



**Mayor Muriel Bowser**  
*City Administrator Rashad M. Young*



# 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.

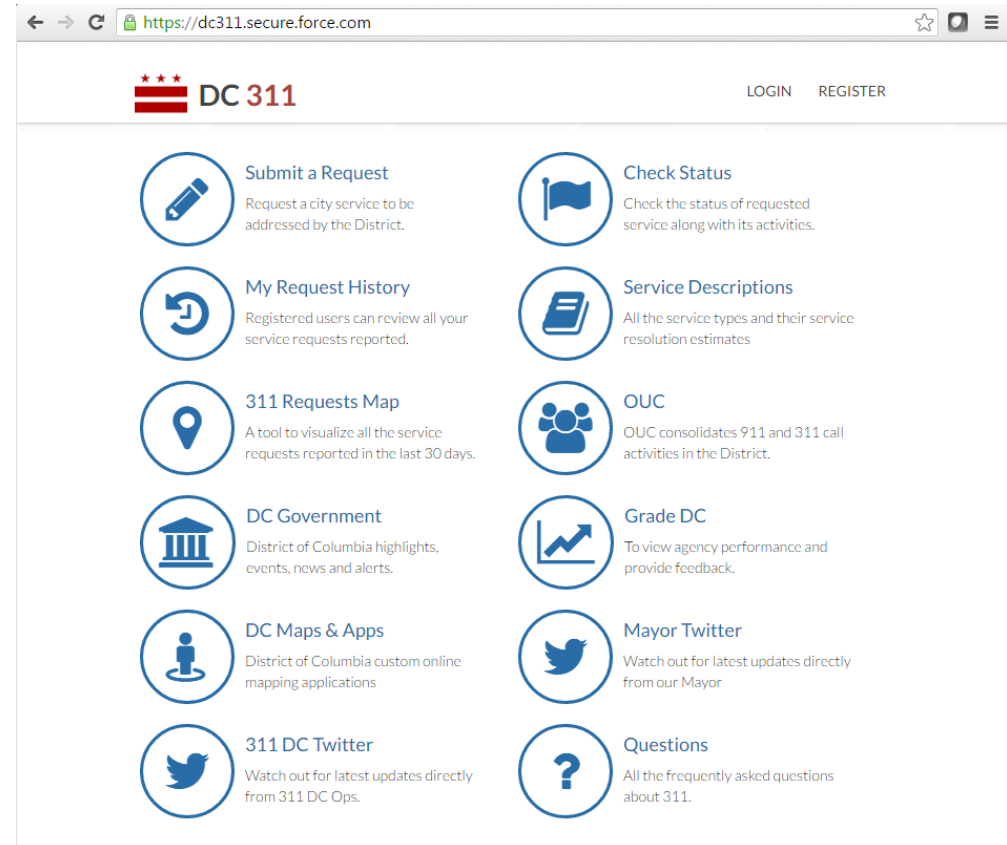


# Overview of 311



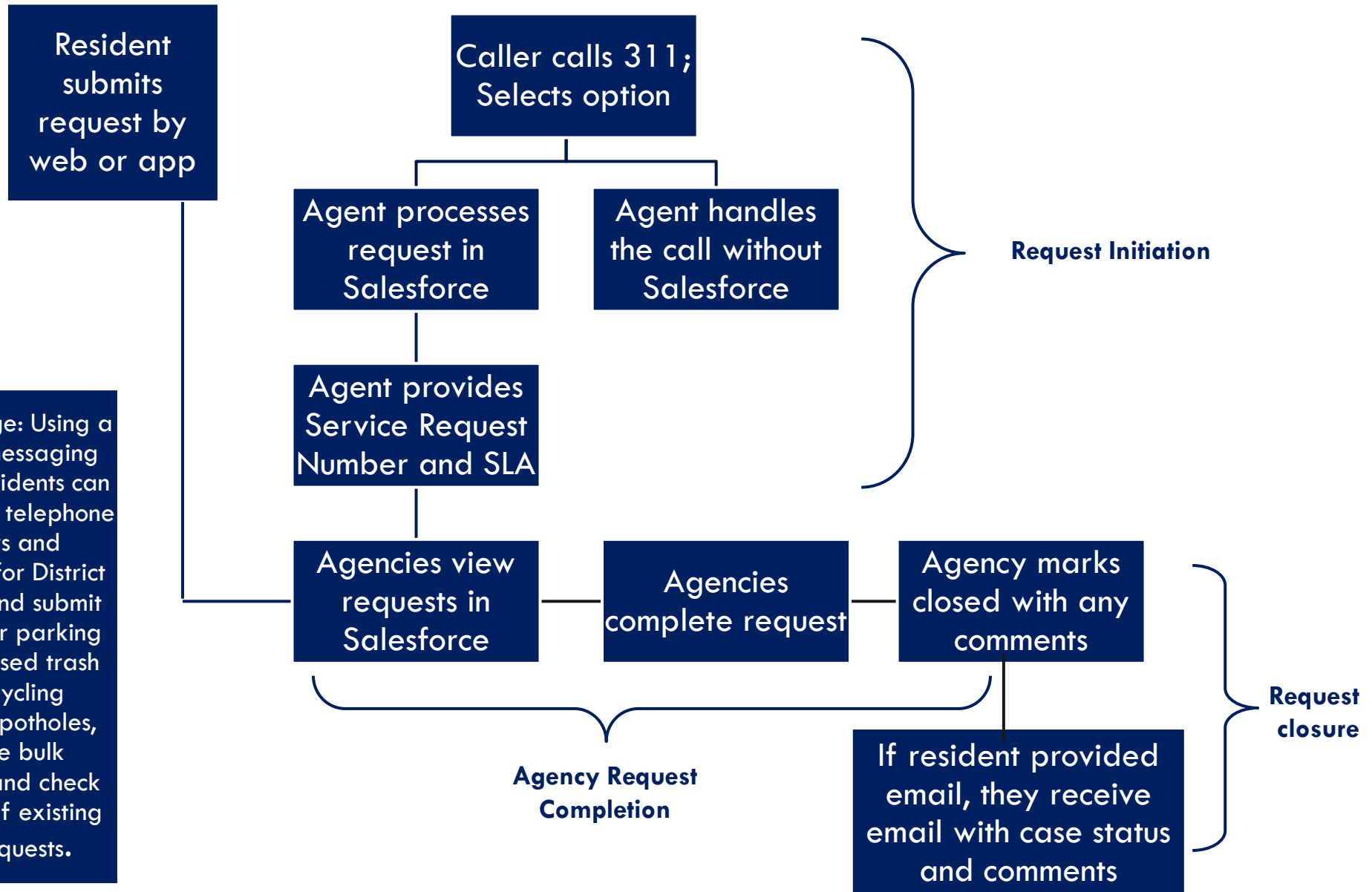
# 311 as Resident Engagement Tool

- 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?



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.



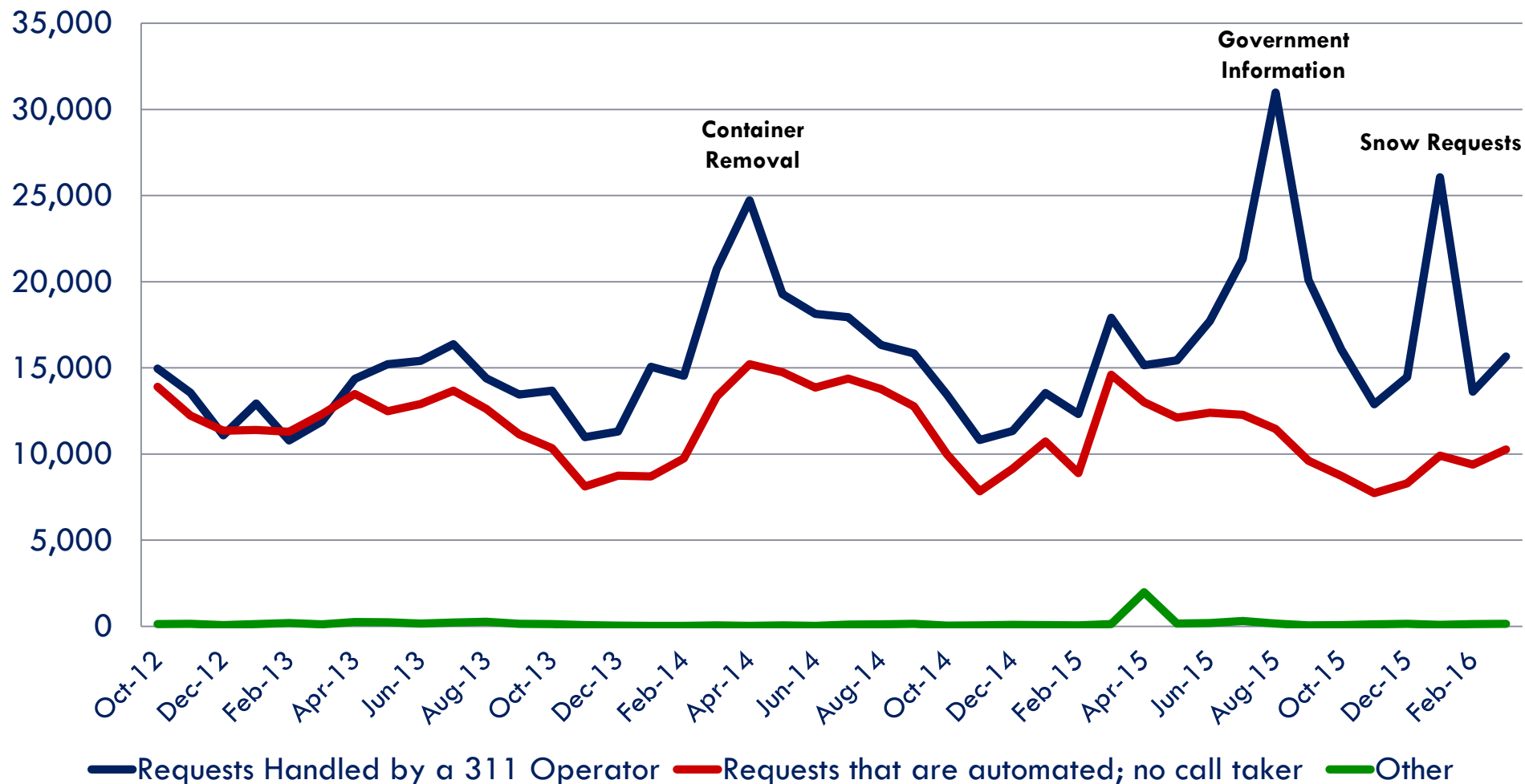
# Step 1: Resident Requests Information and/or Service



# Requests are primarily submitted by phone



**Request Sources  
FY12 to March 16**



Source: Salesforce

# 311 Call Line Menu



Call menu was last recorded in August, 2015.

OUC designed the call menu to increase automization 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**

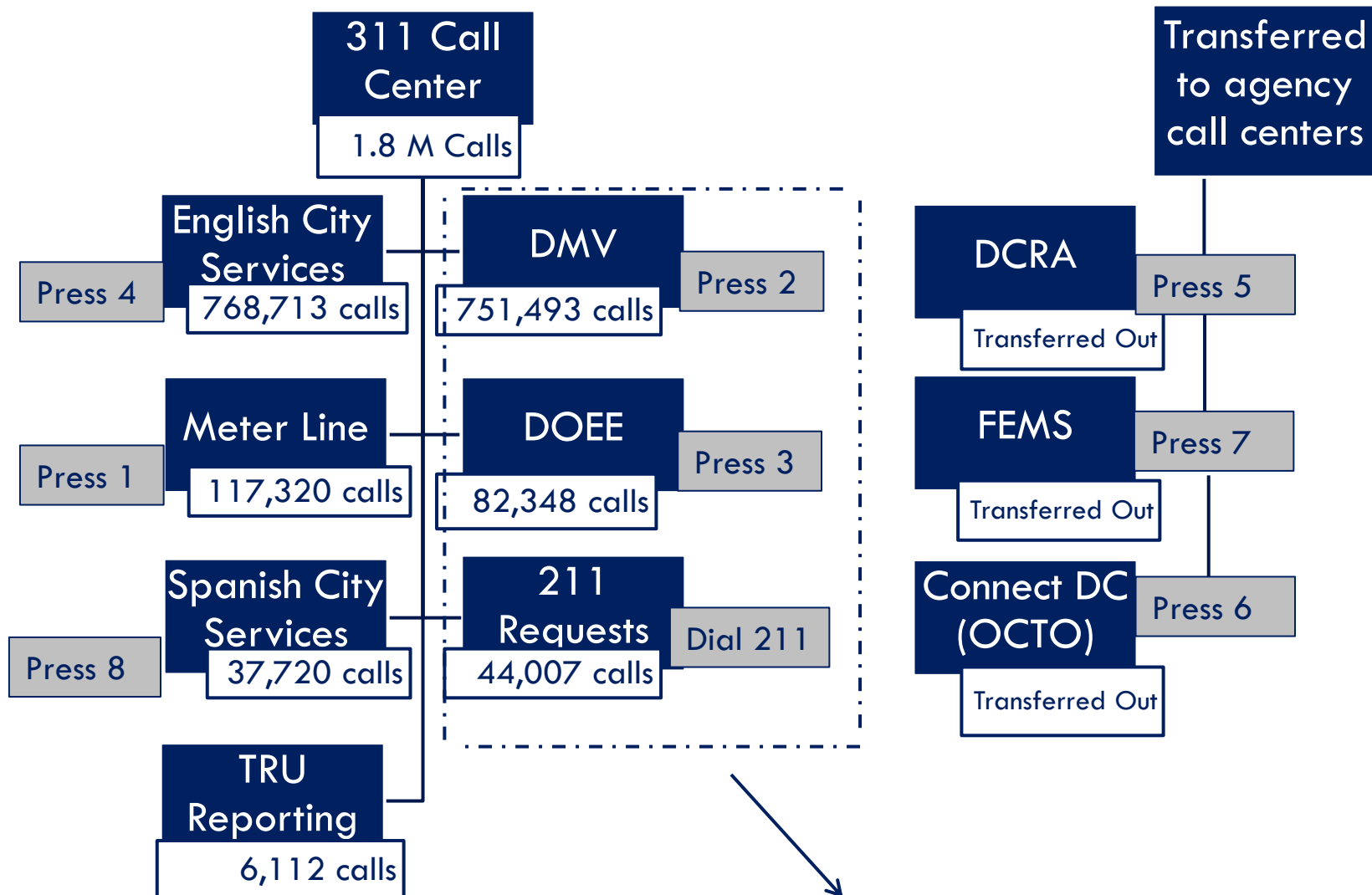
Press 8 for **Spanish** (spoken in Spanish)

