



TacomaFIRST 311

City of Tacoma | CMO Customer Support Center
La'Toya Mason, Customer Support Center Manager

Study Session
April 23, 2019



OVERVIEW



- Background
- Customer Support Center (CSC)
- Top Requests & Trends
- TacomaFIRST 311 (TF311)/CSC Stats
- Performance Goals
- Continuous Improvement

● ● ● BACKGROUND



- P.A.S.S. Initiative
 - Public Access:
 - Increase public access to information
 - Centralize services and coordination efforts
 - Increase access to services through automation
 - Service:
 - Enhance City's customer support to residents and visitors
 - Maximize public forum areas for meeting, conferencing, etc.
 - Support and resolution services
 - Security:
 - Encourage workplace security awareness
 - Establish protocols for City service administration
 - Enhance City's security service levels for TMB & TMBN

● ● ● BACKGROUND CONT.



- Customer Support Center Opened for service October 1, 2013
 - Enhance City's customer support to residents and visitors
 - Support and resolution services - "One Click," "One Call," or "One Visit"





Customer Support Center



TacomaFIRST (Fast Information Resource Service Team) 311

Multimodal access to City services:

- **Face-to-Face**
 - Office Monday-Friday 8am-5pm
- **Telephonic**
 - Via 311 abbreviated dialing within Tacoma city limits
 - Available Monday-Friday 8am-5pm
- **Online / Mobile Application**
 - Submit / Track service request 24/7
 - Submit / Track complaint 24/7



Customer Support Center



- 316,000 Customer Experiences since opening October 2013*
 - Calls – 194,835
 - Walk-ins – 23,453
 - TF311 Service Requests – 97,923
 - Mobile App – 21,070
- Service provided by:
 - Two Office Assistants and one Administrative Assistant intake concerns for appropriate routing
 - Management Analyst and Manager also back up support counter and calls
 - 2019 budget includes additional position for Customer Service Representative beginning 2020



How TF311 Works



- Intake Process
 - Request submitted via phone, face-to-face, web, or mobile app
- Service Request Routing
 - Request automatically submitted to appropriate department staff /subject matter expert to complete request and provide resolution
- Service Level Agreements (SLA)
 - Each request type has a number of days allocated for completion by the expert department
 - In 2018, the top ten requests had an average 11 business day SLA and 9 business day resolution

Why Utilize 311?



Code Violations	Environmental Services	Human Services	Police
Abandoned Vehicles	CALL-2-HAUL	Crime Free Housing	Animal Control
Business Operating without License	Illegal Dumping	Homelessness	Drug Activity
Garbage on Private Property	Missed Pickup	Landlord-Tenant	Someone Living in Vehicle
Graffiti	Pollution	Public Works	General
Junk/Inoperable Vehicles	Residential Flooding	Alley Grading	Ask a Question
Noise Complaint	Sewer Backup	Streetlight Out	Compliment the City
Numerous Vehicles on Private Property	Special Street Sweeping	Traffic Engineering Request	Contact Us
Overgrown Vegetation	Storm Drain Clogged	Traffic Sign Missing/Damaged	File a Conduct Complaint
Working without a Permit	Street Flooding	Traffic Signal Out/Issues	Public Disclosure Request



