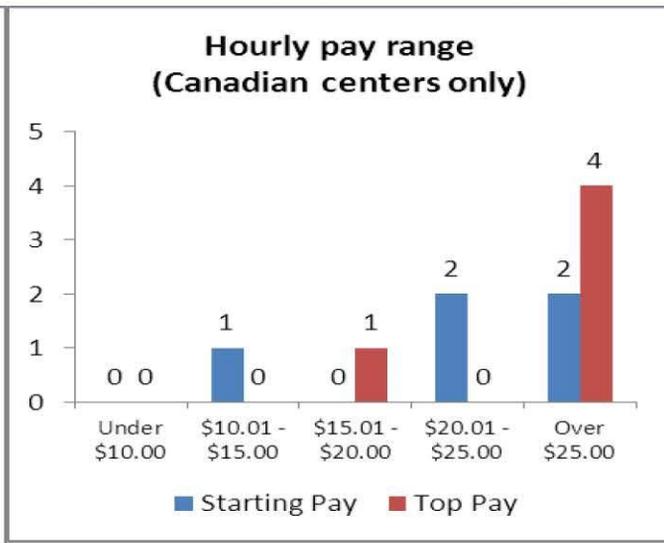
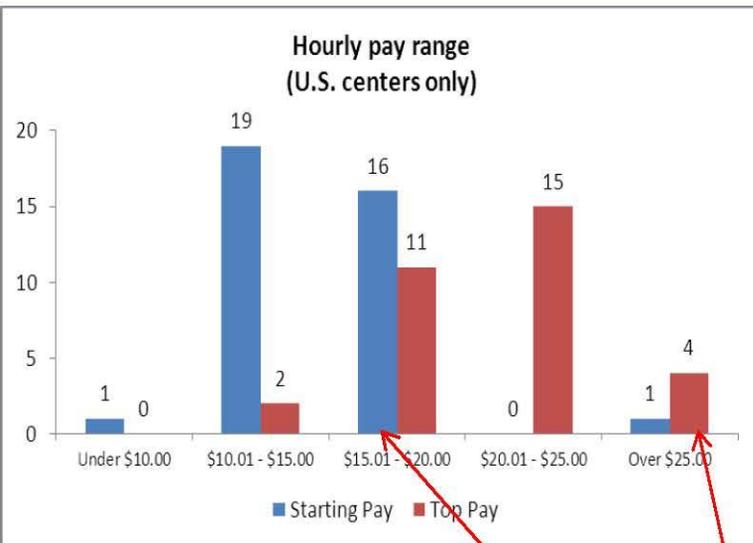


The scope of coverage of 311's vary significantly. The majority of survey respondents include Garbage & Recycling and Park & Rec. A much smaller group includes Utilities Billing.

•“Other” responses included:

- Economic Development
- Human Resources
- Court information
- Community development
- Facilities maintenance
- Motor vehicles
- Municipal Housing Auth. Calls
- Emergency Preparedness / Mgmt
- Phone directory
- Bio Park (Zoo & Aquarium)
- Treasury
- Dispatching (Utilities, School transportation, Traffic control)
- 211 / Human Services
- Public Utilities
- Parent information center (schools)

