

Memorandum



CITY OF DALLAS

DATE October 18, 2019

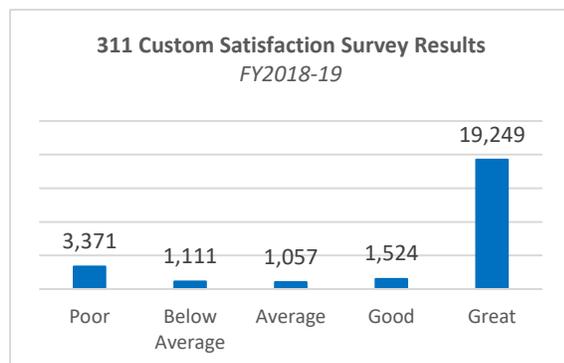
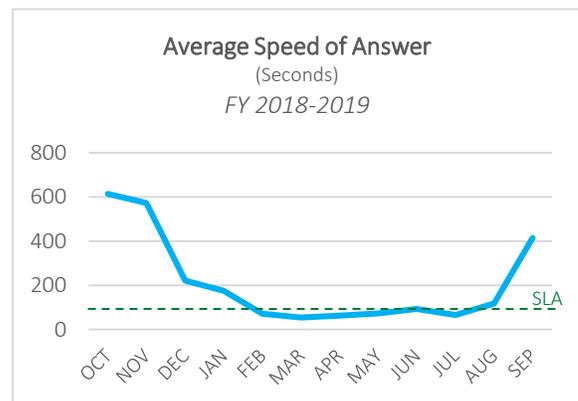
TO Honorable Mayor and Members of the City Council

SUBJECT **311 Customer Service Year-End Performance Update**

The following information and metrics are being provided in support of 311 Customer Service's commitment to continual improvement and transparency in operations.

311 Customer Service (311) had a total annual call volume of 1.1+ million phone calls during FY2018-19 and ended the fiscal year with an average speed of answer of 3:04, representing a 00:06 improvement over the previous fiscal year. 311 requests for City services (40%, 387,447) and Dallas Water Utilities (35%, 338,713) calls account for 75% of all calls received, with the remainder relating to Court and Detention Services (13%, 127,000), Dallas Police Department Auto Pound (9%, 81,878), and Dallas Animal Services (3%, 19,314).

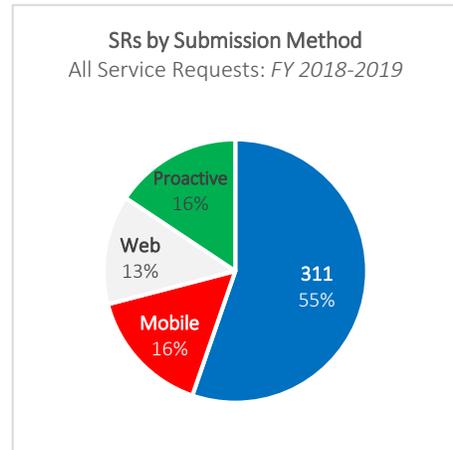
311 improved its overall Service Level Agreement (SLA) performance for all calls handled by approximately 11%, when compared to FY17-18's performance. Increased attrition and below-market pay have led to higher-than-average turnover rates, which have posed a problem for 311 to recruit and retain talent for its call and dispatch center positions. Staff from Civil Service, 311, and the City Manager's Office have developed a plan to address recruiting and testing challenges for new hires, and the Department of Human Resources is assisting 311 with reviewing its current pay structure for assigned positions. Stabilization of staffing will provide 311 with the staffing needed to continue its improvement toward continuous SLA achievement.



As an additional quality assurance metric, 311 administers a post-call customer satisfaction survey. The two question survey gauges callers' satisfaction related to resolving the issue for the call, and the attitude and professionalism of the agent providing assistance. As seen on the chart to the left, of the 26,312 callers who took the survey during the most recent fiscal year, 79% or 20,773 rated their experience as "good" or "great."

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Over the course of FY2018-19, 508,862 Service Requests (SR) were created and routed through the City's Salesforce CRM System. As detailed in the chart titled "SR by Submission Method," the majority, or 55% (278,774), of all SRs originated from 311 Customer Service Agents, followed by proactive SRs entered by City staff, resident submissions via OurDallas mobile app, and submissions via the City's web portal. New for FY2019-20 and in cooperation with Public Affairs and Outreach, 311 will begin a public awareness campaign, focused on spotlighting the capabilities of the *OurDallas* mobile app, as well as utilizing the City's YouTube channel to bring awareness to the top 5 SR types and how the City receives, processes, and addresses such.



During FY2019-20, 311 will continue to focus its efforts on continual improvement related to service delivery (increased SLA achievement, improved average speed of answer, etc.), expanding its bilingual staff, and promoting efficiency in the operation of its call and dispatch centers. A combination of management tools, such as, quality assurance monitoring, benchmark comparisons, improved IVR technology, and implementation of industry best practices will be used to assist 311 in developing its strategic plans to deliver *Service First Excellence* as it relates to operation of its call and dispatch centers.

Should you have any questions, please contact myself, or John Johnson, Director 311 Customer Service

Nadia Chandler Hardy

Assistant City Manager and Chief Resilience Officer

- c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
- Joey Zapata, Assistant City Manager
Michael Mendoza, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Alequresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors