CapSTAT

311

OCA • DPW • DDOT • DMV • OUC
Agenda

- Goals for the 311 system & today’s meeting
- 311 Overview
- Step 1: Resident Requests Information and/or Service
- Step 2: Service Requests and Fulfillment
- Old open cases
- Recommendations
What do we want 311 to be?

Goal: 311, and all related services, provides premiere customer service to residents and becomes the one-stop for government service requests.

*Steven Goldsmith defines advanced 311 systems as containing these elements:

- A centralized customer service call center
- A multimedia hub for residents to communicate in any way they wish -- via a smartphone app, texting, a phone call or a dedicated website -- with their governments
- A platform for community engagement that connects residents with others of common interest, "listens" to social media comments and no longer is limited to waiting for a complaining resident to ask government for help
- A rich source of open data that can inform residents about issues in their communities and provide them with the information they need to better understand those issues
- A data-powered tool for augmenting performance-focused stat programs and for grading and enhancing government’s customer service efforts

[*Beyond Customer Service: Cities and the Breathtaking Promise of 311 by Steven Goldsmith*]
Goals for today’s meeting

• Understand the overall 311 system and how it interacts with residents and agency service offerings.

• Develop and agree on initial recommendations on process improvements, measurement of Customer Satisfaction, and QA/QC for all participating agencies.

• Provide direction on next steps with where we want to take 311.

First of several meetings to begin to understand the challenges and finalize recommendations.
Overview of 311
13 agencies actively involved, plus a designation for OUC-Snow

144 service request options, 88 can be submitted online

Can request via phone, website, app, text

311 also processes appointment requests for DOEE and the DMV and sends referrals to 211
What is the process for handling a 311 request?

1. **Resident submits request by web or app**

2. **Caller calls 311; Selects option**
   - **Agent processes request in Salesforce**
   - **Agent handles the call without Salesforce**

3. **Agency request**
   - **Agent provides Service Request Number and SLA**
   - **Agencies view requests in Salesforce**

4. **Agencies complete request**

5. **Agency request completion**
   - If resident provided email, they receive email with case status and comments

6. **Request closure**
   - Agency marks closed with any comments

7. **Text Message:** Using a new text messaging function, residents can now request telephone numbers and addresses for District agencies and submit requests for parking meters, missed trash and recycling collection, potholes, schedule bulk collection and check the status of existing service requests.
Step 1: Resident Requests
Information and/or Service
Requests are primarily submitted by phone

Request Sources
FY12 to March 16

- Container Removal
- Government Information
- Snow Requests

Source: Salesforce
311 Call Line Menu

Call menu was last recorded in August, 2015.

OUC designed the call menu to increase automation and based on the volume of calls.

The list includes a mix of agency names and service request options.

There is no TTY access for the 311 line.

Press 1 for Parking meter repair hotline
Press 2 for DMV related questions and services
Press 3 for Department of Energy and Environment
Press 4 for City services and information
Press 5 for DCRA
Press 6 for Connect DC Internet Information
Press 7 for Fire and EMS Community Outreach and Education Requests
Press 8 for Spanish (spoken in Spanish)
Press 9 to Hear the menu again
Press 0 for Operator
Call processing
(April 2015 – March 2016)

311 Call Center
1.8 M Calls

English City Services
768,713 calls

DMV
751,493 calls

DOEE
82,348 calls

Meter Line
117,320 calls

Spanish City Services
37,720 calls

TRU Reporting
6,112 calls

Press 3
Dial 211

211 Requests
44,007 calls

DCRA
Transferred Out

FEMS
Transferred Out

Connect DC (OCTO)
Transferred Out

Press 5
Press 7
Press 6

Source: NetBill

311 Call Takers log some requests for 211, DOEE and DMV in separate systems from Salesforce.
OUC utilizes a language line for interpreters for those residents calling 311 who do not speak English.

- **Language line usage over the past year:** 13,547 calls
- **Top 5 languages requests:**
  - Spanish: 13,267
  - Amharic: 54 calls
  - Mandarin: 36 calls
  - French: 23 calls
  - Korean: 17 calls

Source: LLS
Data for calls received and automatically processed is only accurately recorded as of March 2015.