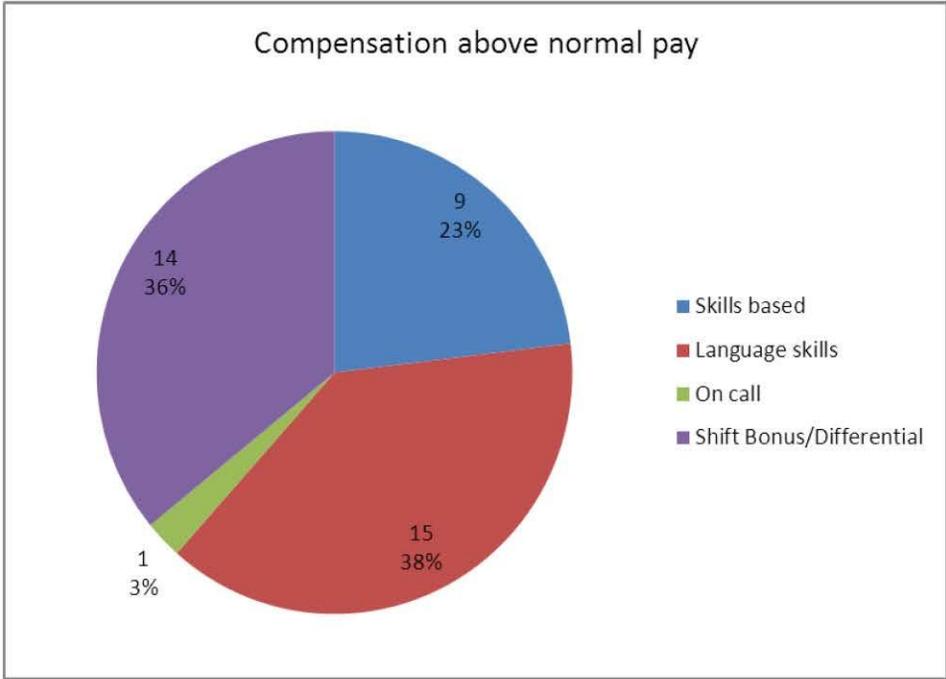
# Compensation

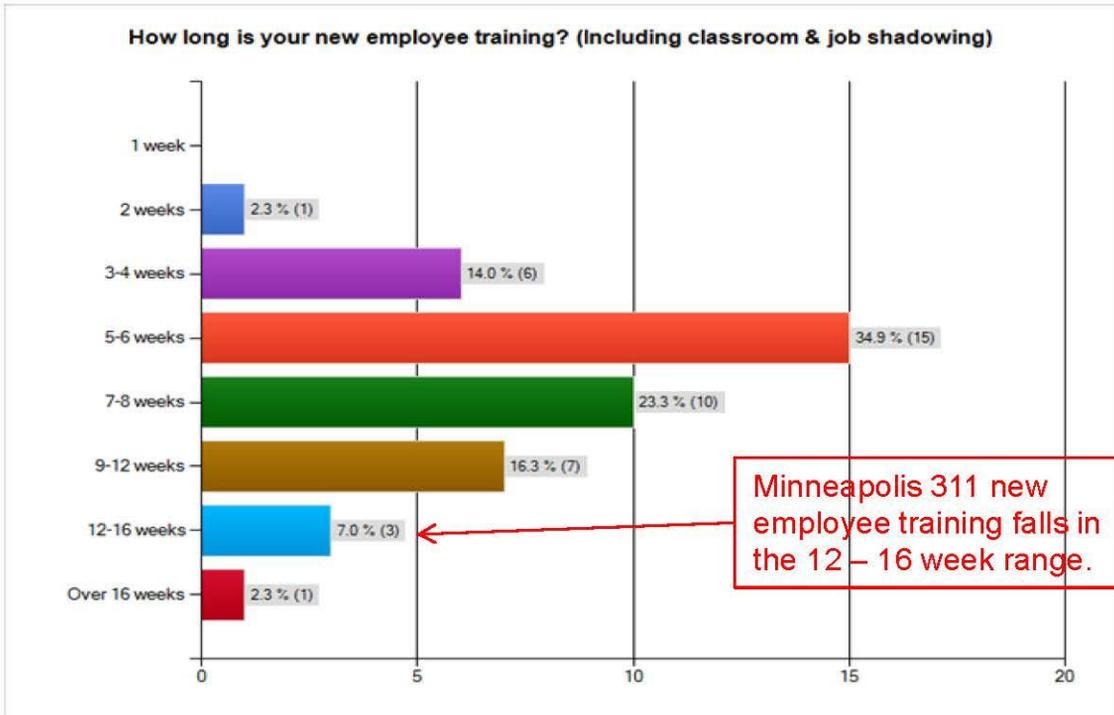


Minneapolis 311 agent starting pay is \$17.14 and top pay is \$26.94.

## Compensation key points

- Average starting pay for U.S. centers is \$15
- Average top pay for U.S. centers is \$21
- Team lead premium of \$1.50 more per hour & Quarterly bonus for top 1/3 were also mentioned as "Other" pay considerations above normal pay.





Minneapolis 311 new employee training falls in the 12 – 16 week range.