2018 Top Ten Request Types

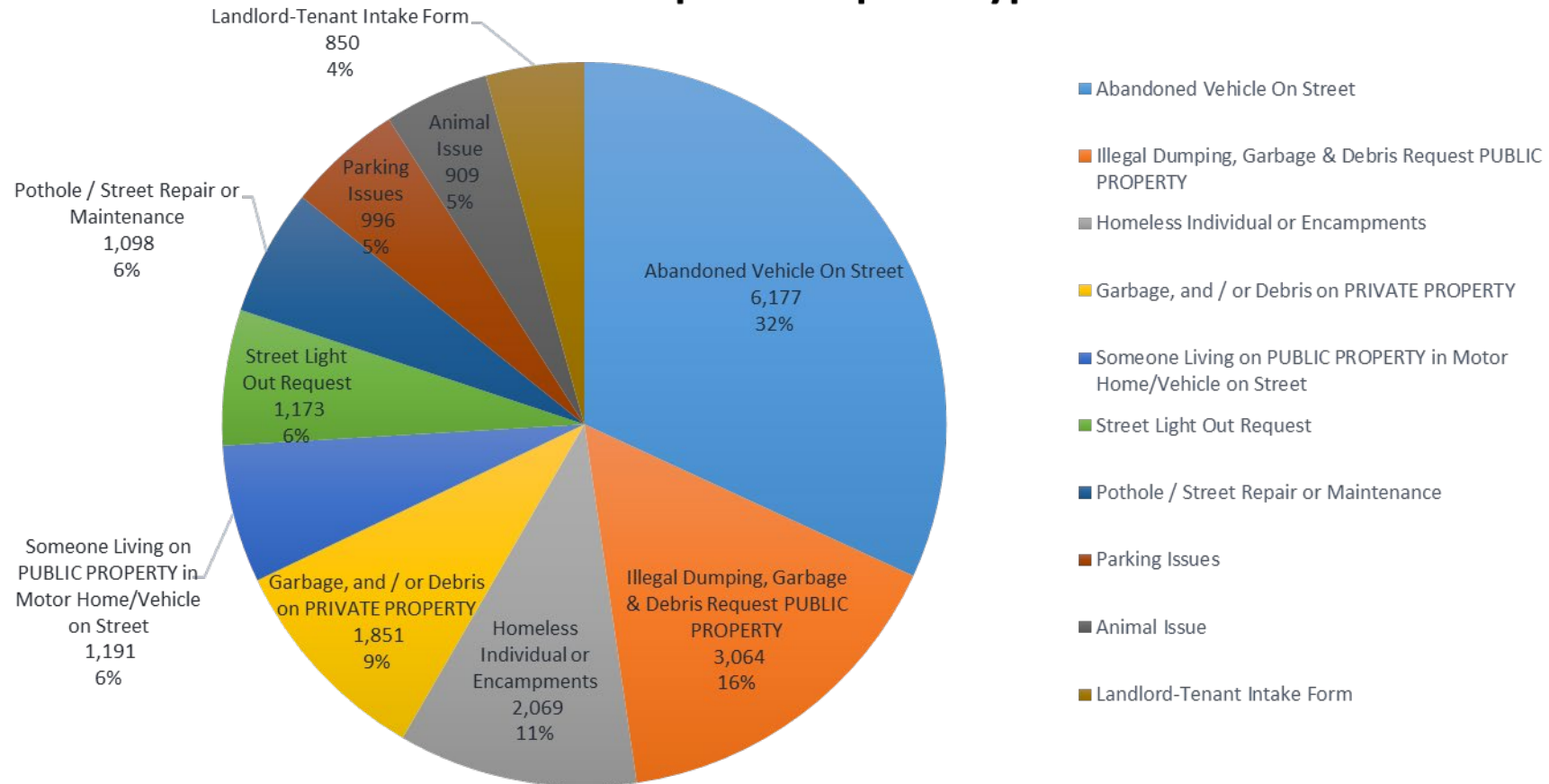


Rank	Request Type	#
1	Abandoned Vehicles	6,177
2	Illegal Dumping/Debris Public Property	3,064
3	Homeless Individual/ Encampment	2,069
4	Garbage/Debris Private Property	1,851
5	Someone Living in a Vehicle	1,191
6	Street Light Out	1,173
7	Pothole / Street Repair	1,098
8	Parking Issues	996
9	Animal Issue	909
10	Landlord-Tenant Intake Form	850