Since FY12, there has been a 20% reduction in calls queued.

*Total calls received includes calls handled by an automated phone processing system (30-40% of calls).

Source: AVAYA
Overview of the 311 Call Line Performance
(FY12-March 16)

Figure 1: Percent of Calls Answered Within the SLA (FY12-March 16)

Figure 2: Average Call Length and Hold Time in Seconds (FY12-March 16)

Figure 3: Total Staff 311 Call Takers (FY12-March 16)
Some Call Lines Have Faster Answer Times Than Others

Percent of Calls Answered within second increments by call line (April 2015 - March 2016)

- 311 English
- DMV Non Ticket
- DMV Ticket
- DOEE
- 211
- Meter Line English
- DMV Spanish
- 311 Spanish

Data from AVAYA; doesn’t include the backup line, which comprises fewer than 1% of calls
Many Calls for 311 Agents are For Information or Appointment Requests for DMV or DOEE

60-75% of calls are not entered into Salesforce.

Call takers provide a lot of information to DC residents that isn’t captured in the Salesforce data.

Total 311 Calls Handled by 311 Agent and Service Requests in Salesforce (FY 12-March 2016)

Calls answered that don't result in a service request in Salesforce, and may have been a request for government information, or a DOEE, 211, or DMV request.

Service Requests submitted by phone logged in Salesforce

Call data from AVAYA
Service request data from Salesforce
311 agents started logging government information requests in August, 2015.

In August: gov. info was 36.7% of requests

For subsequent months, ~7% of requests were for gov. info.

Data from Salesforce
Calls are primarily for:
- DMV (42%)
- DPW (12%)
- 211 (8%)

Calls are for a variety of reasons, including tickets (DMV), towed vehicles (DPW) and shelter information (211)*

*Data not exact because subject of calls is entered in a variety of ways

Source: Salesforce
• Featured services don’t automatically link to request

• Many options aside from service requests available on homepage

• No language access for non English speakers

• List of service request options is long and includes outdated information

https://311.dc.gov/
Challenges

- Reducing hold and wait times for residents / marketing non phone options
- Highlighting the most requested services on phone and web
- Consistent recording in Salesforce of all calls (government information requests, energy appointments)
- Building in a customer feedback process and QA/QC on 311 call center
- Updating the agencies involved and the agencies involved and service request offerings on 311 to ensure relevance
- Providing clear language access for non English speaking residents on phone and website
Step 2: Service Requests and Fulfillment
Trends in Requests by Agency* (FY12 – March 16)

*Total Requests by agency, top 4 agencies represented

Source: Salesforce
Trends in top service requests

Top ten requests over the past five years:

1. Parking Meter Repair
2. Bulk Collection
3. Parking Enforcement
4. Pothole
5. Streetlight Repair Investigation
6. DC Government Information
7. Container Removal
8. Missed Trash Collection
9. Alley Cleaning
10. Sanitation Enforcement

Trends of the top five requests from FY12 – March 16
By month requested

Source: Salesforce
## Top Requests this year: April 2015 – March 2016

Gov Info requests only tracked since August.

If only accounting for August – March, government information requests accounted for 18% of requests, and is the top request for that time.