**Staffing key points**

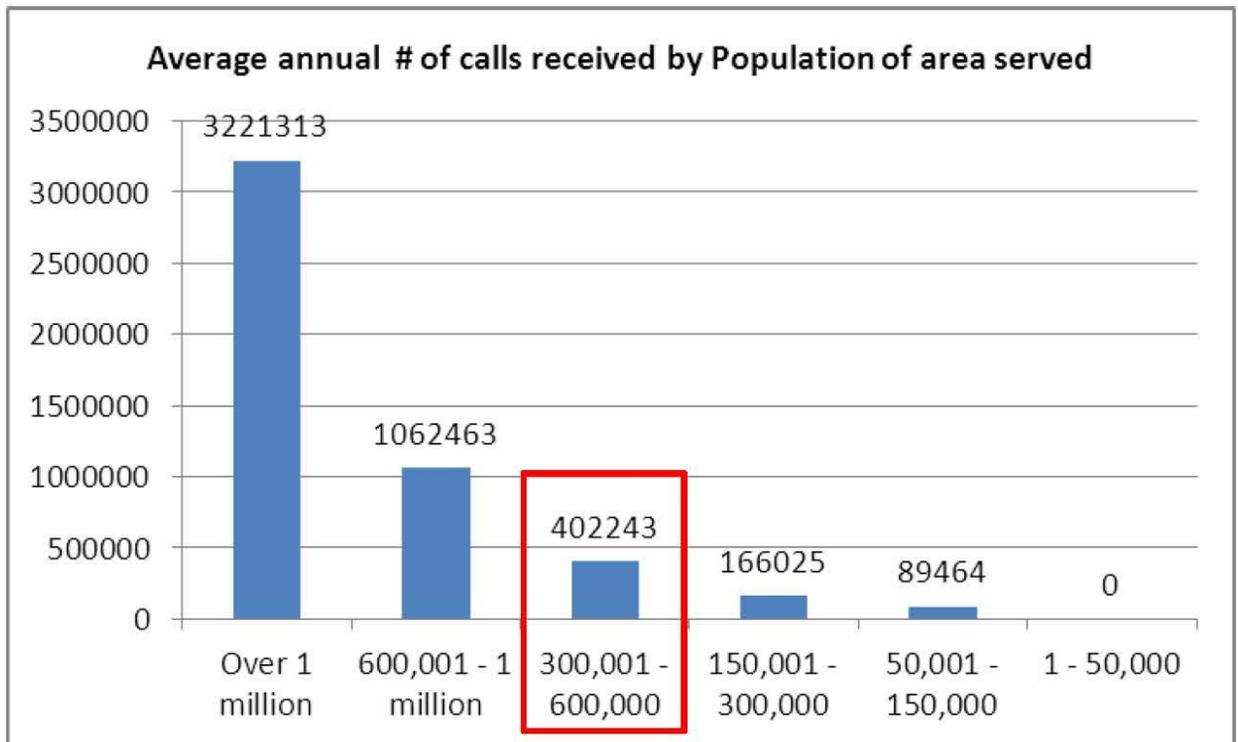
- All but one call center, 98% utilize at least one full time call-taker (43 centers)
- 55% also use some part-time call-takers (24 centers)
- 23% have at least one temp/contractor on staff (10 centers)
- There are 3 centers that utilize “Work at home/Virtual call takers”
- The median call-takers to supervisor ratio is 9:1; the median ratio of call takers to all support staff (supervisors **and** support staff) is about 4:1

Minneapolis 311 survey responses in red.

	Population	Over 1 million	600,001 - 1 million	300,001 - 600,000	150,001 - 300,000	50,001 - 150,000	1 - 50,000	
44 Responses Total	Average # of Full-Time Call Takers/Reps?	70	44	19	20	8	5	2
	Average # of Contact Center Supervisors?	7	6	2	3	1	1	
	Average # of Support Staff? (include analysts, admins & trainers...NOT IT)	14	10	3	4	2	3	
	Average # of Part-Time Call Takers?	29	21	4	0	9	6	
	Average # of Temps/Contractors?	10	19	5	0	3	0	
	Average # of Work at home agents?	6	0	5	5	0	0	
	Average # of On call agents?	0	28	0	0	0	2	