2018 Top Ten Request Types



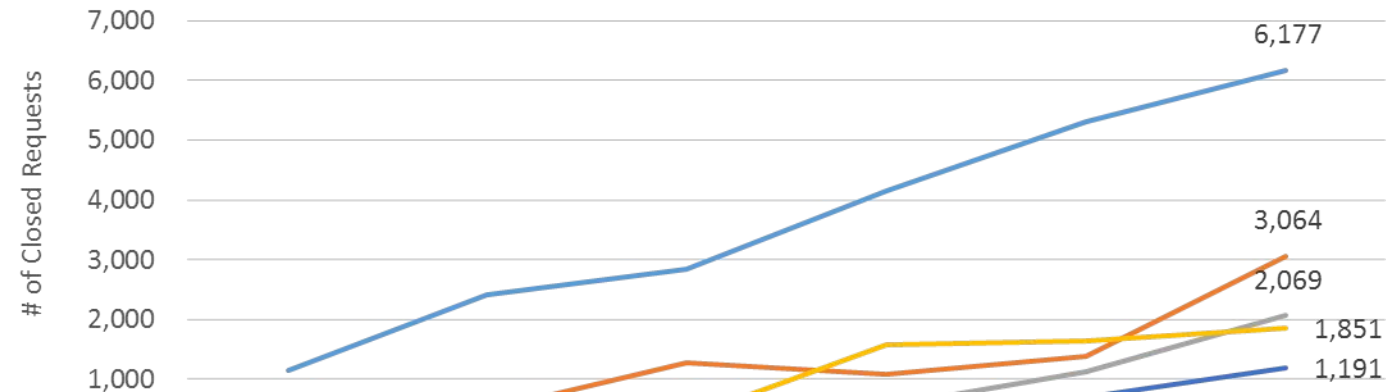
2018 Top Ten Request Types



Historical Trends



2018 Top Five – Trends Since 2013 Inception



	2013	2014	2015	2016	2017	2018
Abandoned Vehicle On Street	1,157	2,412	2,841	4,154	5,314	6,177
Illegal Dumping, Garbage & Debris Request PUBLIC PROPERTY	12	481	1,280	1,089	1,379	3,064
Homeless Individual or Encampments	3	44	127	551	1,130	2,069
Garbage, and / or Debris on PRIVATE PROPERTY	-	22	346	1,587	1,639	1,851
Someone Living on PUBLIC PROPERTY in Motor Home/Vehicle on Street	-	-	26	187	704	1,191



Historical Trends



2018 Top Five, Rates of Increase from 2017 to 2018

- Abandoned Vehicle: 16.24%
 - Lowest increase since inception
- Illegal Dumping: 122.19%
 - Biggest increase since 2014 to 2015 (166.11%)
- Homeless Individual: 83.10%
 - Lowest increase since inception
- Garbage Private Property: 12.93%
 - Up from 2016 to 2017 (3.28%)
- Someone Living in Vehicle: 69.18%
 - Lowest increase since inception