### Top Ten Requests Received:

<table>
<thead>
<tr>
<th>Service Code Description</th>
<th>Agency</th>
<th>Number of times requested</th>
<th>% of total requests received</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Parking Meter Repair</td>
<td>DDOT</td>
<td>55,506</td>
<td>16%</td>
</tr>
<tr>
<td>2. Bulk Collection</td>
<td>DPW</td>
<td>44,796</td>
<td>13%</td>
</tr>
<tr>
<td>3. DC Government Information</td>
<td>OUC</td>
<td>32,840</td>
<td>9%</td>
</tr>
<tr>
<td>4. Parking Enforcement</td>
<td>DPW</td>
<td>30,713</td>
<td>9%</td>
</tr>
<tr>
<td>5. Pothole</td>
<td>DDOT</td>
<td>12,879</td>
<td>4%</td>
</tr>
<tr>
<td>6. Streetlight Repair Investigation</td>
<td>DDOT</td>
<td>11,020</td>
<td>3%</td>
</tr>
<tr>
<td>7. Emergency No-Parking Verification</td>
<td>DPW</td>
<td>10,871</td>
<td>3%</td>
</tr>
<tr>
<td>8. Alley Cleaning</td>
<td>DPW</td>
<td>7,596</td>
<td>2%</td>
</tr>
<tr>
<td>9. Sanitation Enforcement</td>
<td>DPW</td>
<td>6,622</td>
<td>2%</td>
</tr>
<tr>
<td>10. Residential Snow Removal (ServeDC)</td>
<td>ServeDC</td>
<td>6,421</td>
<td>2%</td>
</tr>
</tbody>
</table>

Data from Salesforce
Top requests by Ward: April 2015 – March 2016

Top request in

Ward 1: Parking Enforcement (15.7%)
Ward 2: Parking Meter Repair (58.4%)
Ward 3: Bulk Collection (14.9%)
Ward 4: Bulk Collection (21.8%)
Ward 5: Bulk Collection (19.2%)
Ward 6: Parking Meter Repair (18.5%)
Ward 7: Bulk Collection (24.4%)
Ward 8: Bulk Collection (25.7%)

Source: Salesforce
SLAs over the past year:
Met: 72% of the time
Open (not overdue): 2%
Missed (completed late): 20%
Currently overdue: 6%
The graph calculates from the time the request was opened.

Source: Salesforce
Need to review SLAs – many depend on the time of year:

- Pothole requests submitted in February were missed 43% of the time.
- Streetlight repair investigation: SLA is set as 2 business days, but replacement of a bulb can require 5 business days.

Source: Salesforce
SLAs can be unclear

SLAs for an AlleyLight: 2 Days

SLA for a Streetlight: 2 days, plus additional time after investigation is complete.

SLA needs to be coordinated to communicate to resident.

Streetlight Repair Investigation

Servicing Agency
DDOT
Service Resolution Estimate
2 Business days

Please use this service request type to investigate streetlight issues. Please provide the location of the light, the type of pole (i.e. wood, metal) and describe the specific problem (i.e. light out, missing globe, light on continuously). The scheduled response time for this request type is as follows: Investigation: 2 days Street or alley light bulb replacement: 5 business days Street or alley photo cell replacement: 5 business days Day burner: 5 business days Globe replacement: 5 business days Dim light because of ballast assembly: 5 business days Defective fixtures: 30 business days No current to light: 15-60 business days Replace knockdown pole (new): 45 business days Replace knockdown pole (in back log): 180 business days After investigation and approval, it may take approximately 4-6 months for completion.

Alleylight Repair Investigation

Servicing Agency
DDOT
Service Resolution Estimate
2 Business days

Please use this request type for Alleylight Repair investigate. Please identify the location of the light and describe the specific problem (i.e. light out, missing globe, light on continuously). Alleylight repair investigations normally takes approximately 2 business days, weather permitting.
Excludes those requests submitted during Snowzilla (1/22-1/26, 2016)

80-87% of requests for trash collection in spring and summer (April – August) had missed SLAs

SLAs for top 10 DPW Requests, April 2015 – March 2016

Most requested

Data from Salesforce

Least requested

(SLA in Business Days)

Data from Salesforce
Multiple overlapping categories

• Parking Enforcement Choices:
  • Out of State Parking Violation
  • Parking Enforcement
  • Resident Parking Permit
  • Residential Parking Permit Violation
  • Emergency No Parking Enforcement

• Roadway Marking
  • Roadway Marking Installation
  • Roadway Marking Maintenance
  • Roadway Marking Modification
  • Roadway Marking Removal

Multiples types of service requests for similar categories of request might be confusing for residents. Consider minimizing the different types of service request.
SLAs for Snow Requests
April 2015 – March 2016

- All requests relating to snow for all agencies
- Currently more than 6,000 open & overdue ServeDC snow removal requests pending in the system.