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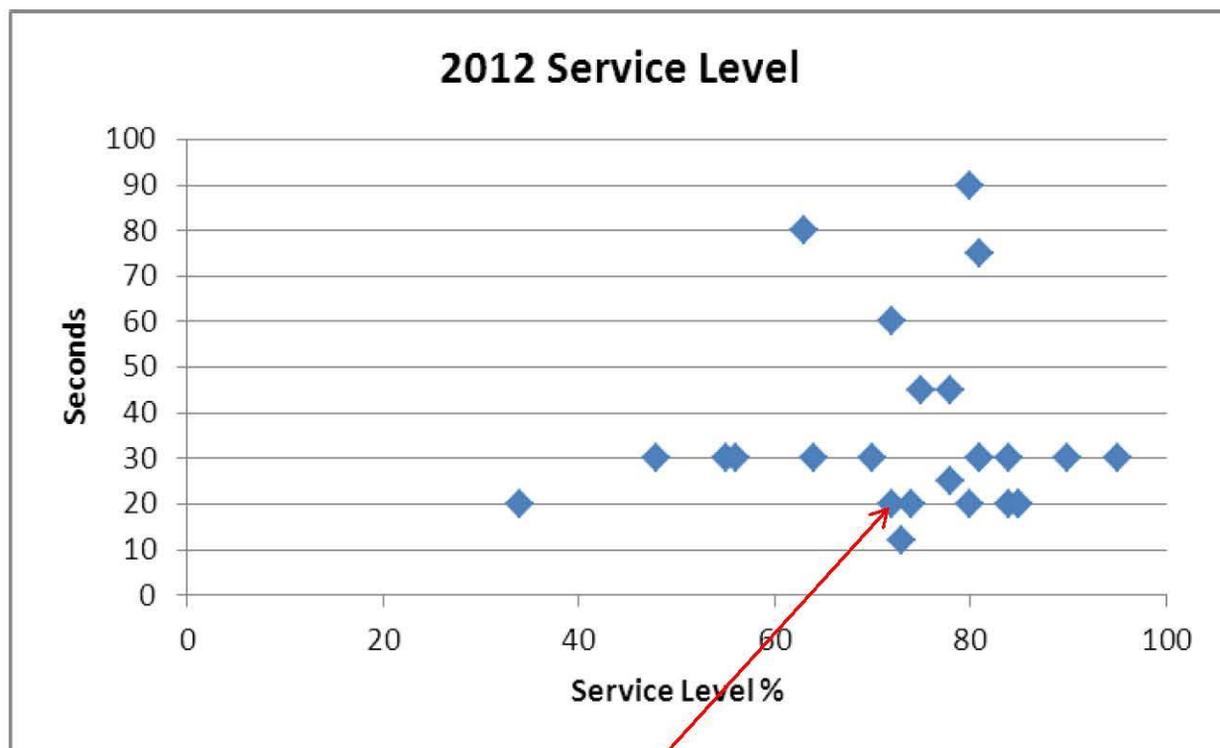
## Calls Received



In 2012, Minneapolis 311 received 316,647 calls.

- The chart above reflects the average number of calls received by agencies serving the various population segments.
- Those agencies serving less than 50,000 population were not able or did not provide information on the number of calls received.

## Contact Center Measures – Service Level

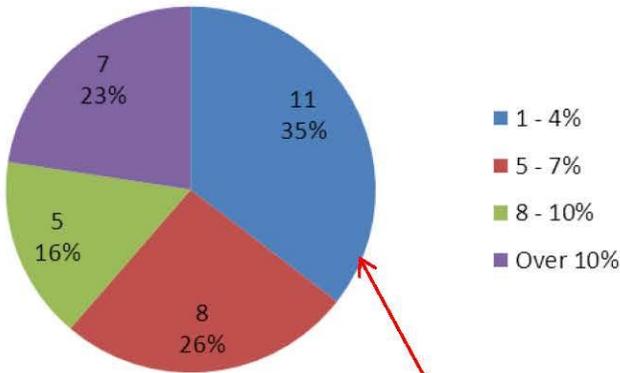


In 2012, Minneapolis 311 service level was 71.6% of calls answered in 20 seconds.