Press 9 to **Hear the menu again**

Press 0 for **Operator**

# Call processing

(April 2015 – March 2016)



Source: NetBill

311 Call Takers log some requests for 211, DOEE and DMV in separate systems from Salesforce.

# Language Line Requests

(April 2015 – March 2016)



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

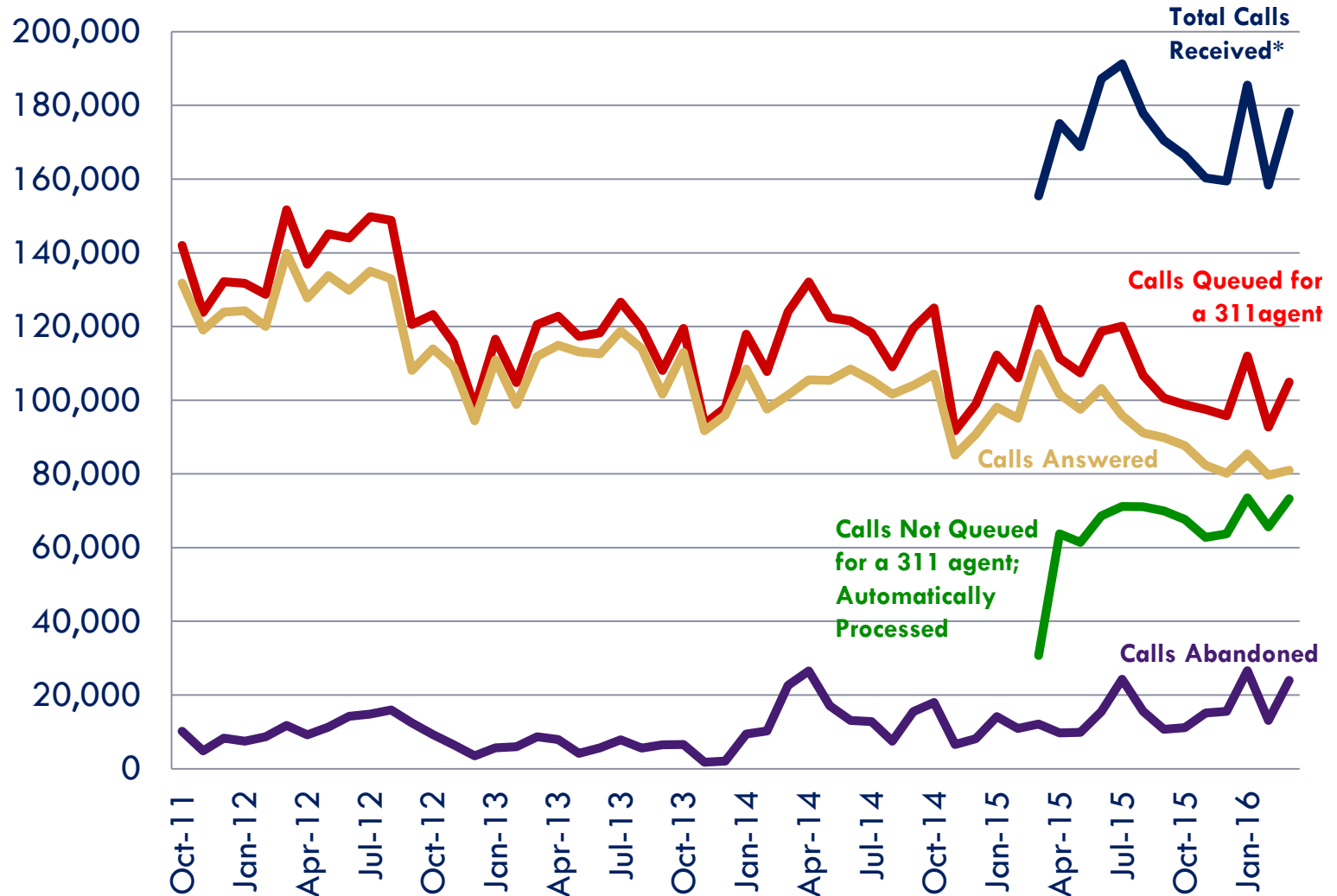
# Overview of Calls to 311

(FY12-March 2016)



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).

# 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)

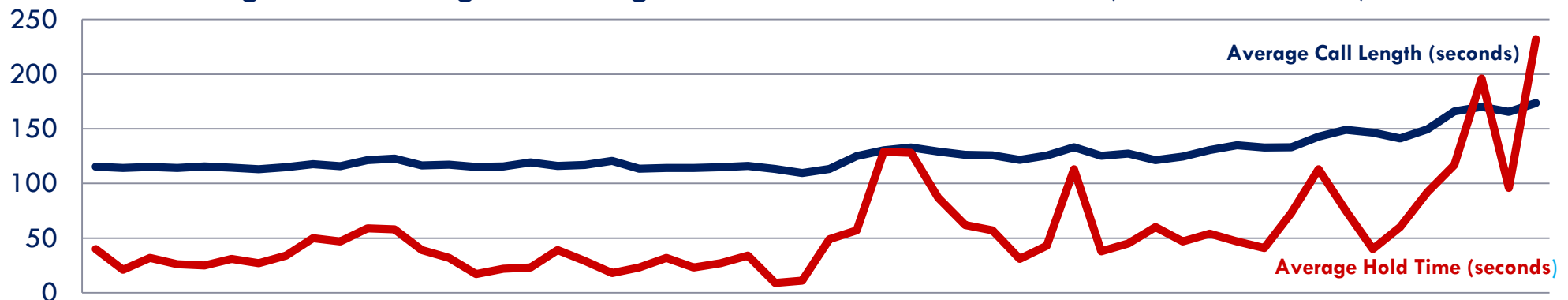
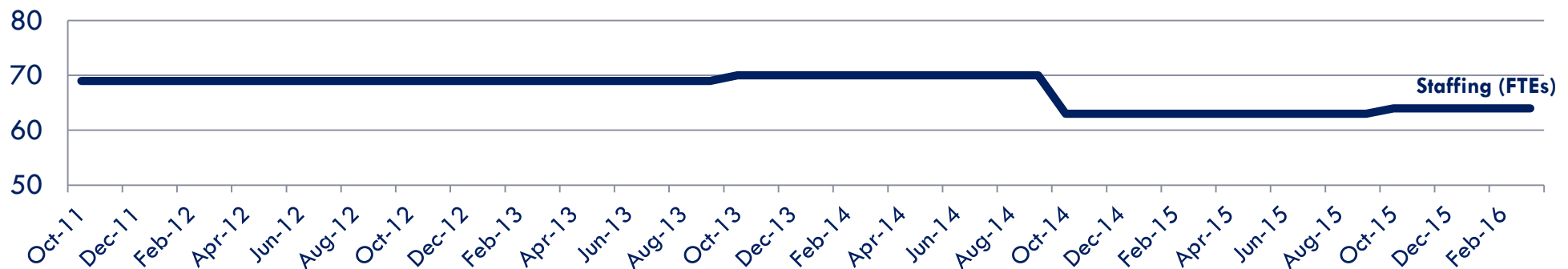


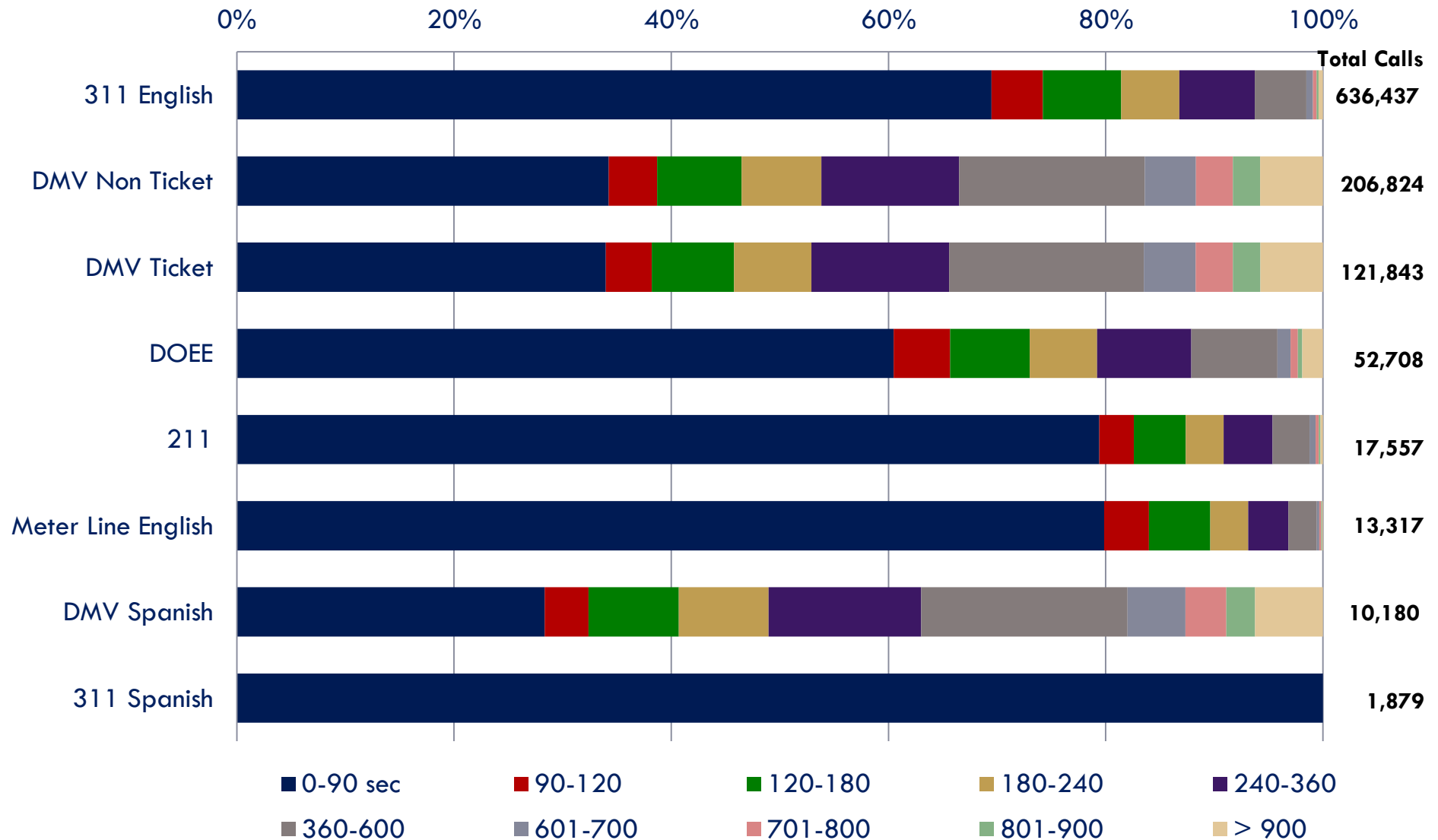
Figure 3: Total Staff 311 Call Takers (FY12-March 16)



# Some Call Lines Have Faster Answer Times Than Others



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



Data from AVAYA; doesn't include the backup line, which comprises fewer than 1% of calls

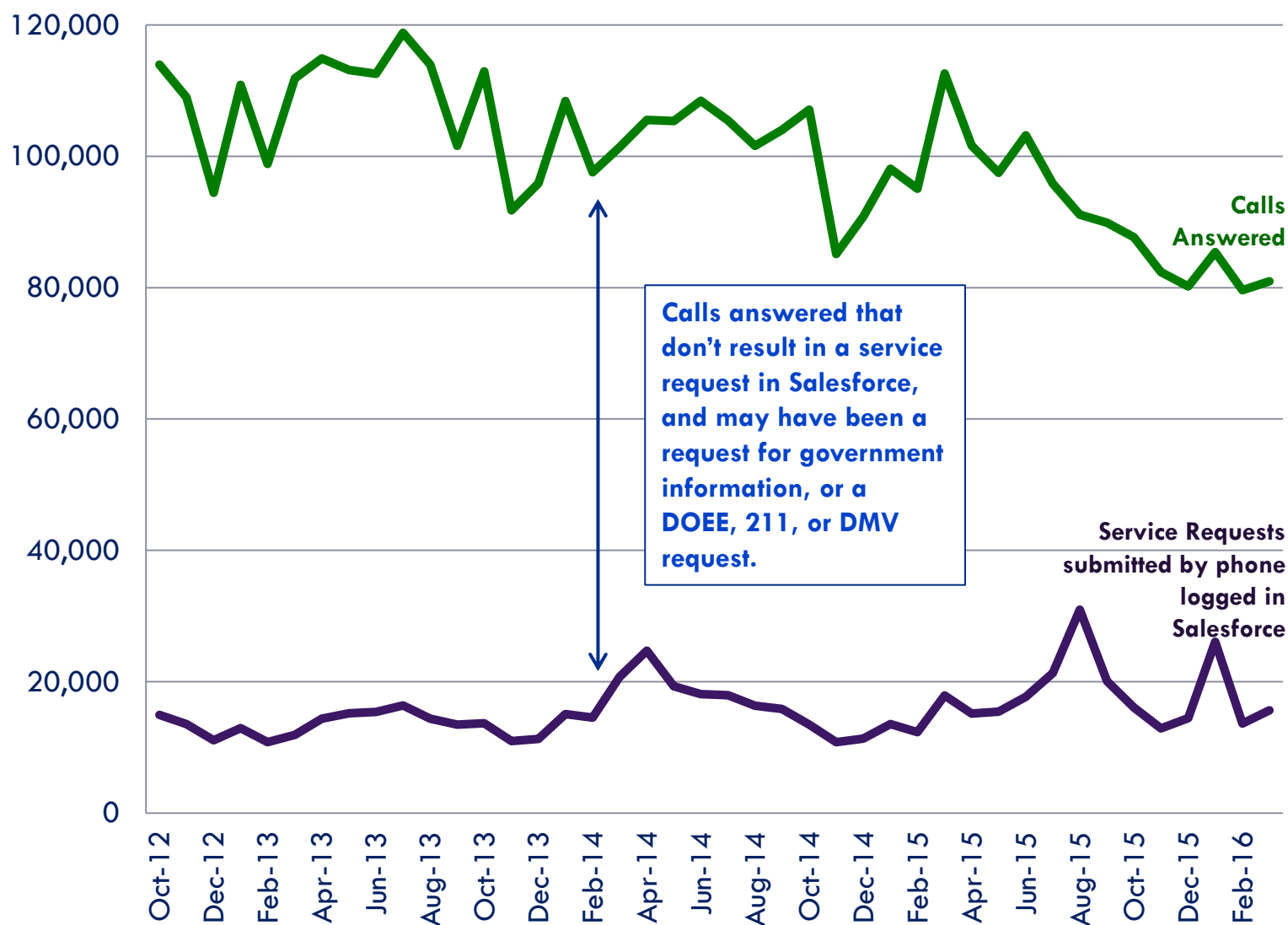
# Many Calls for 311 Agents are For Information or Appointment Requests for DMV or DOEE