Source: Salesforce
Due to a reduction in SLA time while cases were open, SLAs were more likely to be missed in August (40% of total missed SLAs).
Hypothermia shelter information requests were mostly submitted last spring and summer, and are still considered overdue.

Source: Salesforce
During the migration to Salesforce (in Aug 2015), only records after 10/2011 were migrated.

There is discrepancy between DDOTs records in CityWorks and the Salesforce database.

19,538 records open in Salesforce (10/2011-12/2015)

23,964 open cases in CityWorks (10/2009-12/2015)
Challenges

- Ensure data is accurate and available for consistent analysis on requests for city services
- Review and simplify the number of service requests offered
- Revisit and review SLAs, standardize days for SLA setting (business/calendar)
- QA/QC processes to ensure that work was completed before the request was closed.
- Process to communicate that work was completed, to agencies, 311, and residents (including pictures)
- Manage effective communication on those status requests that require infrastructure investments
- Processes for service completion and resolving an open case differ between and within agencies
- Updating agency business process with OUC when a change is made or a new initiative is started
Recommendations

Immediate goals:
• Develop QA/QC mechanism for all services
• Develop QA/QC process for 311 call line
• Develop enhanced training for SOPs for 311 Call Takers
• Update all user interfaces to reflect top requested services and incorporate language access
• Update the SLAs and service requests
• Develop stronger relationships and communication strategies between OUC and participating agencies
• Ensure all resident request data (MOCRs, Council Offices, etc) are streamlined through 311
• Reconcile open cases data between systems to ensure accuracy for analysis

Longer term goals:
• Enhance use of 311 data to drive performance and monitor and measure customer service
• Develop strategic goals and plan for developing DC311 into a premiere call line for government services
• Develop process to share outcome with resident caller (pictures, email, etc)
• Develop comprehensive process for customer feedback loop
• Use lessons from improvements in one area to improve other areas (Parking Meters)

Meet again in 2-3 months to review plans and provide input on next steps
311 Call Center Intake

Calls are entered into:

- Service Requests: Salesforce
- DOEE requests: Libra
- DMV requests: Destiny
- 211: ICarol

Data from Salesforce

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser
2007
• City identified a need for a 3 digit contact number available 24/7 for residents and visitors
• 311 was removed from the 911 umbrella and became the Mayor’s City-Wide Call Center (now DC311)

2009
• 311 became the call center for: Department of Motor Vehicles (DMV), Department of Human Services Answers Please (211), Department of Health (DOH), Department of Consumer and Regulatory Affairs, and Mayor’s Transition calls. DOEE entered MOU with DC311 to provide support for Low Income Energy Assistance Program (LIHEAP) and Utility Discount Program (UDP)
• DC311 launched CSR Motorola to provide constituents online access to services offered.
• DC311 provided reunification support to those families impacted by the metro train crash (June)

2010
• During Snowmaggedon and Snowpocalypse, DC 311 provided support by processing requests for those trapped in their homes due to snow/downed trees, snow removal, non-emergency transportation information, warming centers, and tracking power outages.

2011
• DC311 provided support in the aftermath of the earthquake in 2011 working with DCRA and HSEMA to ensure safety of structures.

2012
• DC311 teamed with See Click Fix (SCF) to develop and launch 311’s first mobile application.
• DC 311 launched automated parking meter service through Interactive Voice Response system (IVR)

2015
• DC311 launched the Salesforce platform in July which continues provide access to services via phone the web and offers two mobile applications.