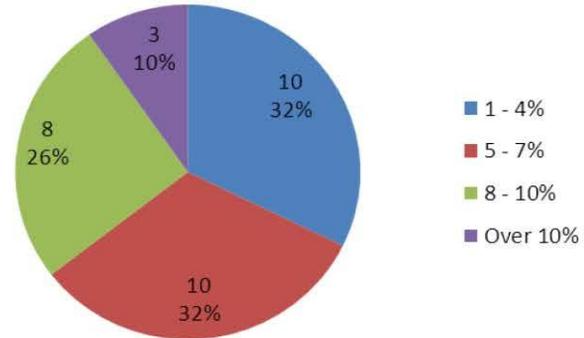
- There were 25 responses for Service level
- The chart above reflects a scatter diagram of the various service levels reported for 2012.
- Note that the majority of service levels are clustered in the lower right quadrant of the diagram.
- Average SL is 74 % in 35 seconds
- Median is 78% in 30 seconds

# Contact Center Measures – 2012 Abandoned Call Goals

### % Abandoned Calls



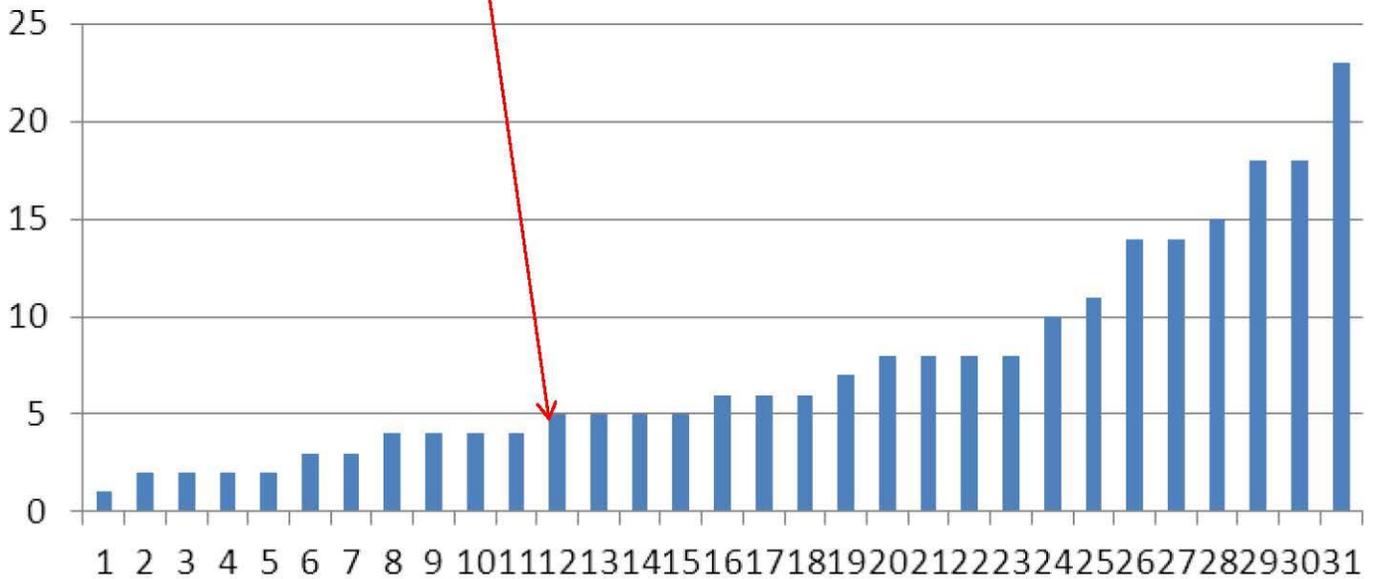
### 2013 GOAL - Abandoned Calls



Minneapolis 311 % abandoned calls in 2012 was 4.9%,  
2013 goal is 6.0%

### % Abandoned Calls

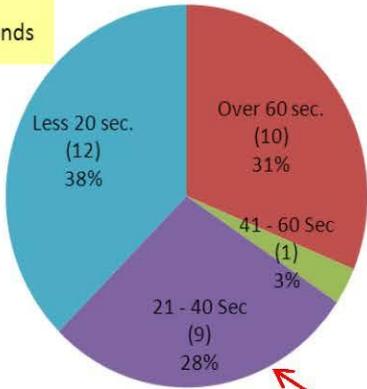
**31 Responses**  
**Median 6 %**



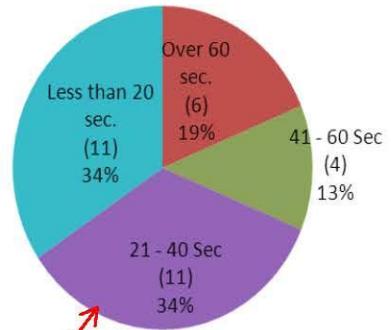
# Contact Center Measures – Average Speed of Answer