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)





# Requests for Government Information

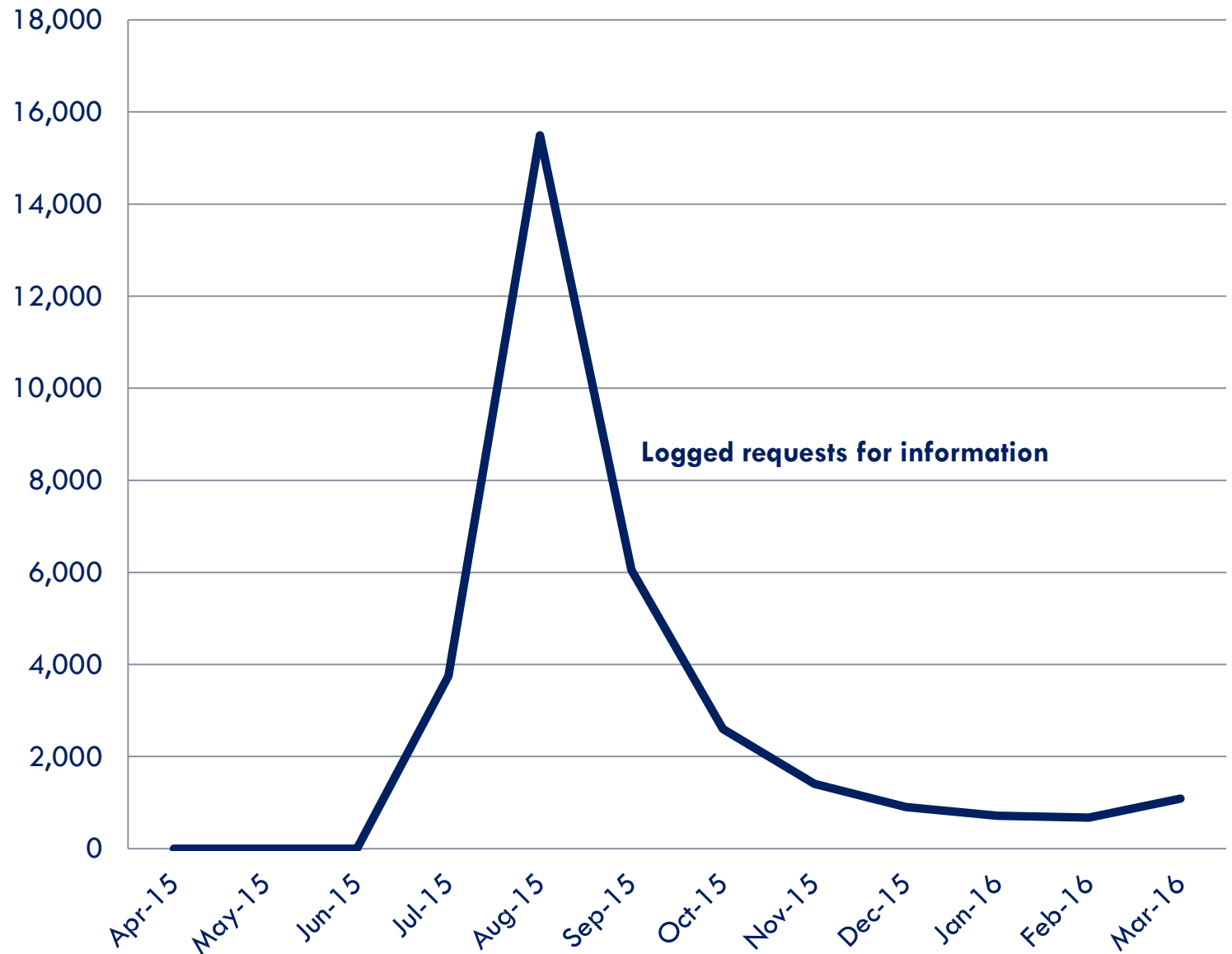
(August 2015 – March 2016)



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.



# Requests for Government Information By Agency

(August 2015 – March 2016)

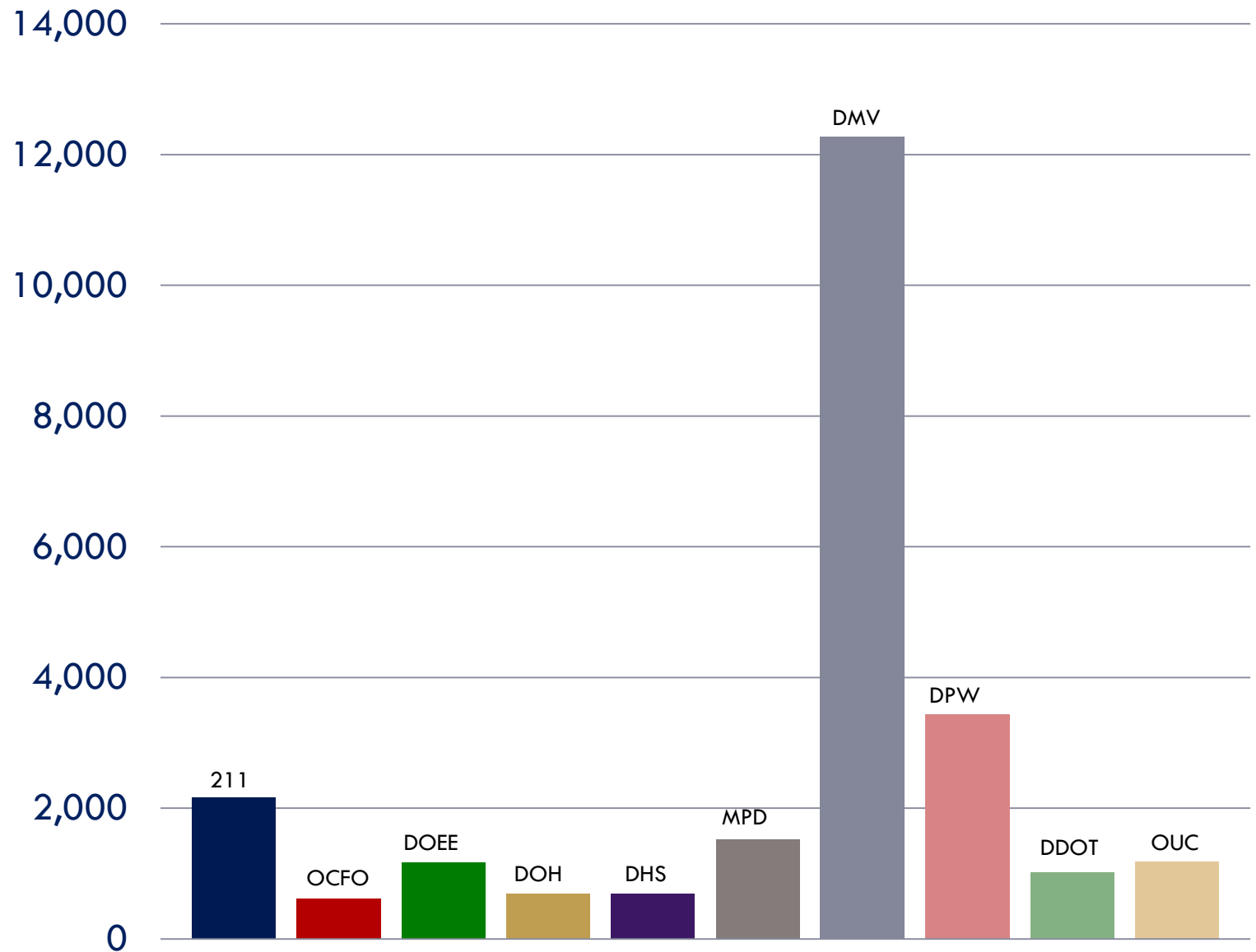


Calls are primarily for:

- 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



# Snapshot of 311 Website



- 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

The screenshot shows the District of Columbia 311 website homepage. At the top, there is a navigation bar with the DC 311 logo, the text "DISTRICT OF COLUMBIA 311", and links for "LOGIN" and "REGISTER". Below the navigation bar is a grid of 12 service icons, each with a title and a brief description:

- Submit a Request**: Request a city service to be addressed by the District.
- Check Status**: Check the status of requested service along with its activities.
- My Request History**: Registered users can review all your service requests reported.
- Service Descriptions**: All the service types and their service resolution estimates.
- 311 Requests Map**: A tool to visualize all the service requests reported in the last 30 days.
- OUC**: OUC consolidates 911 and 311 call activities in the District.
- DC Government**: District of Columbia highlights, events, news and alerts.
- Grade DC**: To view agency performance and provide feedback.
- DC Maps & Apps**: District of Columbia custom online mapping applications.
- Mayor Twitter**: Watch out for latest updates directly from our Mayor.
- 311 DC Twitter**: Watch out for latest updates directly from 311 DC Ops.
- Questions**: All the frequently asked questions about 311.

Below the grid is a section titled "Featured Services" with three cards:

- Sidewalk Repair**: DDOT resolves sidewalk repair requests within 25 business days. (Icon: Blue 'A' shape)
- Streetlight Repairs**: Expected date of completion depends upon the nature of the problem. (Icon: Lightbulb)
- Supercans**: View frequently asked questions about Supercans. (Icon: Trash can)

<https://311.dc.gov/>

# Challenges



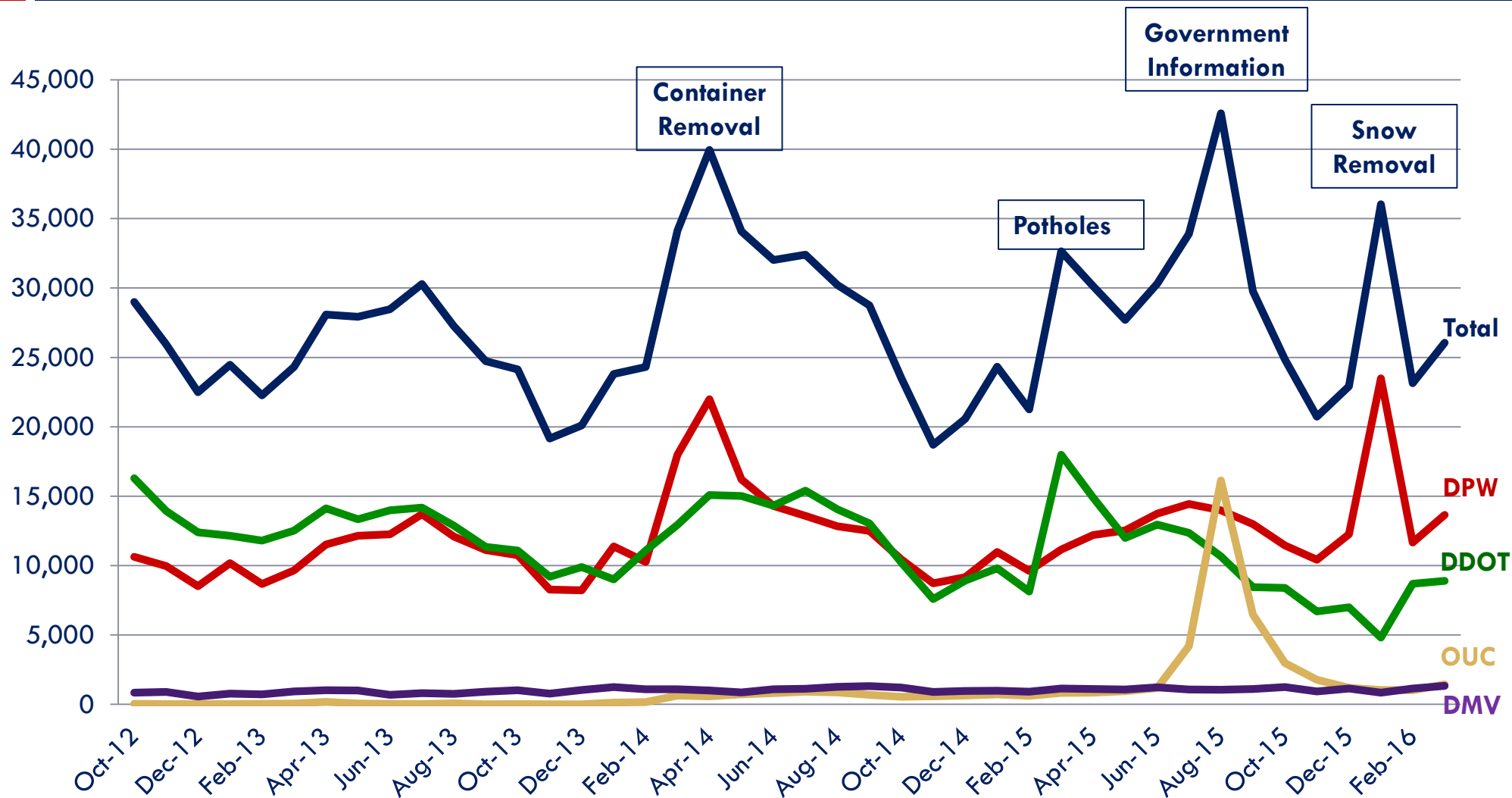
- Reducing hold and wait times for residents / marketing non phone options
- Highlighting the most requested services on phone and web
- Consistent recording in Salesforce of all calls (government information requests, energy appointments)
- Building in a customer feedback process and QA/QC on 311 call 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