2016
• #WinterStormJonas DC311 provided data information, supported Serve DC volunteer coordination between volunteer registration and people in need, snow exemption applicants and provided performance data
• Created and implemented tracking for Snow Emergency ticket refunds.
## Recent and Upcoming Planned Enhancements

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salesforce go-live</td>
<td>August 2015</td>
<td>Deployed</td>
<td>System switched from Motorola CSR to Salesforce 311Force</td>
</tr>
<tr>
<td>Mobile Fuzzy Search</td>
<td>October 2015</td>
<td>Deployed</td>
<td>Helps with ease of use for online and mobile users.</td>
</tr>
<tr>
<td>Continuous Framework Enhancement - Phase 1</td>
<td>November 2015</td>
<td>Deployed</td>
<td>Deployed Snow routes and snow zones using D GIS MAR geo layers</td>
</tr>
<tr>
<td>Discovery Workflow for External Comments - Phase 1</td>
<td>December 2015</td>
<td>Deployed</td>
<td>Enhanced citizen engagement by providing all case activity comments</td>
</tr>
<tr>
<td>Mass ticket Close Tool</td>
<td>March 2016</td>
<td>Deployed</td>
<td>Mass ticket closure ability such as snow event requests</td>
</tr>
<tr>
<td>Text to 311</td>
<td>March 2016</td>
<td>Deployed</td>
<td>Users can submit requests and request DC government information using text messages</td>
</tr>
</tbody>
</table>

### Upcoming Planned Enhancements

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>Date</th>
<th>Status</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>311 live agent</td>
<td>June 2016</td>
<td>Planned</td>
<td>Live Chat ability for users and 311 agents</td>
</tr>
<tr>
<td>311.dc.gov updates</td>
<td>July 2016</td>
<td>Planned</td>
<td>Ability for the 311 managers to update content</td>
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<tr>
<td>Survey</td>
<td>July 2016</td>
<td>Planned</td>
<td>Survey capability for user feedback</td>
</tr>
<tr>
<td>CTI deployment</td>
<td>July 2016</td>
<td>Planned</td>
<td>Phone system integration into Salesforce</td>
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<tr>
<td>Mobile APP SDK enhanced deployment</td>
<td>July 2016</td>
<td>Planned</td>
<td>Enhanced mobile app for reliability and performance</td>
</tr>
</tbody>
</table>
OUC Requests logged through phone calls
Averages for April 2015 – March 2016

Calls by Day of the Week

Calls by Time of Day

Percent of Calls Received
Average Hold Times (in seconds)

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser

Data
from
AVAYA
FY16 Staffing Schedule (as of April 3)

Data provided by OUC

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser
Trends in top DDOT 311 requests
April 2015 – March 2016

Chart demonstrates the overall trend in DDOT requests.

- Parking meter requests are trending down.

Data from Salesforce

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser
Chart demonstrates the overall trend in DPW requests.

- No snow/ice removal requests in December; requests peaked in January with more than 5,000 requests.
- Bulk collection consistently highest requested, except for a dip in January.
Chart demonstrates the overall trend in DMV requests.

• Volume of requests for DMV are lower, so spikes are more extreme

• Vehicle registration issues peak in December

Trends in top DMV 311 requests
April 2015 – March 2016

Drivers License/ID Issues
Vehicle Registration Issues
Vehicle Title Issues
Copy of Ticket
Online Processing Issues

Data from Salesforce
GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser
The chart demonstrates the overall trend in OUC requests.

- Peak in August due to recording of government information requests.
- Emergency No-Parking Verification categorized as OUC until July; in July, began categorizing as DPW.
## Top 5 Requests by Ward (April 2015 – March 2016)