**Contact Center Average Speed of Answer**

32 Responded  
Median 28.5 seconds



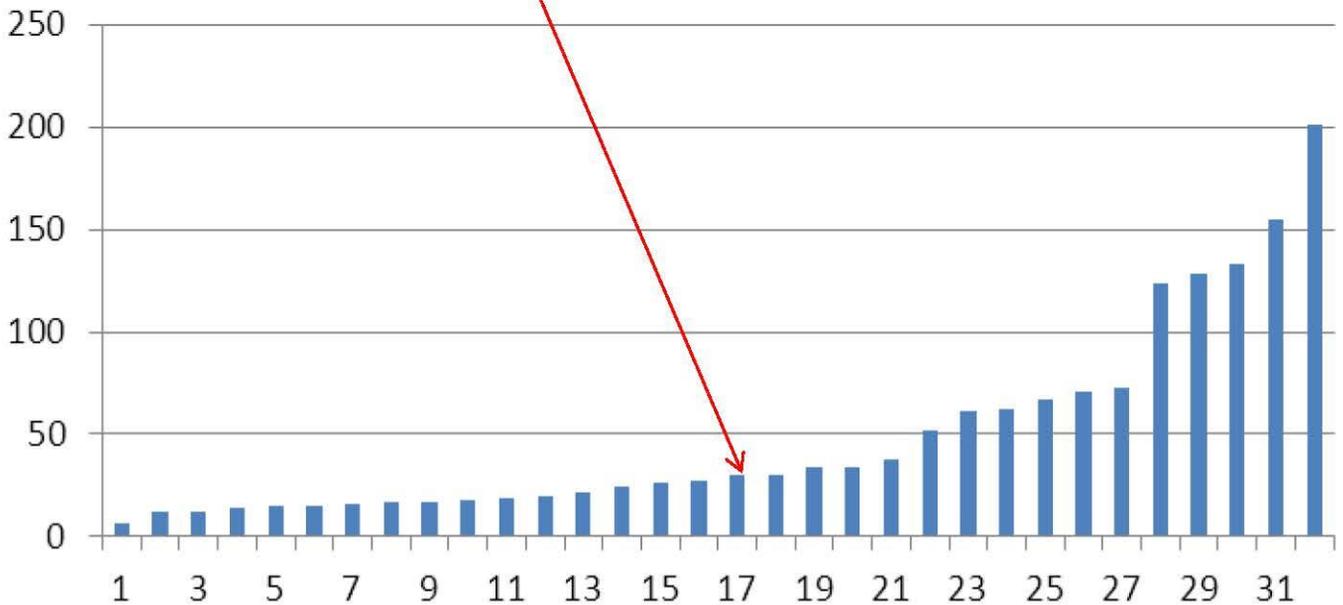
**2013 GOAL - Average Speed of Answer**



Minneapolis 311 average speed of answer in 2012 was 30 seconds, 2013 goal is a range of 30 – 35 seconds