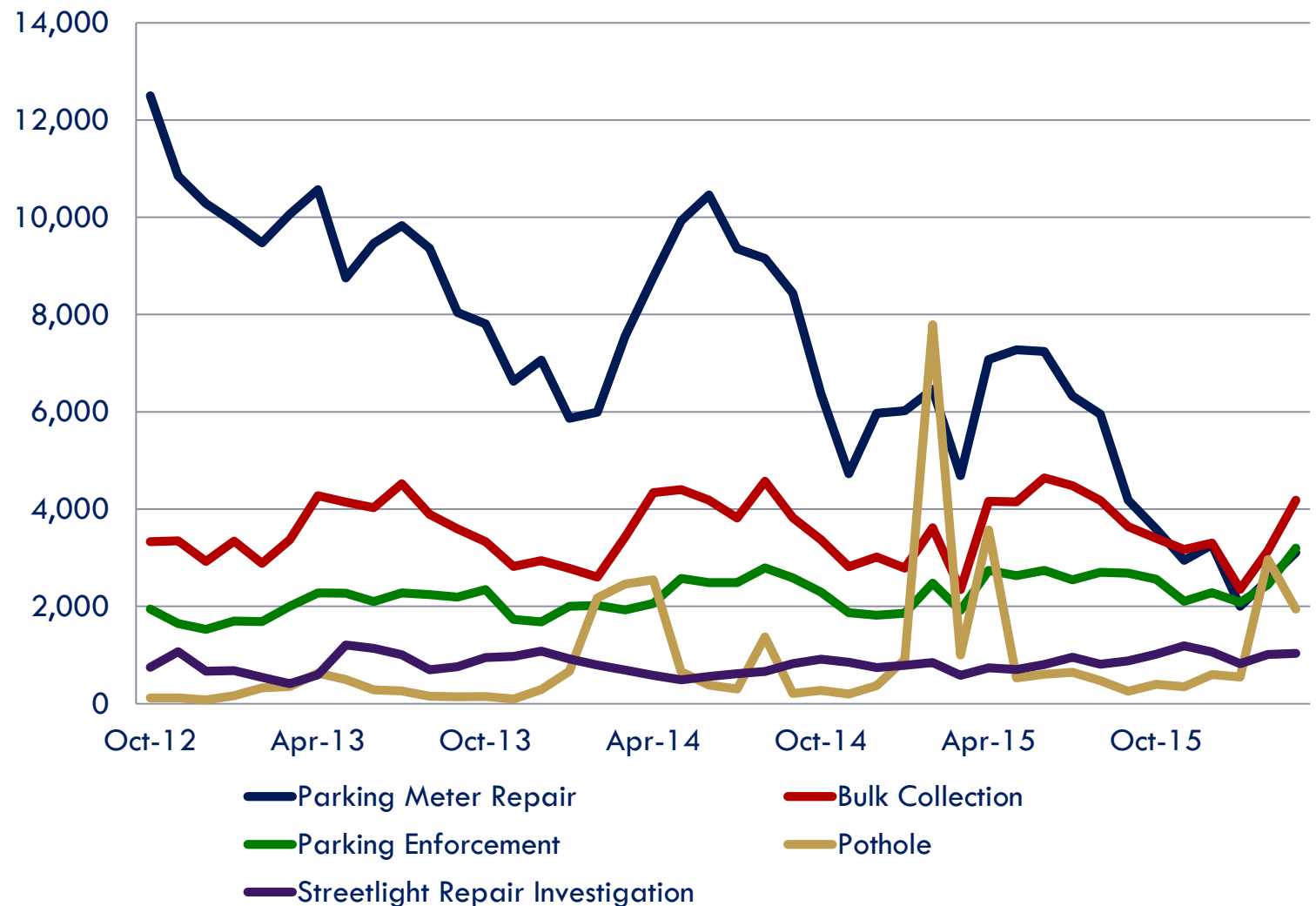


# Trends in top service requests

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





# 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:

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





# 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%)

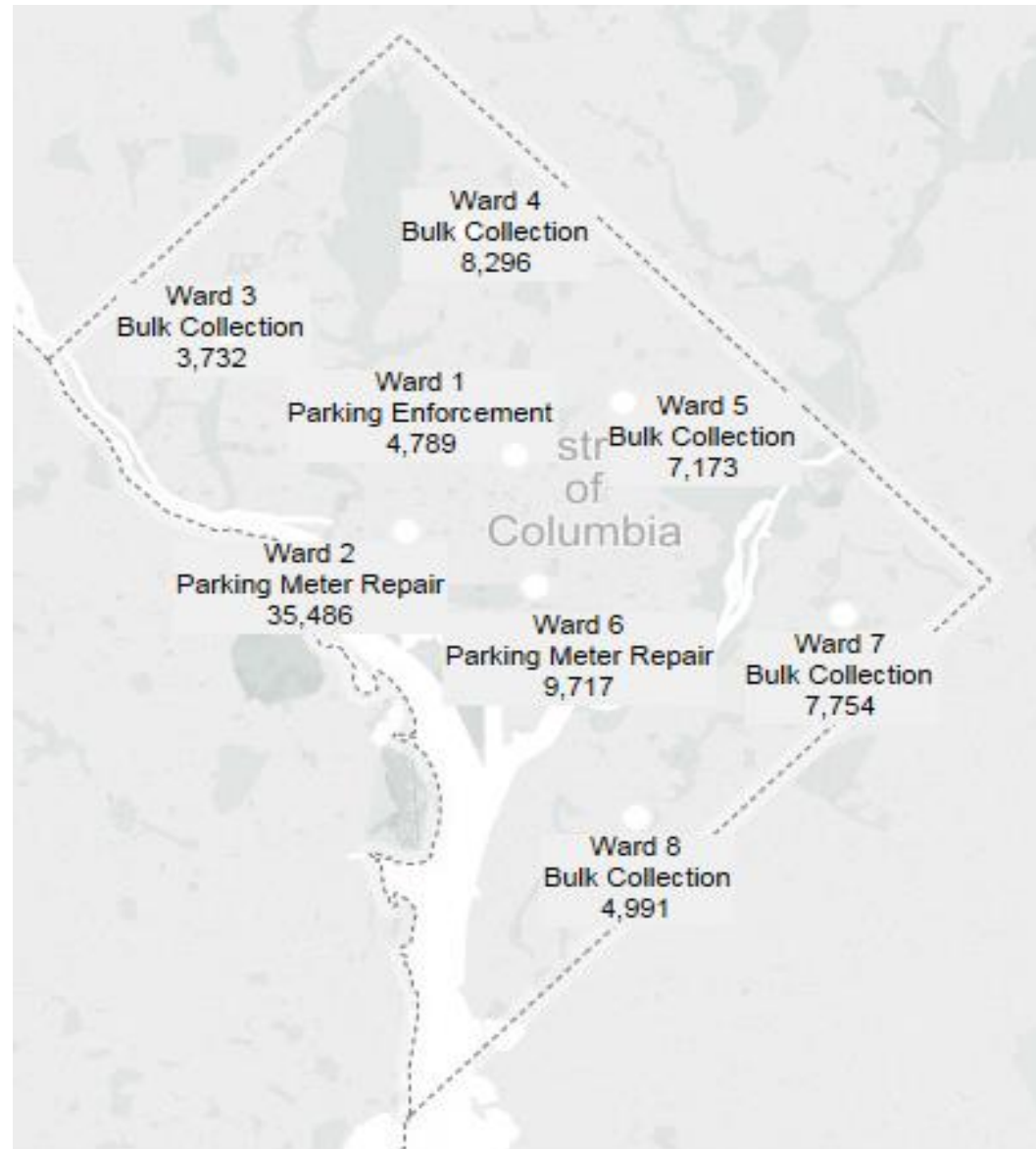
Ward 4: Bulk Collection (21.8%)

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%)



# Service Level Agreements

(April 15-March 16)



SLAs over the past year:

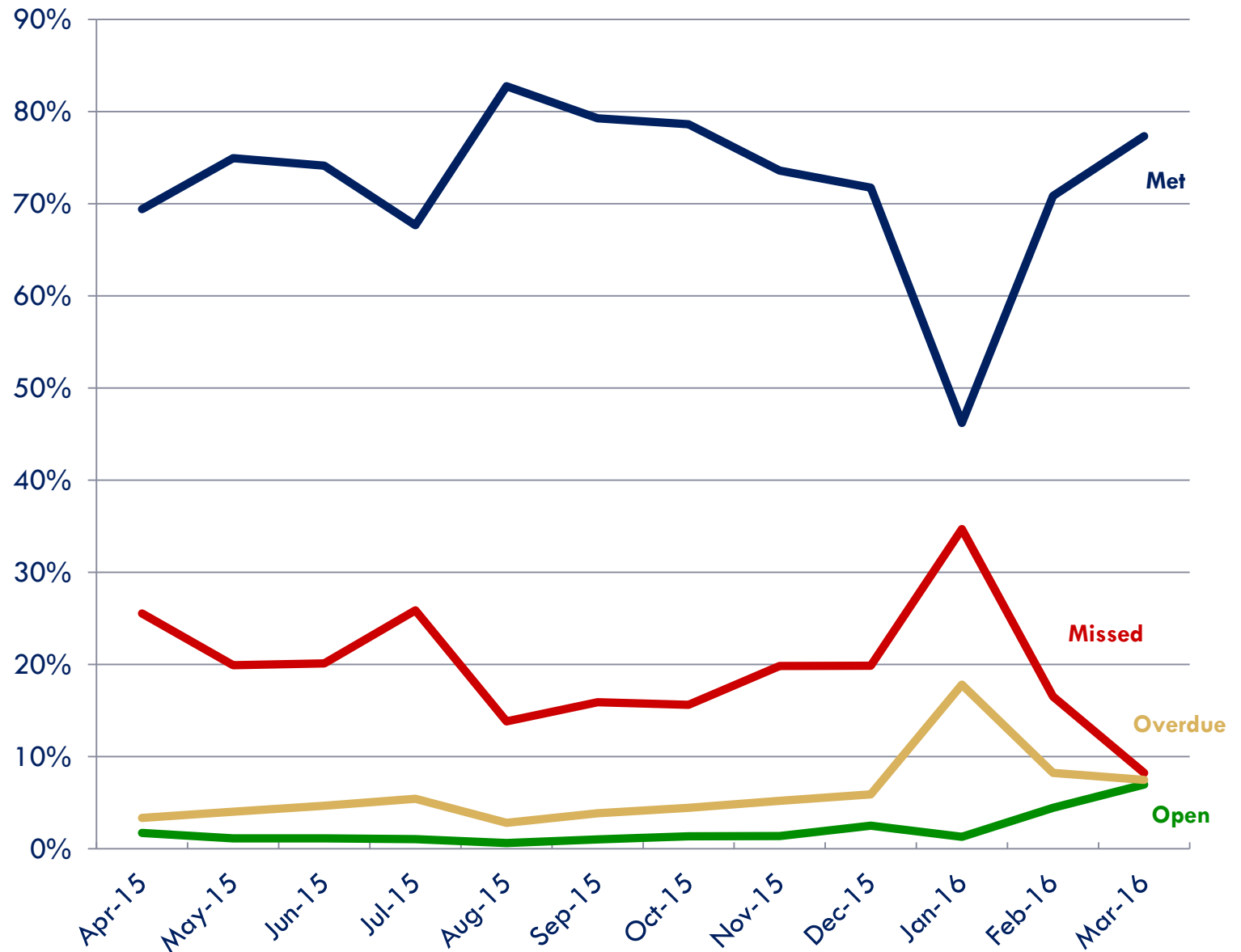
Met: 72% of the time

Open (not overdue): 2%

Missed (completed late): 20%

Currently overdue: 6%

The graph calculates from the time the request was opened.



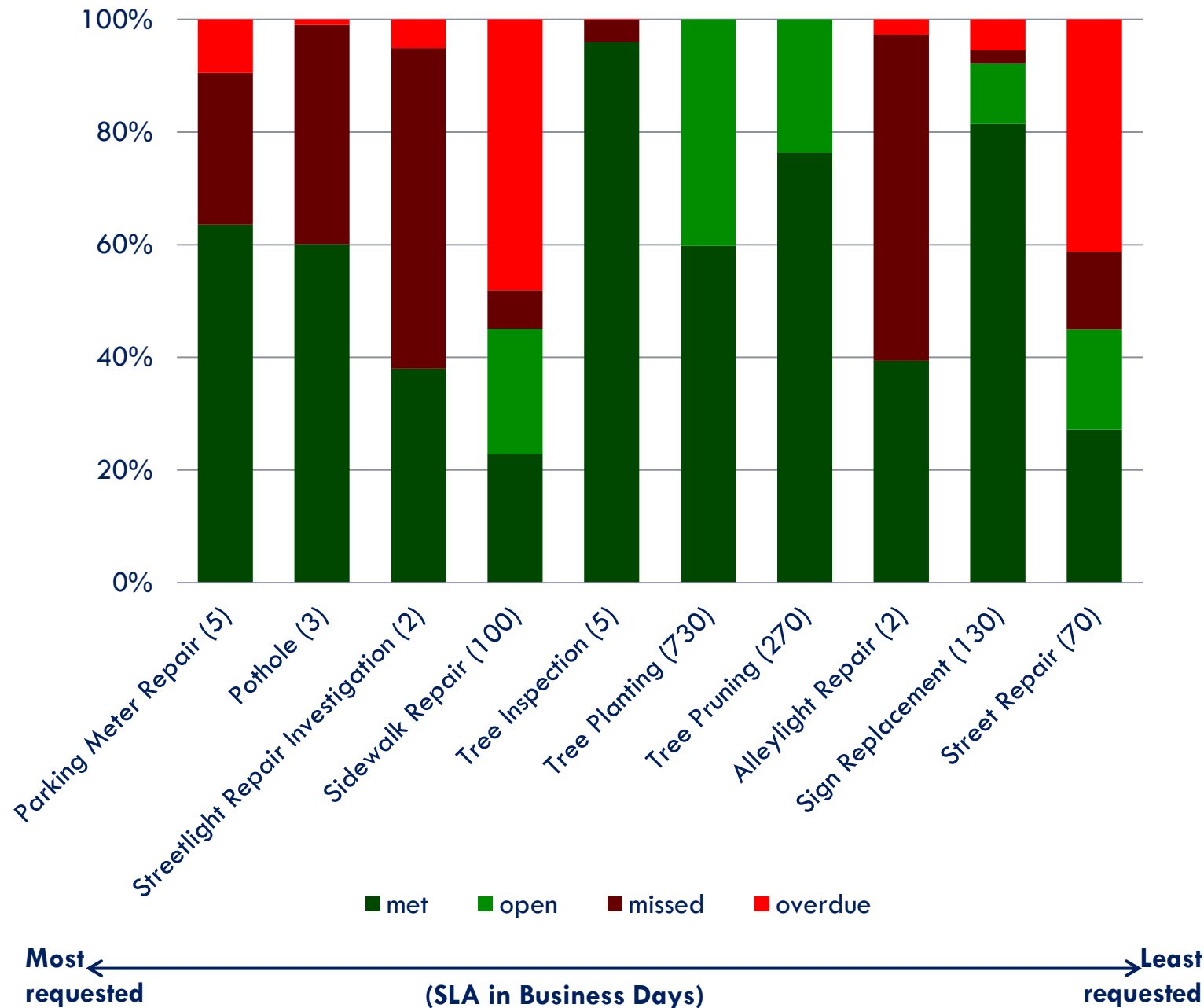
# SLAs for top 10 DDOT Requests,

(April 2015 – March 2016)



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.