Demand Analysis

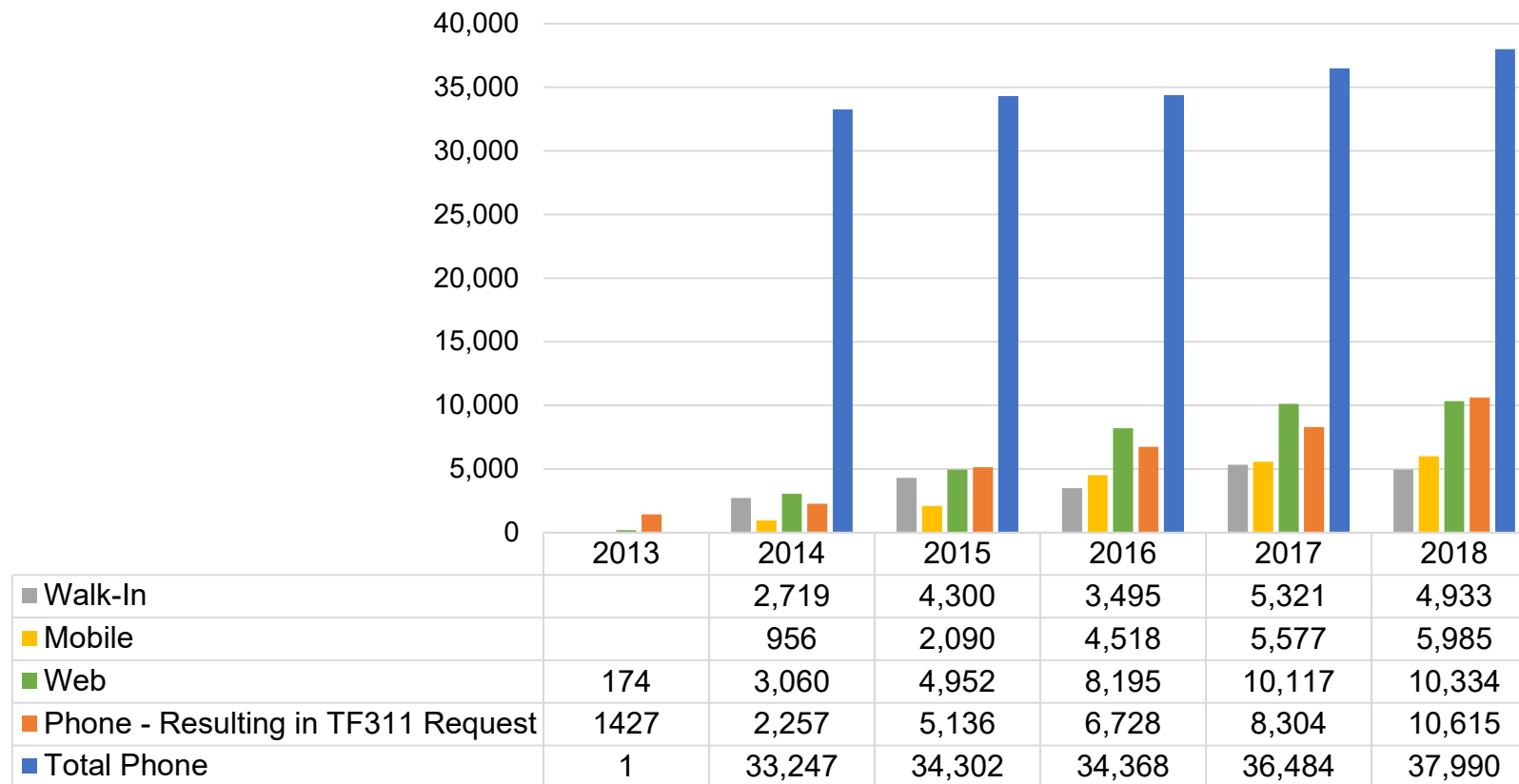


- “Calls” vs. “Requests”
 - **Calls** are phone calls to 311 or 253-591-5000
 - **Requests** are service requests in TF311, which may have the source of phone, web, mobile, email, or internal designations
- In 2018, the Customer Support Center answered 37,990 phone calls, and from these calls CSC staff input 9,160 requests in TF311
 - 24% of calls result in TF311 requests
 - 76% of calls consist of request for needing information, to be transferred, or to follow up on a request

Demand Analysis



Services Provided by Year and Source





Demand Analysis - Calls



- Average speed of answer 2018 – 0:36
- Average call talk time 2018 – 1:27
- Abandoned calls (customer hangs up before reaching representative) – in 2018, 7.36% monthly average
 - Down from 8.44% in 2017
 - Global Metric for Call Centers 5-8%