<table>
<thead>
<tr>
<th>Ward</th>
<th>Top Requests</th>
<th># of requests</th>
<th>% of requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ward 1</td>
<td>Parking Enforcement</td>
<td>4886</td>
<td>16%</td>
</tr>
<tr>
<td></td>
<td>Bulk Collection</td>
<td>3802</td>
<td>12%</td>
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<tr>
<td></td>
<td>Parking Meter Repair</td>
<td>3168</td>
<td>10%</td>
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<tr>
<td></td>
<td>Emergency No-Parking Verification</td>
<td>2069</td>
<td>7%</td>
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<tr>
<td></td>
<td>Alley Cleaning</td>
<td>1441</td>
<td>5%</td>
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<tr>
<td>Ward 2</td>
<td>Parking Meter Repair</td>
<td>36030</td>
<td>58%</td>
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<tr>
<td></td>
<td>Parking Enforcement</td>
<td>5247</td>
<td>9%</td>
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<tr>
<td></td>
<td>Emergency No-Parking Verification</td>
<td>2906</td>
<td>5%</td>
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<tr>
<td></td>
<td>Bulk Collection</td>
<td>1673</td>
<td>3%</td>
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<td></td>
<td>Pothole</td>
<td>1576</td>
<td>3%</td>
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<tr>
<td>Ward 3</td>
<td>Bulk Collection</td>
<td>3800</td>
<td>15%</td>
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<tr>
<td></td>
<td>Parking Meter Repair</td>
<td>3162</td>
<td>12%</td>
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<td></td>
<td>Pothole</td>
<td>2154</td>
<td>8%</td>
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<td></td>
<td>Parking Enforcement</td>
<td>2005</td>
<td>8%</td>
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<tr>
<td></td>
<td>Streetlight Repair Investigation</td>
<td>1716</td>
<td>7%</td>
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<tr>
<td>Ward 4</td>
<td>Bulk Collection</td>
<td>8495</td>
<td>22%</td>
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<td>Parking Enforcement</td>
<td>2272</td>
<td>6%</td>
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<td></td>
<td>Pothole</td>
<td>2012</td>
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<td></td>
<td>Streetlight Repair Investigation</td>
<td>1991</td>
<td>5%</td>
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<tr>
<td></td>
<td>Residential Snow Removal (ServeDC) (tie)</td>
<td>1557</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Sidewalk Shoveling Enforcement Exemption (tie)</td>
<td>1557</td>
<td>4%</td>
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</table>

### Ward 5

<table>
<thead>
<tr>
<th>Top Requests</th>
<th># of requests</th>
<th>% of requests</th>
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<tbody>
<tr>
<td>Bulk Collection</td>
<td>7353</td>
<td>19%</td>
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<tr>
<td>Parking Enforcement</td>
<td>3712</td>
<td>10%</td>
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<tr>
<td>Residential Snow Removal (ServeDC)</td>
<td>1559</td>
<td>4%</td>
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<tr>
<td>Sidewalk Shoveling Enforcement Exemption</td>
<td>1502</td>
<td>4%</td>
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<tr>
<td>Streetlight Repair Investigation</td>
<td>1398</td>
<td>4%</td>
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### Ward 6

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<tbody>
<tr>
<td>Bulk Collection</td>
<td>6176</td>
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<tr>
<td>Emergency No-Parking Verification</td>
<td>2590</td>
<td>5%</td>
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<tr>
<td>Parking Enforcement</td>
<td>2590</td>
<td>5%</td>
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<tr>
<td>Parking Meter Repair</td>
<td>9878</td>
<td>18%</td>
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<tr>
<td>Residential Parking Permit Violation</td>
<td>1867</td>
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### Ward 7

<table>
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<th>Top Requests</th>
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<th>% of requests</th>
</tr>
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<tbody>
<tr>
<td>Bulk Collection</td>
<td>7951</td>
<td>24%</td>
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<tr>
<td>Parking Enforcement</td>
<td>1650</td>
<td>5%</td>
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<tr>
<td>Pothole</td>
<td>1362</td>
<td>4%</td>
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<tr>
<td>Residential Snow Removal (ServeDC)</td>
<td>1569</td>
<td>5%</td>
</tr>
<tr>
<td>Sidewalk Shoveling Enforcement Exemption</td>
<td>1462</td>
<td>4%</td>
</tr>
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### Ward 8

<table>
<thead>
<tr>
<th>Top Requests</th>
<th># of requests</th>
<th>% of requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk Collection</td>
<td>5123</td>
<td>25%</td>
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<tr>
<td>Parking Enforcement</td>
<td>1677</td>
<td>8%</td>
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<tr>
<td>Pothole</td>
<td>926</td>
<td>5%</td>
</tr>
<tr>
<td>Residential Snow Removal (ServeDC)</td>
<td>716</td>
<td>4%</td>
</tr>
<tr>
<td>Snow/Ice Removal</td>
<td>871</td>
<td>4%</td>
</tr>
</tbody>
</table>