# 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

Report

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

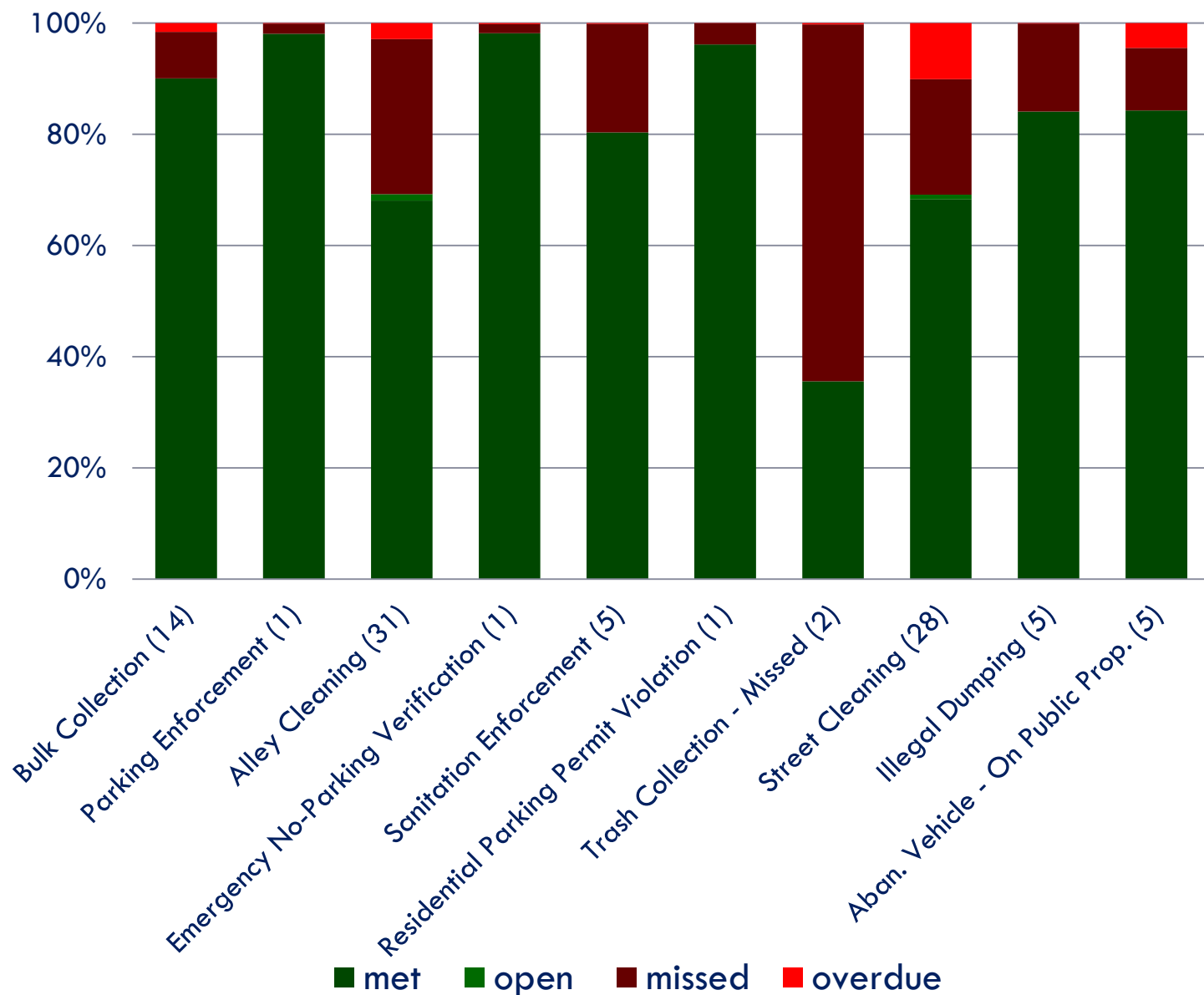
Report

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.

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



- 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



# Multiple overlapping categories

Multiples types of service requests for similar categories of request might be confusing for residents.

Consider minimizing the different types of service request.

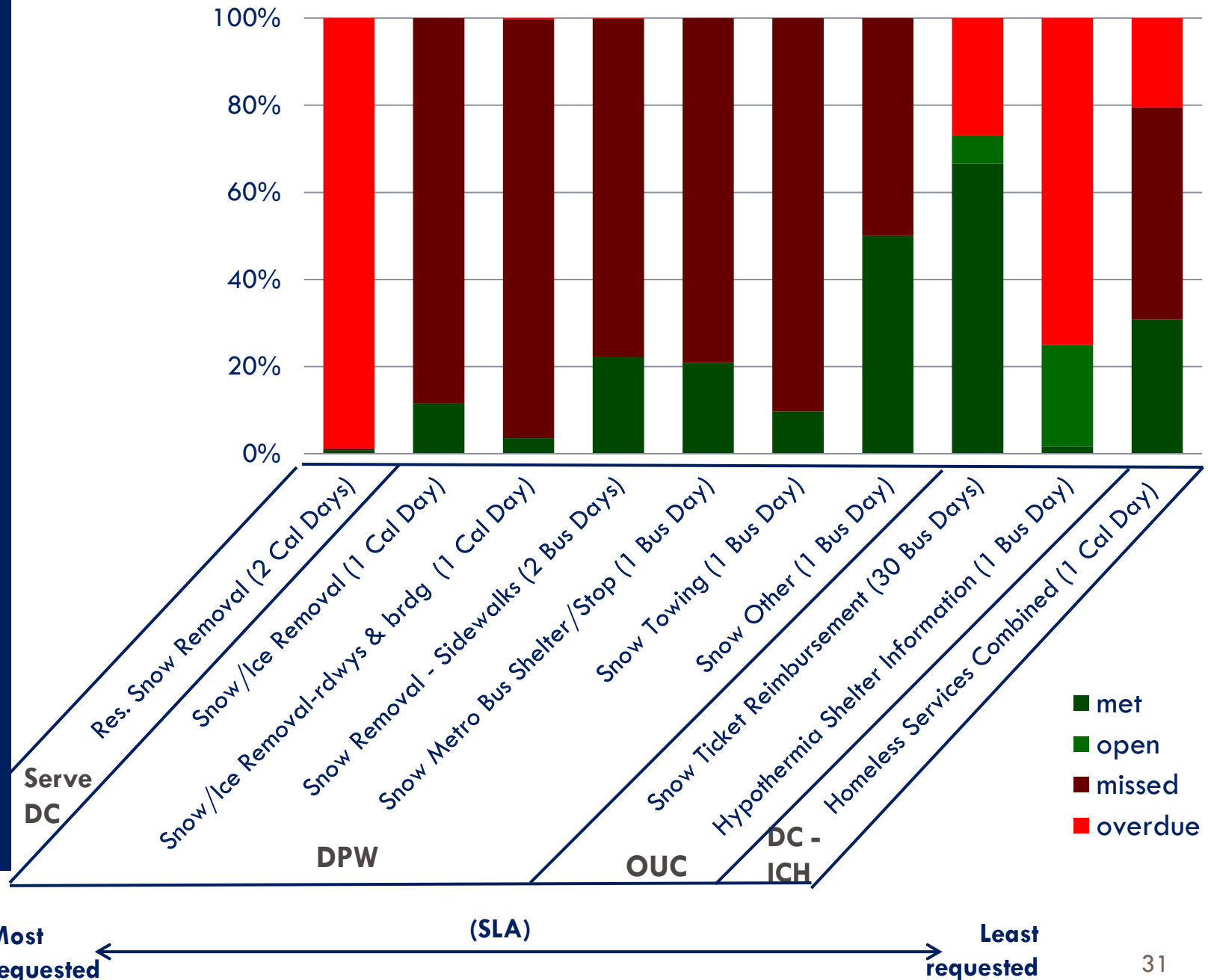
- Parking Enforcement Choices:
  - Out of State Parking Violation
  - Parking Enforcement
  - Resident Parking Permit
  - Residential Parking Permit Violation
  - Emergency No Parking Enforcement
- Roadway Marking
  - Roadway Marking Installation
  - Roadway Marking Maintenance
  - Roadway Marking Modification
  - Roadway Marking Removal

# SLAs for Snow Requests

## April 2015 – March 2016



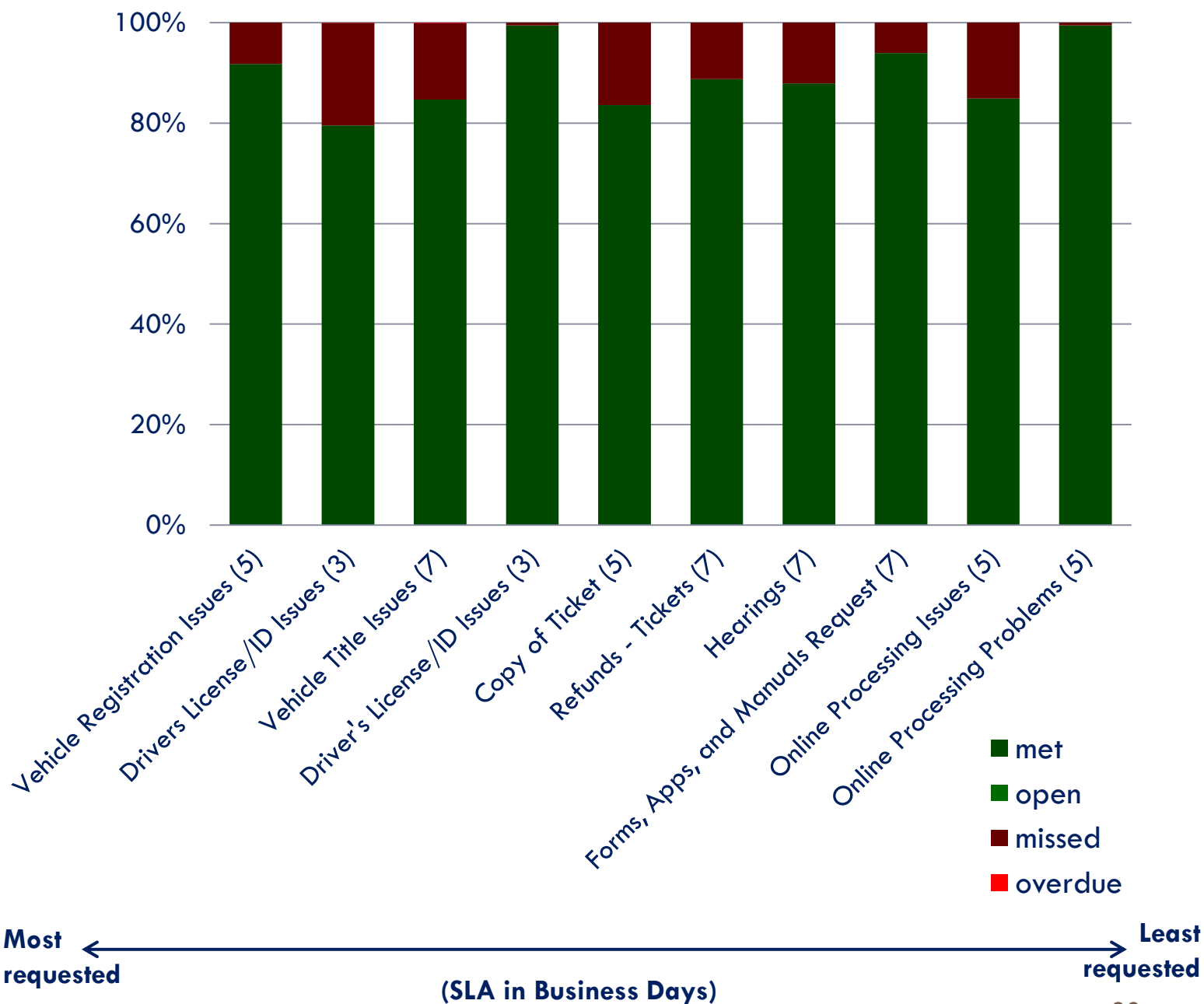
- All requests relating to snow for all agencies
- Currently more than 6,000 open & overdue ServeDC snow removal requests pending in the system.



# SLAs for top 10 DMV Requests, April 2015 – March 2016



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).