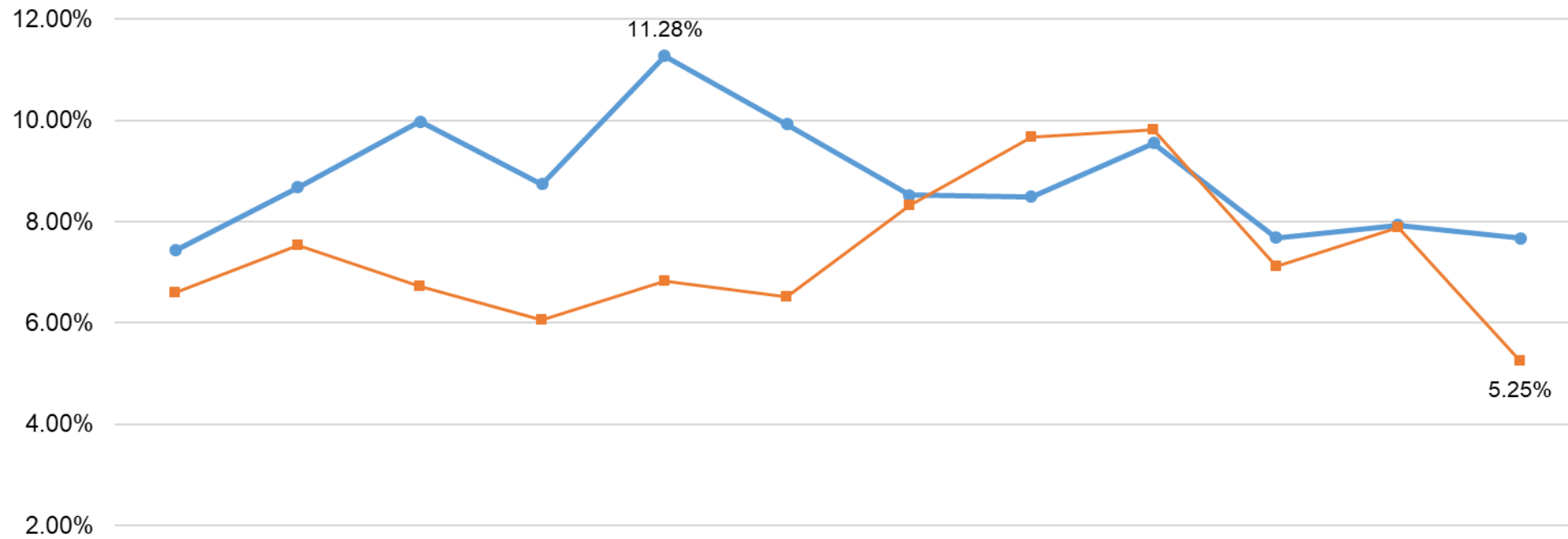


Abandoned Calls



Calls when the customer hangs up before reaching a representative.