## Average Speed of Answer

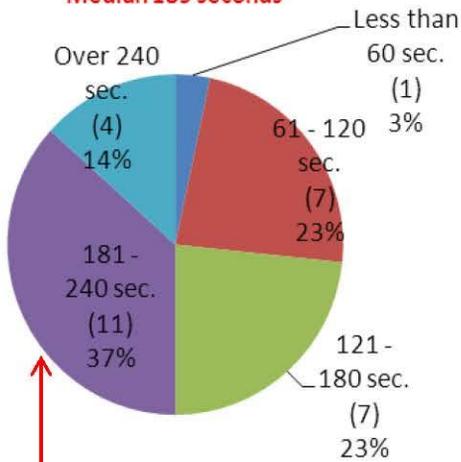
32 Responses  
Median 28.5 seconds



# Contact Center Measures – Average Handle Time

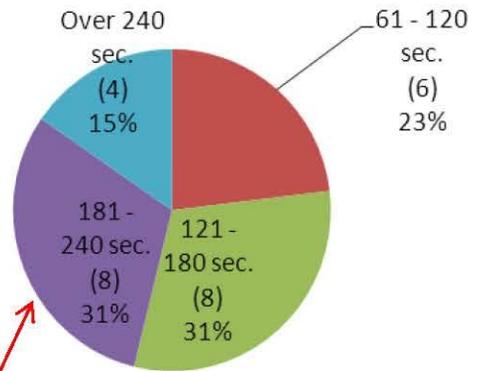
## Average Handle Time

30 responses  
Median 189 seconds



## 2013 GOAL - Average Handle Time

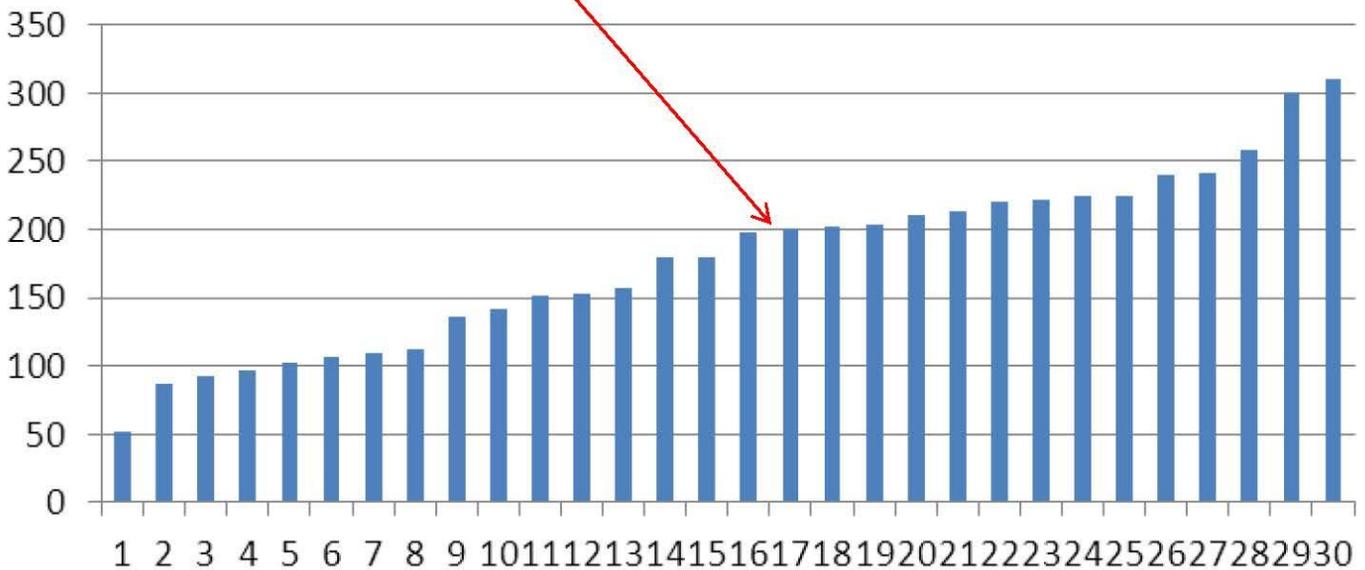
26 Responses



Minneapolis 311 average handle time (handle + work) in 2012 was 198 seconds, 2013 goal is 200 seconds.