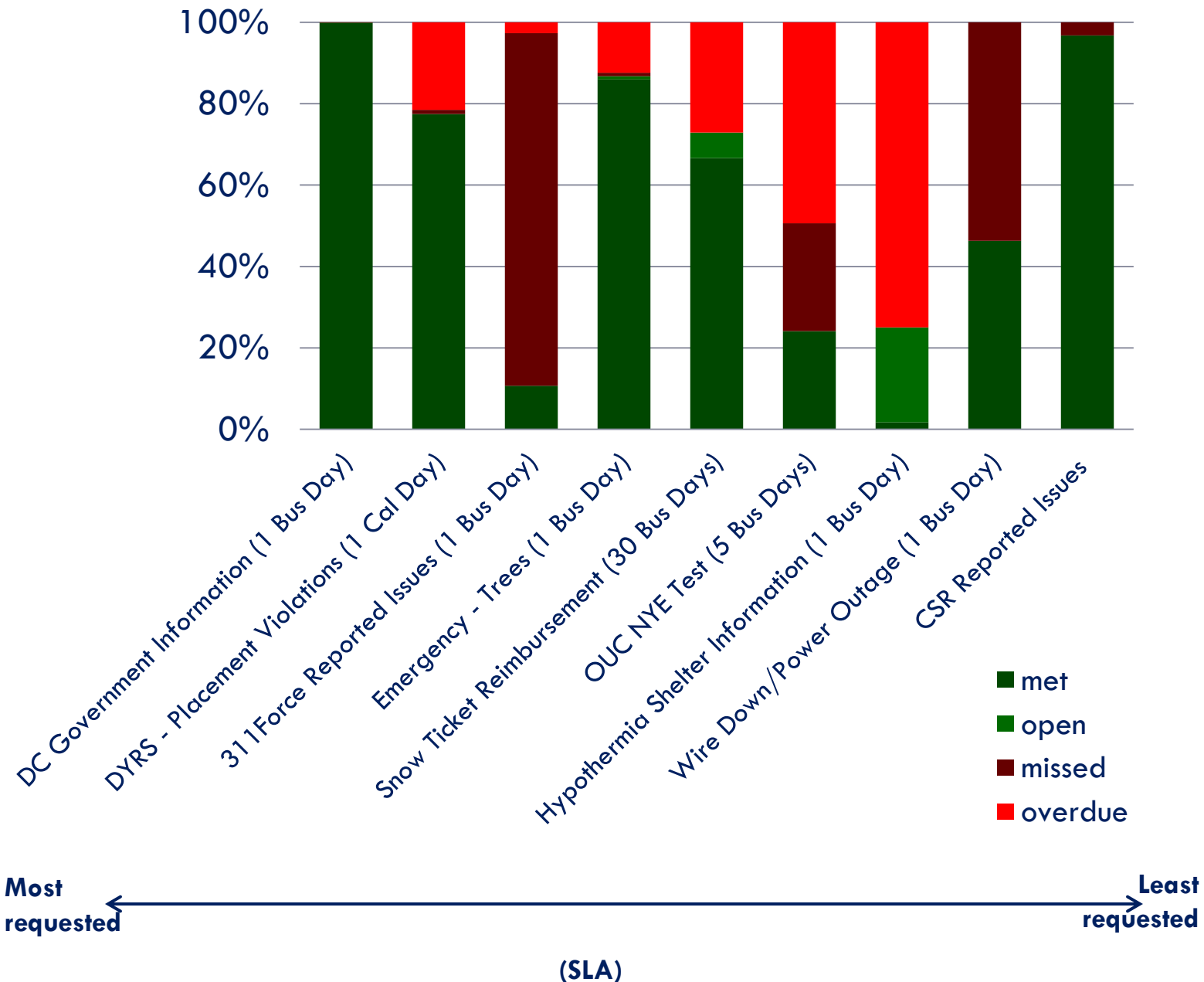


# SLAs for top 10 OUC Requests

April 2015 – March 2016



- Hypothermia shelter information requests were mostly submitted last spring and summer, and are still considered overdue





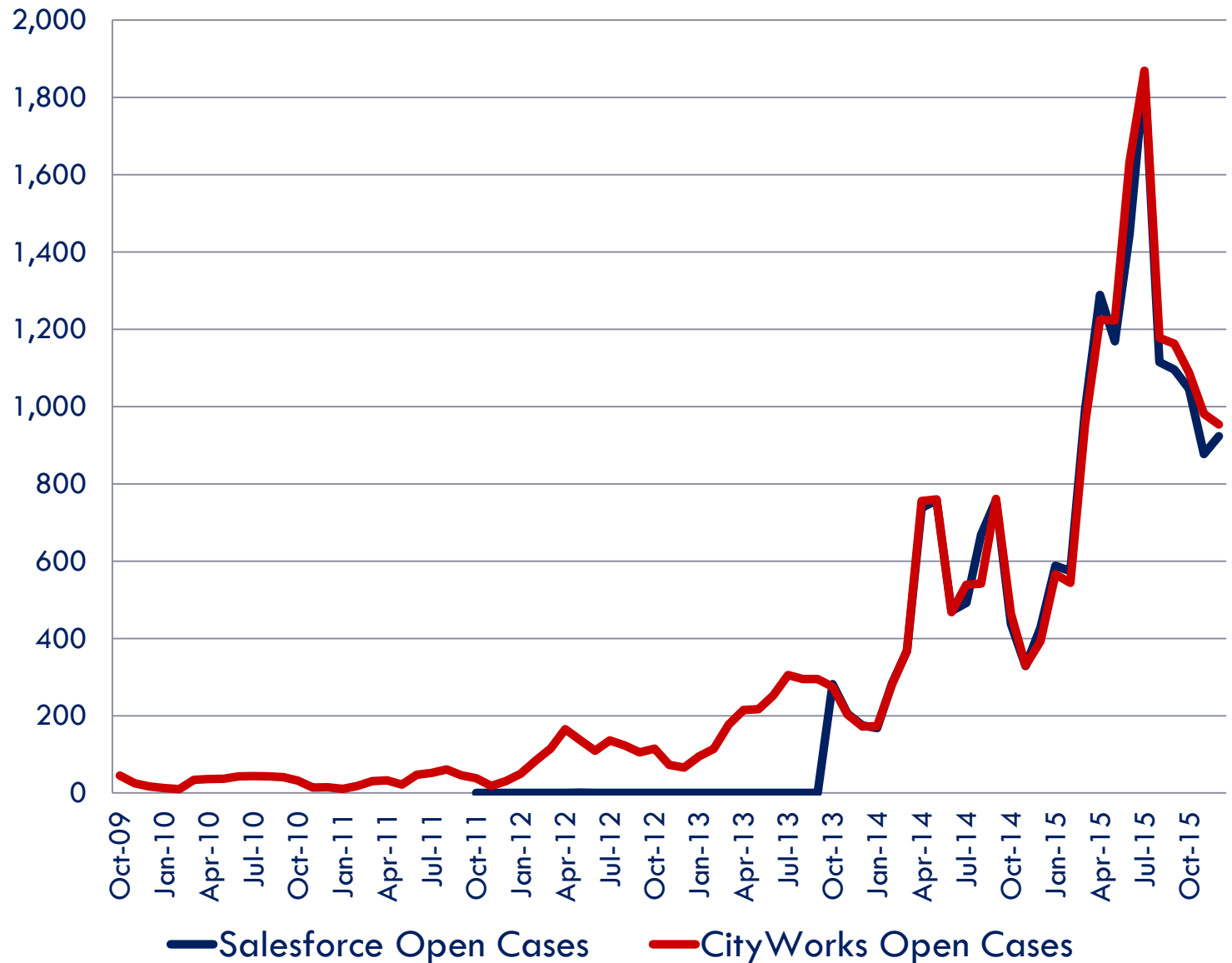
# DDOTs Old Open Cases: CityWorks vs Salesforce

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

# Appendix Slides

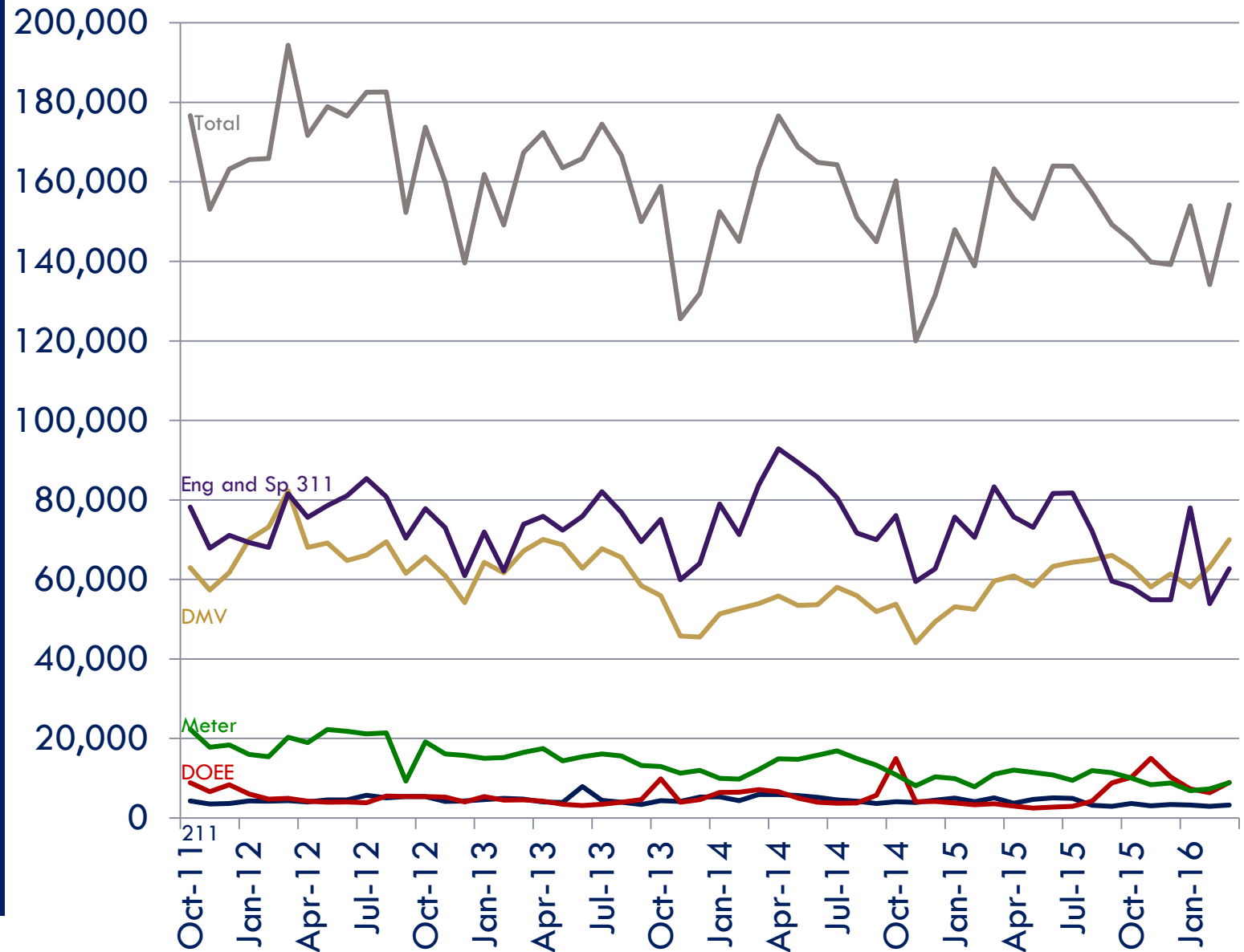


# 311 Call Center Intake



Calls are entered into:

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



# History of 311: timeline of enhancements



## 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 Snowmageddon 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



Enhancement	Date	Status	Notes
Salesforce go-live	August 2015	Deployed	System switched from Motorola CSR to Salesforce 311Force
Mobile Fuzzy Search	October 2015	Deployed	Helps with ease of use for online and mobile users.
Continuous Framework Enhancement - Phase 1	November 2015	Deployed	Deployed Snow routes and snow zones using D GIS MAR geo layers
Discovery Workflow for External Comments - Phase 1	December 2015	Deployed	Enhanced citizen engagement by providing all case activity comments
Mass ticket Close Tool	March 2016	Deployed	Mass ticket closure ability such as snow event requests
Text to 311	March 2016	Deployed	Users can submit requests and request DC government information using text messages
Upcoming Planned Enhancements			
311 live agent	June 2016	Planned	Live Chat ability for users and 311 agents
311.dc.gov updates	July 2016	Planned	Ability for the 311 managers to update content
Survey	July 2016	Planned	Survey capability for user feedback
CTI deployment	July 2016	Planned	Phone system integration into Salesforce
Mobile APP SDK enhanced deployment	July 2016	Planned	Enhanced mobile app for reliability and performance