Call Abandonment Rate – 2017 vs 2018



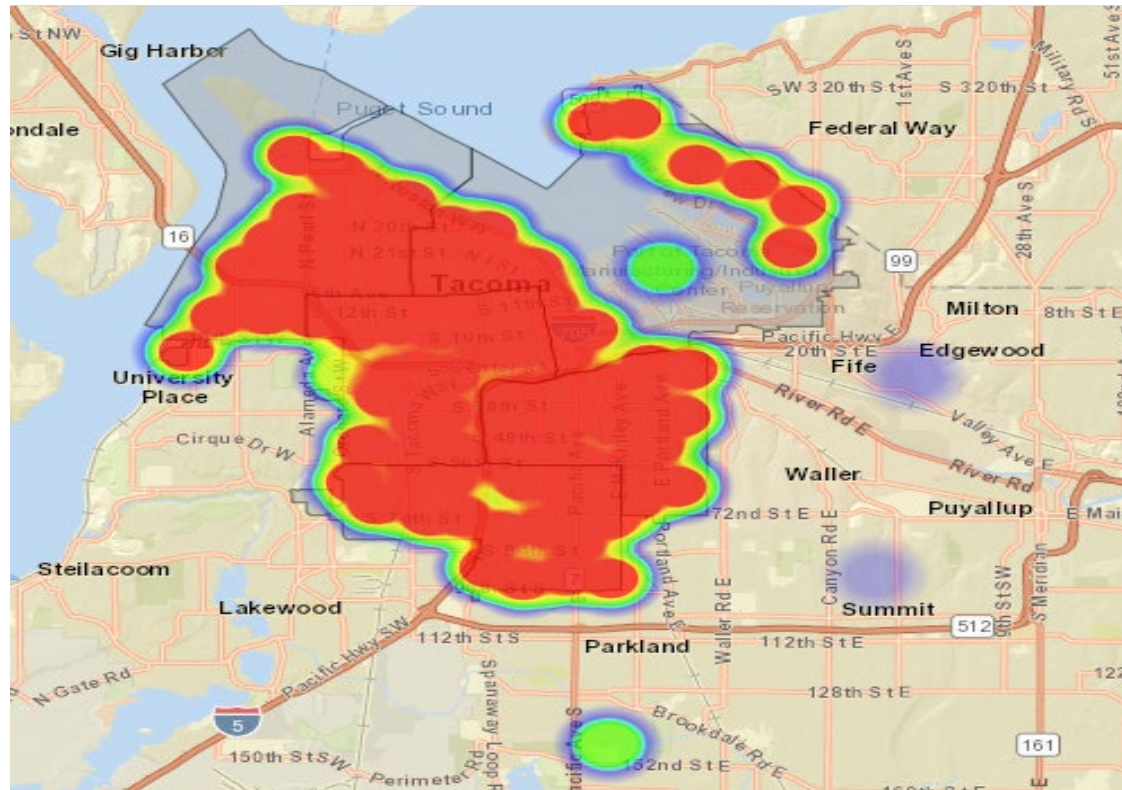
	January	February	March	April	May	June	July	August	September	October	November	December
2017	7.44%	8.68%	9.98%	8.75%	11.28%	9.93%	8.53%	8.49%	9.55%	7.68%	7.94%	7.67%
2018	6.60%	7.53%	6.72%	6.07%	6.84%	6.52%	8.32%	9.68%	9.81%	7.12%	7.89%	5.25%



●●● Demand Analysis

- Results253 – Top 10 Heat Maps

Abandoned Vehicles





Performance Goals



- Percentage customer satisfaction
 - Goal: 95%
 - Actual Satisfaction: 77.48 in 2018 (down from 77.91 in 2017)
 - National American Customer Satisfaction Index
 - National overall 76%
 - Local Government / Public Administration 71%
- Overall service level agreement response time
 - Goal: 90%
 - Collectively achieved by all departments
 - Actual: 81.62% for 2018
 - 94.90% requests completed within time in 1st Quarter 2019 (compared to 79.12% in 1st Quarter 2018).



Continuous Improvement



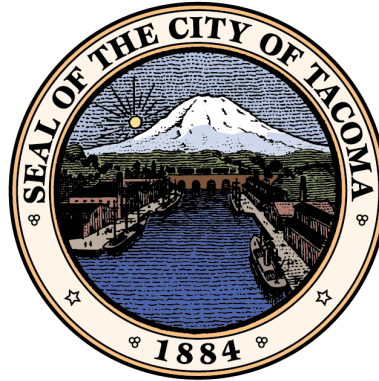
- Enhanced focus on data analysis
 - Exploring Dash Boarding through Power BI
 - MA I – Continue Data and Service Level Follow-up
- Met with all departments and improved auto messaging for submitted and completed TF311 requests
- Implemented Call Recording for coaching and quality assurance
- Released new version of Mobile App Feb 2019
- Ongoing outreach – neighborhood councils and community events
- Continually update automated communication through TF311 for accuracy and transparency



Continuous Improvement Cont.



- Exploring multi-language capabilities
- Implementing customer survey for call and walk-in experience
- Looking into Landlord Packets for new tenants
- Developing strategy to promote TF311 through targeted community push
- Working to prepare and provide marketing kits for City Councilmembers to easily and readily provide 311 information to the community



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