## Average agent handle time/talk & after call work time (in seconds only)

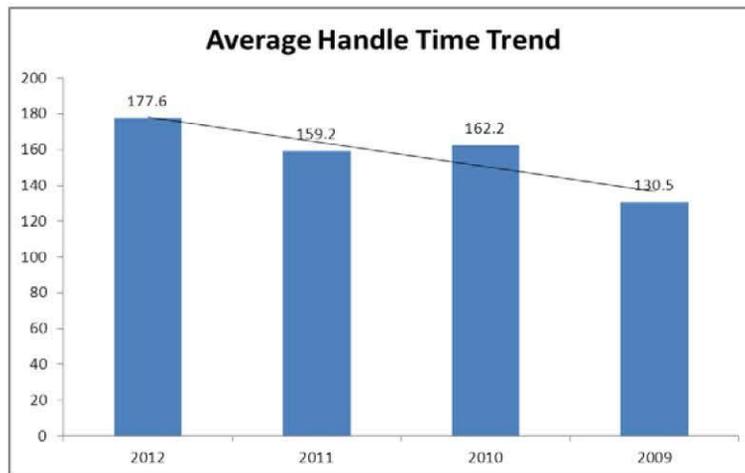
30 Responses - Median 189 seconds



# Contact Center Measures

## Key Points:

- The average percent of calls abandoned in 2012 was 7%
- Average speed of answer in 2012 was 49 seconds
- Email response time goals range from 1 hour to 48 hours. The most common is 24 hours.
- The median, and most common service level Goal was 80% in 30 seconds
- Contact average handle times (AHT) seem to be increasing as easier to handle contacts are automated. *See chart below*
- There was a wide range in the percentage of calls transferred, from a low of 3.5% to a high of 55%.
- The median goal for first call resolution is 85%
- Self Service utilization varies widely from 861 reports to 948,569



## Cost per Contact

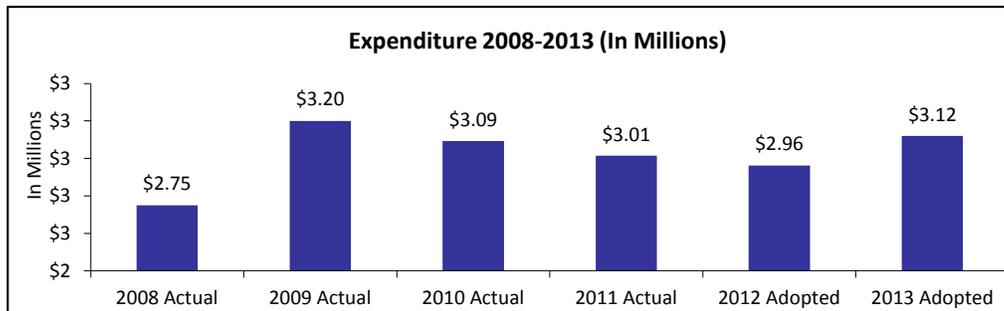
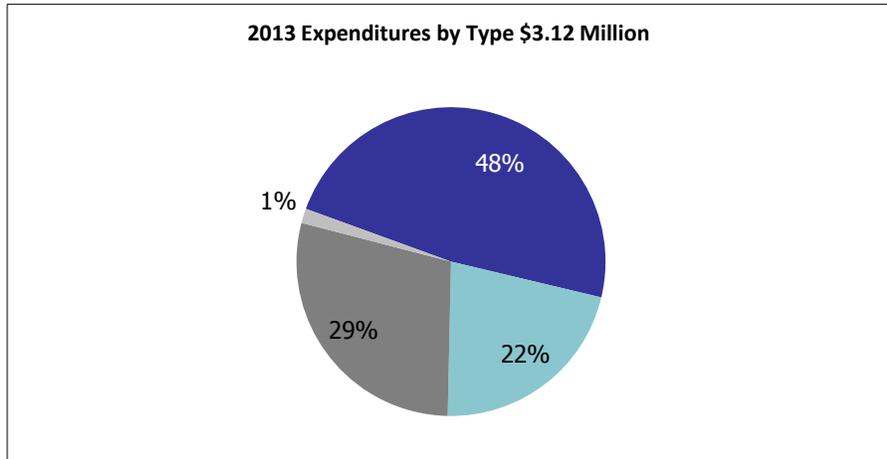
- *There is a wide variation in what is considered a "contact". Additionally, there is equally wide variations between jurisdictions as to how costs are accounted for an allocated. For the purposes of this survey, the salary cost per handled contact was calculated as: Salary of staff & direct support staff (not IT costs) without benefits divided by total number of handled contacts.*
- *The cost per contact as reported in this survey ranges from \$1.20 per contact to \$7.40 (22 responses)*

Using the cost calculation for this survey, Minneapolis 311 average cost was \$4.01.

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## Management Dashboard: 311



<b>Loss Prevention Data</b>					
Year	2008	2009	2010	2011	2012
Workers Comp	NA	NA	\$ -	\$ 170	\$ 13,011
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.