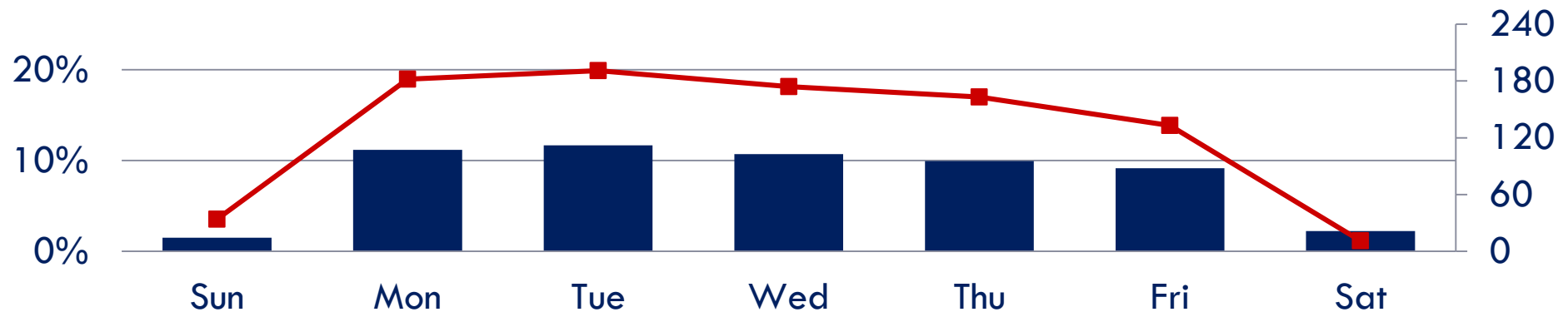


# OUC Requests logged through phone calls

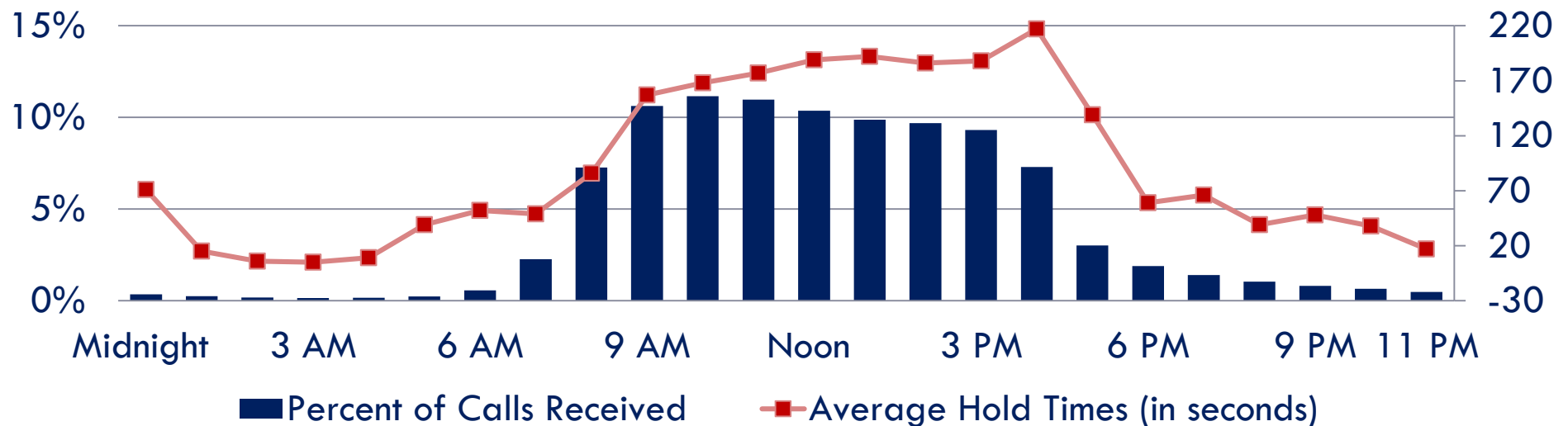
## Averages for April 2015 – March 2016



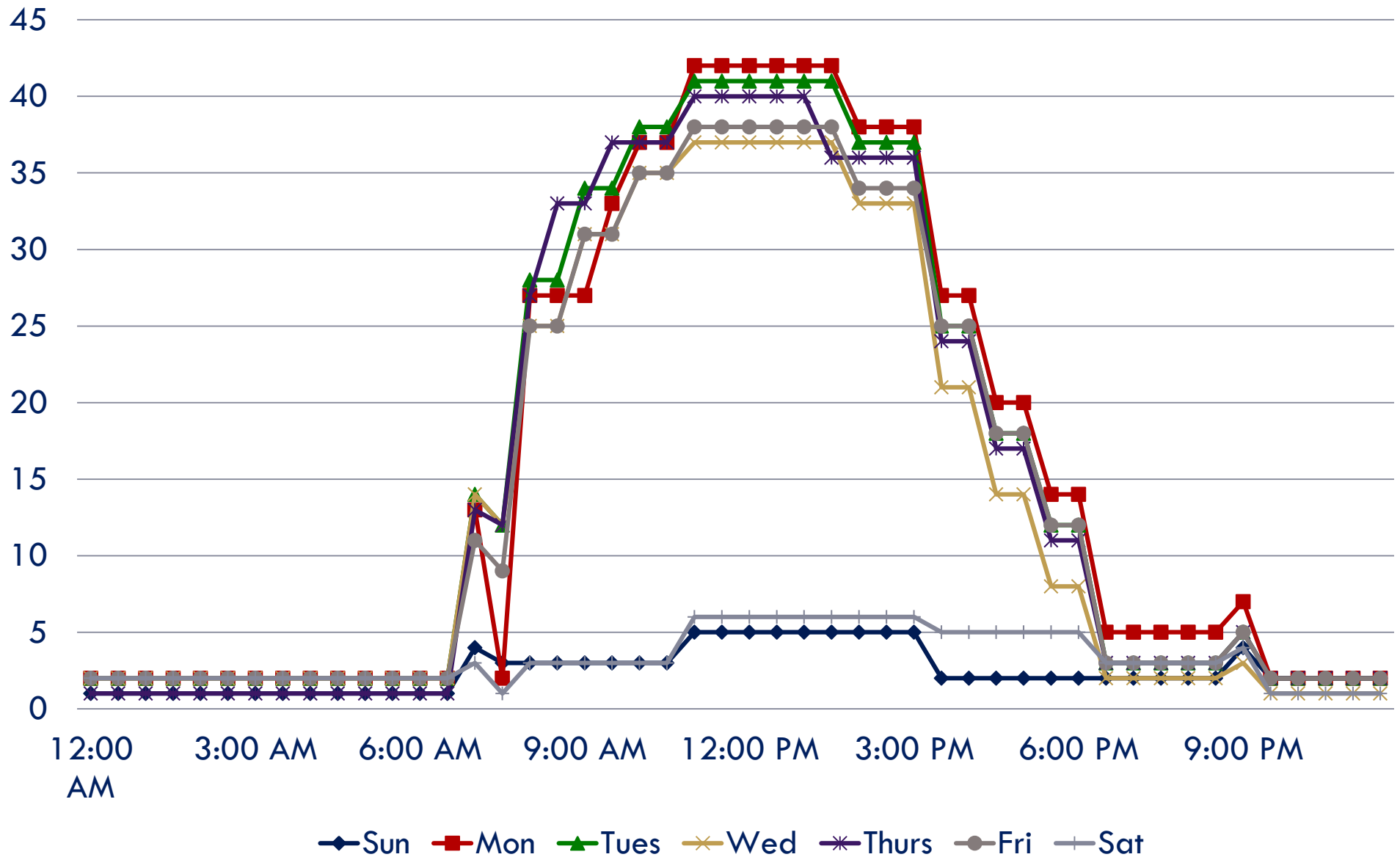
### Calls by Day of the Week



### Calls by Time of Day



# FY15 Staffing Schedule

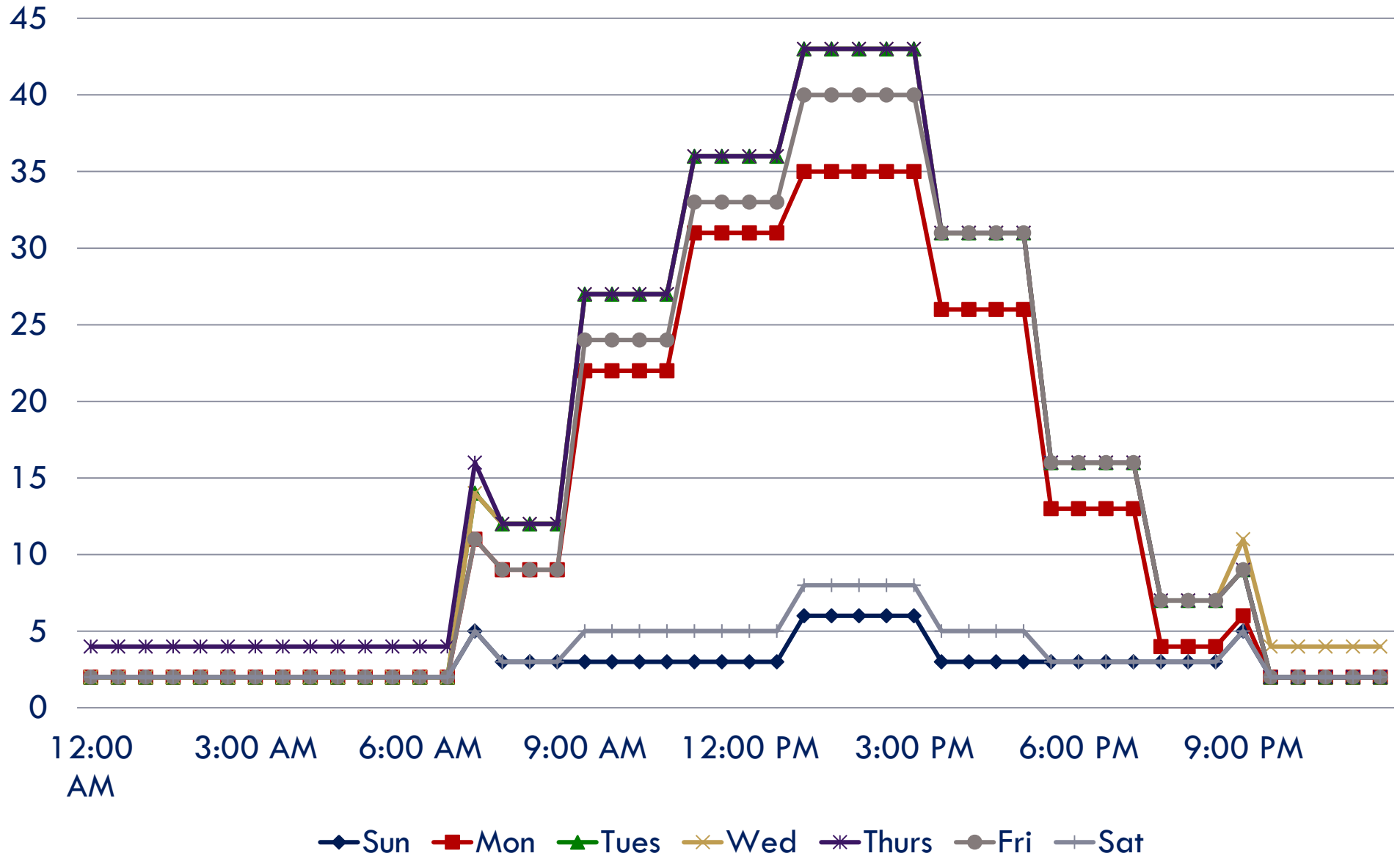


Data  
provided  
by OUC

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



# FY16 Staffing Schedule (as of April 3)



Data  
provided  
by OUC

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



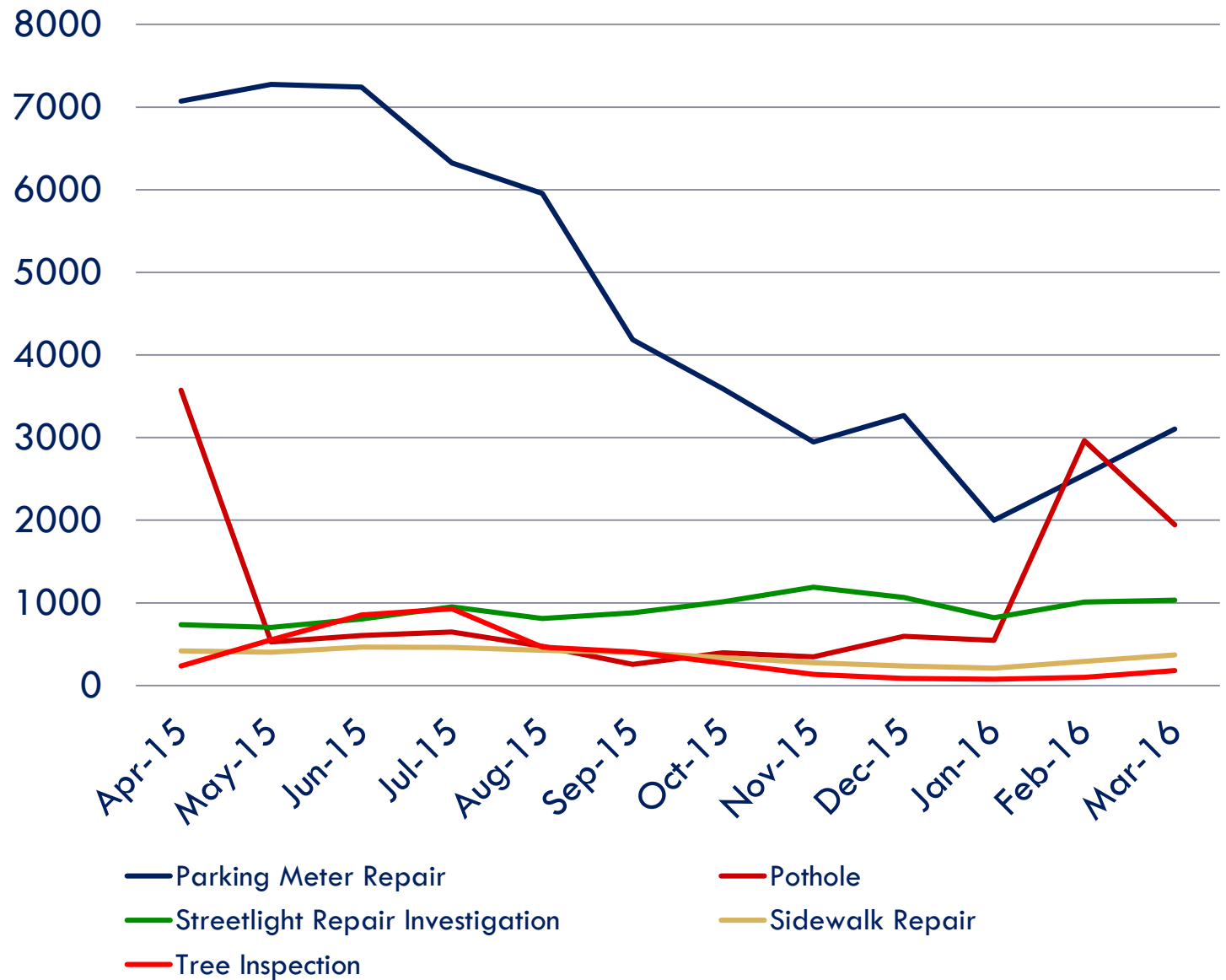
# Trends in top DDOT 311 requests

## April 2015 – March 2016



Chart demonstrates the overall trend in DDOT requests.

- Parking meter requests are trending down



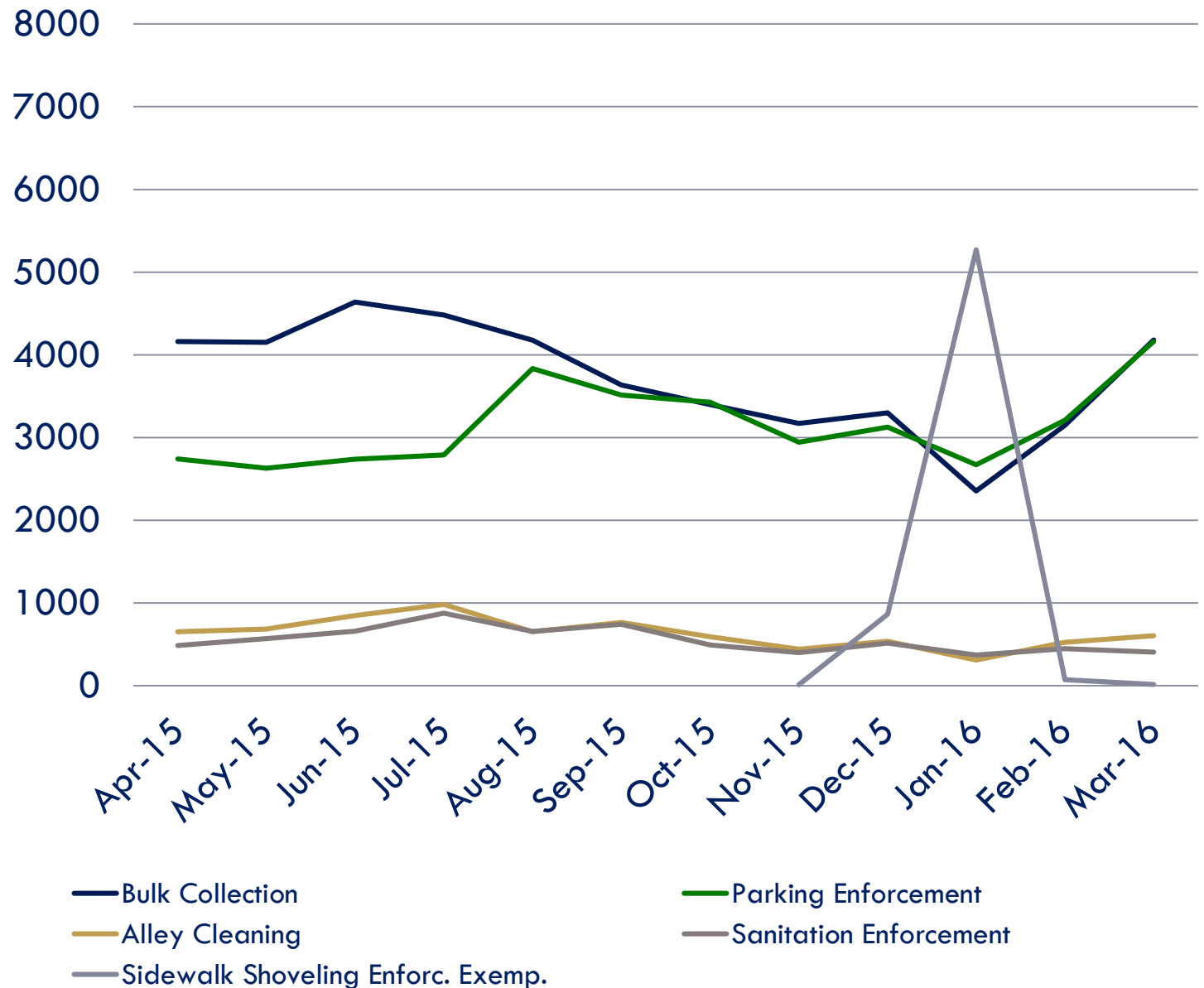
# Trends in top DPW 311 requests

## April 2015 – March 2016



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.



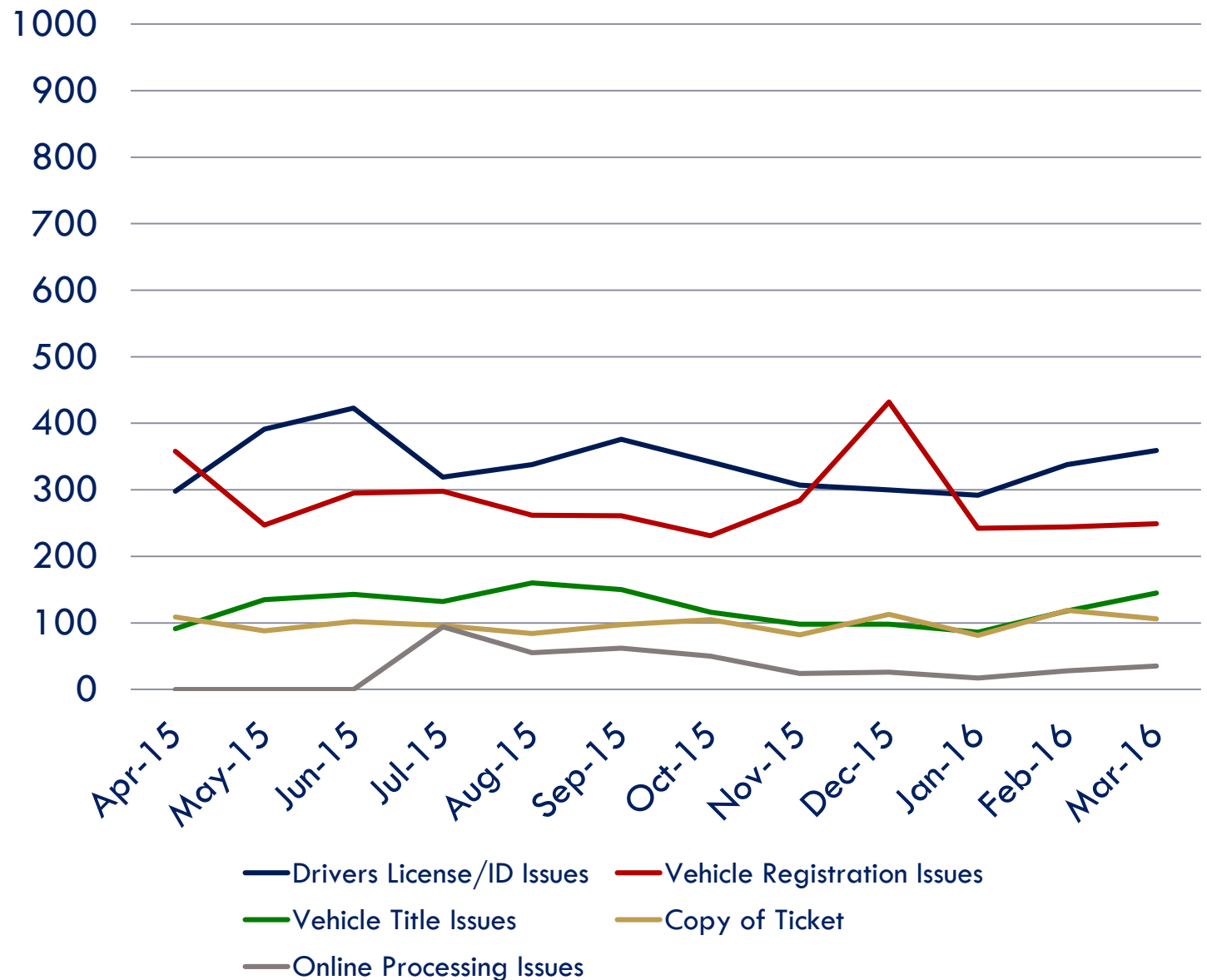
# Trends in top DMV 311 requests

## April 2015 – March 2016



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



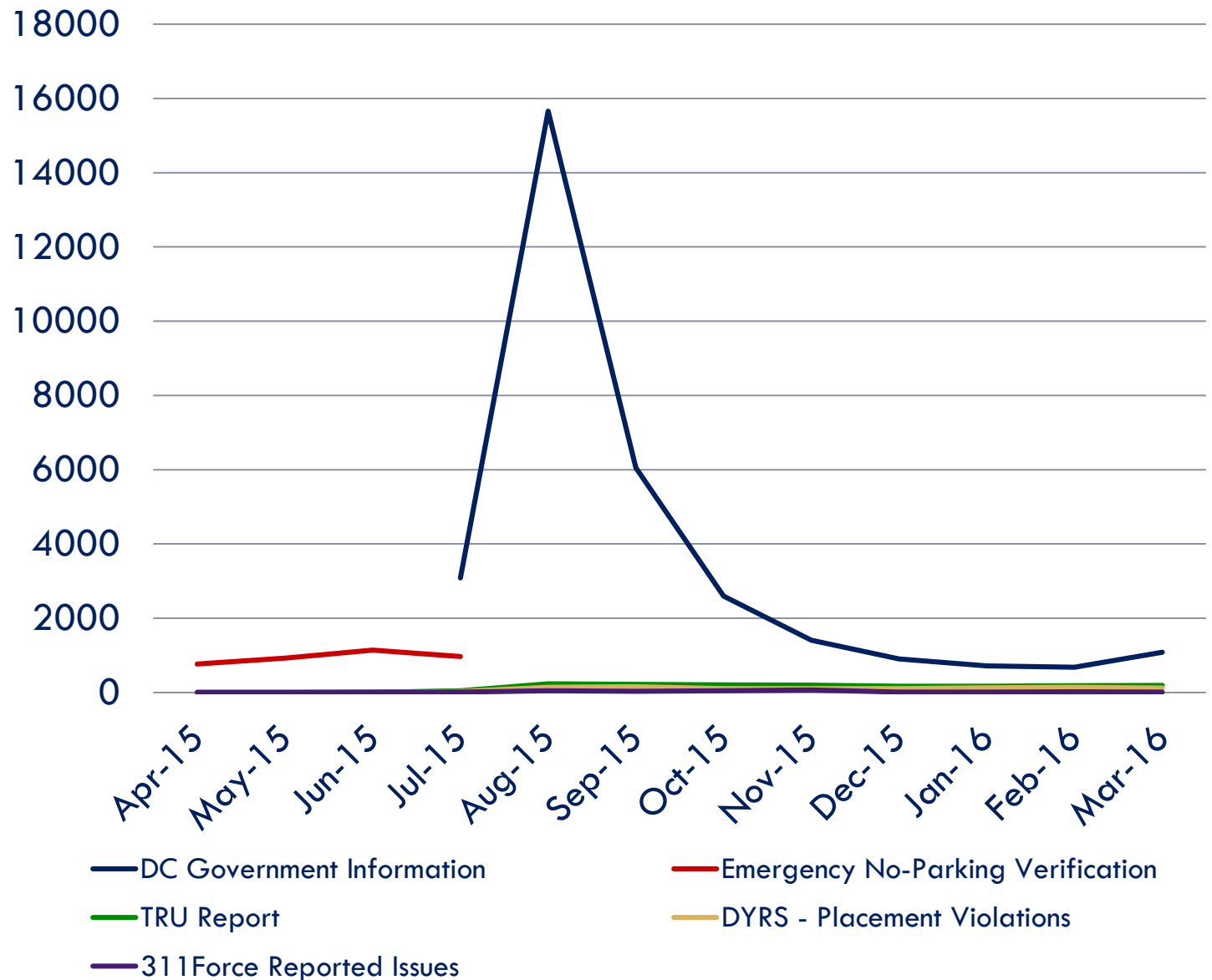
# Trends in top OUC 311 requests

## April 2015 – March 2016



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)

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

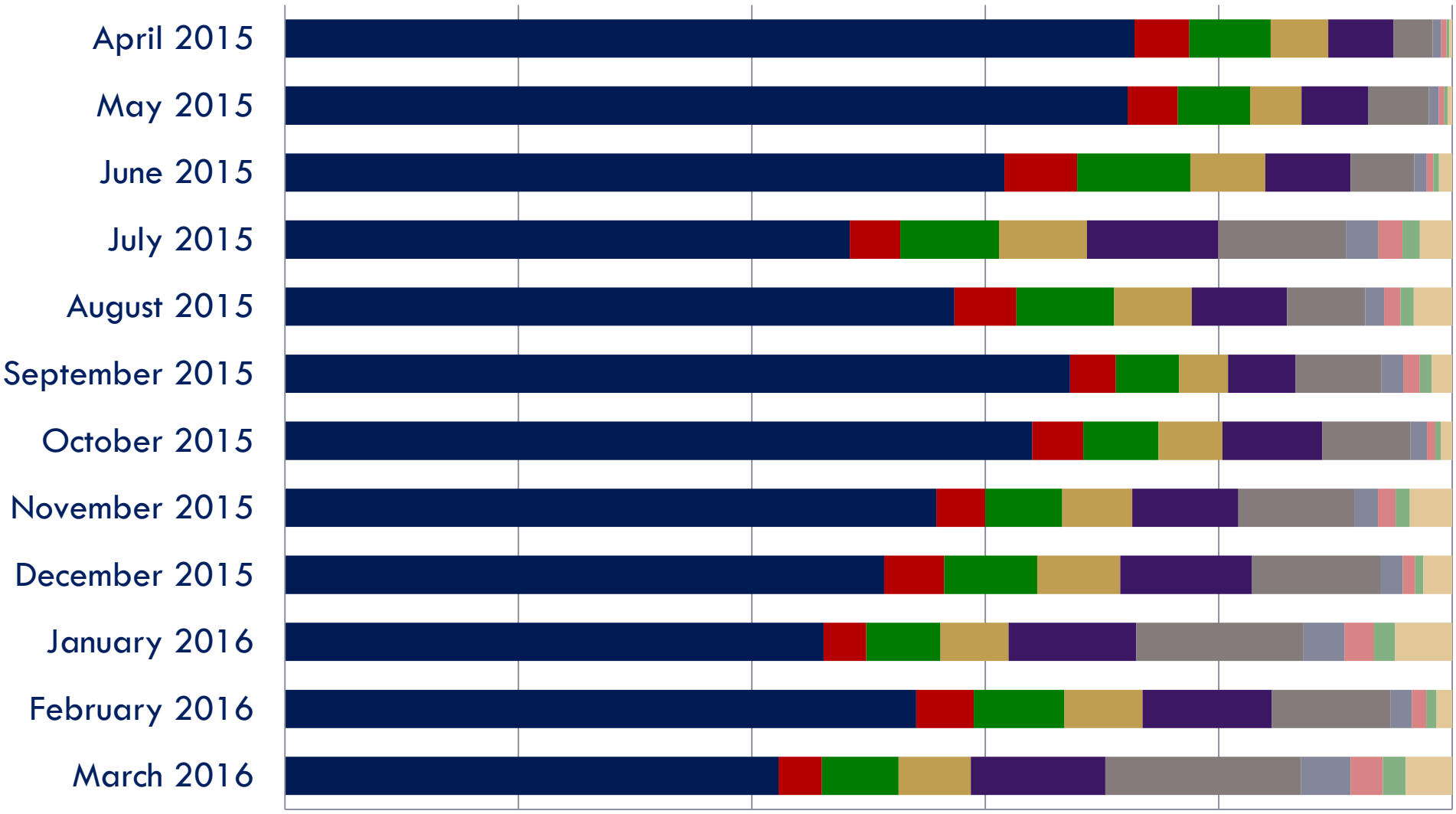
Ward	Top Requests	# of requests	% of requests
Ward 5	Bulk Collection	7353	19%
	Parking Enforcement	3712	10%
	Residential Snow Removal (ServeDC)	1559	4%
	Sidewalk Shoveling Enforcement Exemption	1502	4%
	Streetlight Repair Investigation	1398	4%
Ward 6	Bulk Collection	6176	12%
	Emergency No-Parking Verification	2590	5%
	Parking Enforcement	8972	17%
	Parking Meter Repair	9878	18%
	Residential Parking Permit Violation	1867	3%
Ward 7	Bulk Collection	7951	24%
	Parking Enforcement	1650	5%
	Pothole	1362	4%
	Residential Snow Removal (ServeDC)	1569	5%
	Sidewalk Shoveling Enforcement Exemption	1462	4%
Ward 8	Bulk Collection	5123	25%
	Parking Enforcement	1677	8%
	Pothole	926	5%
	Residential Snow Removal (ServeDC)	716	4%
	Snow/Ice Removal	871	4%



# Percent of Calls Answered within second increments



0% 20% 40% 60% 80% 100%



Data from AVAYA

0-90 sec 90-120 120-180 180-240 240-360 360-600 601-700 701-800 801-900 > 900