# NYC 311

your city. your needs. your number.

# The NYC 311 Story....

# 311 Background

**NYC 311**

- ### *The Pioneers:*
  - *Baltimore – 1996; Chicago – 1999*

- ### *The Evolution:*
  - *From police non-emergency to city-wide services*
  - *From intake & referral to tracking & resolution*
  - *From internal metrics to city management & measurement*
  - *From city limits to multi-jurisdictional entities*
  - *From call centers to multi-channel information sources*

- ### *The Acceptance*
  - *Widespread deployment across North America, from major cities to to counties to small municipalities and beyond*
  - *Essential part of government service and quality of life*

# NYC 311 History and Mission

**NYC 311**

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***January, 2002:*** Mayor Bloomberg proposes Customer Service initiative to provide non-emergency services and information through one all-purpose number: 311

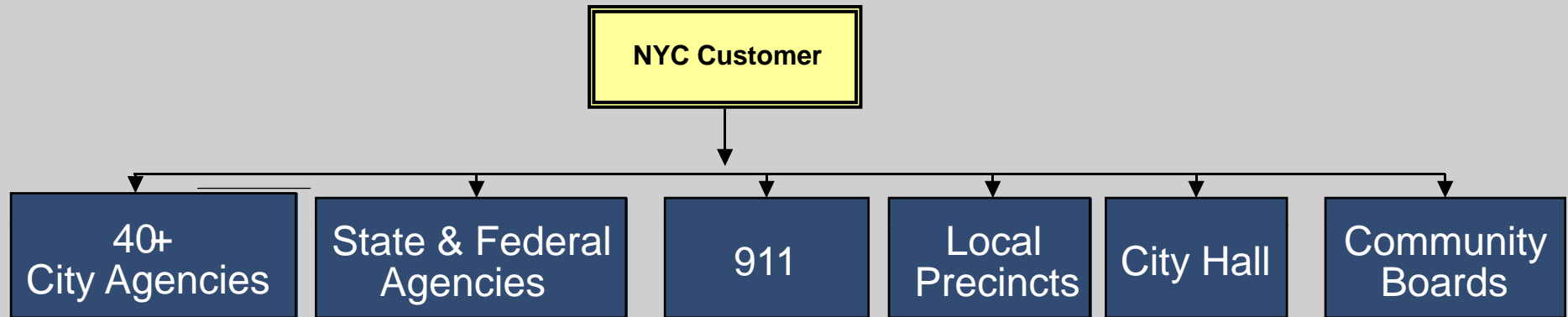***March, 2003:*** NYC 311 Customer Service Center launched

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***The 311 Mission is linked to the Administration's three principles of 'Open Government':***

*Accessibility:* Provide the public with quick and easy access to all New York City government services and information with the highest possible level of customer service

*Accountability:* Help agencies improve service delivery by allowing them to focus on their core missions and manage their workload efficiently

*Transparency:* Provide insight to improve City government through accurate, consistent measurement and analysis of service delivery Citywide
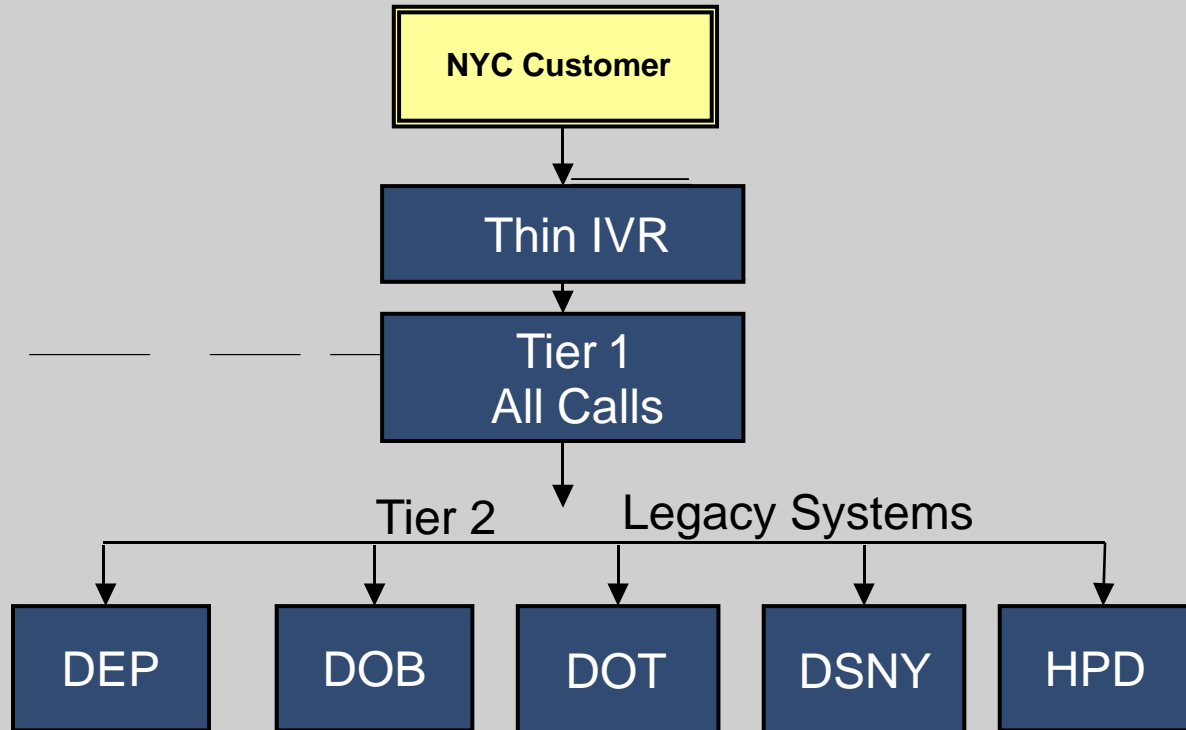
# Before 311….

**NYC 311**

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                        ┌──────────────────┐
                        │   NYC Customer   │
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| 40+ City Agencies | State & Federal Agencies | 911 | Local Precincts | City Hall | Community Boards |

- *16 Pages of Phone Numbers*
- *Multiple CRM Systems*
- *Varying SLAs*

**NYC 311**

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            ┌─────────────────┐
            │  NYC Customer   │
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                     │
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            ┌─────────────────┐
            │    Thin IVR     │
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            ┌─────────────────┐
            │     Tier 1      │
            │    All Calls    │
            └─────────────────┘
                     │
    Tier 2           ▼        Legacy Systems
  ┌──────┬──────┬──────┬──────┬──────┐
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- *1 Year to Build and Deploy*
- *Clear Executive Mandate*
- *Consolidation of 40 Call Centers*

# NYC 311 Facts & Figures



Calls answered
24x7x365

Access to
180 languages

Thin-Layer Integrated Voice
Response (IVR) Greeting

Staff of 450+ customer service
professionals

Offer callers
3,600+ services

Services represent nearly 300
City, State, Fed Agencies

Receive on average
51,000+ calls/day

Calls to date:
over 87 million

# How NYC311 Works
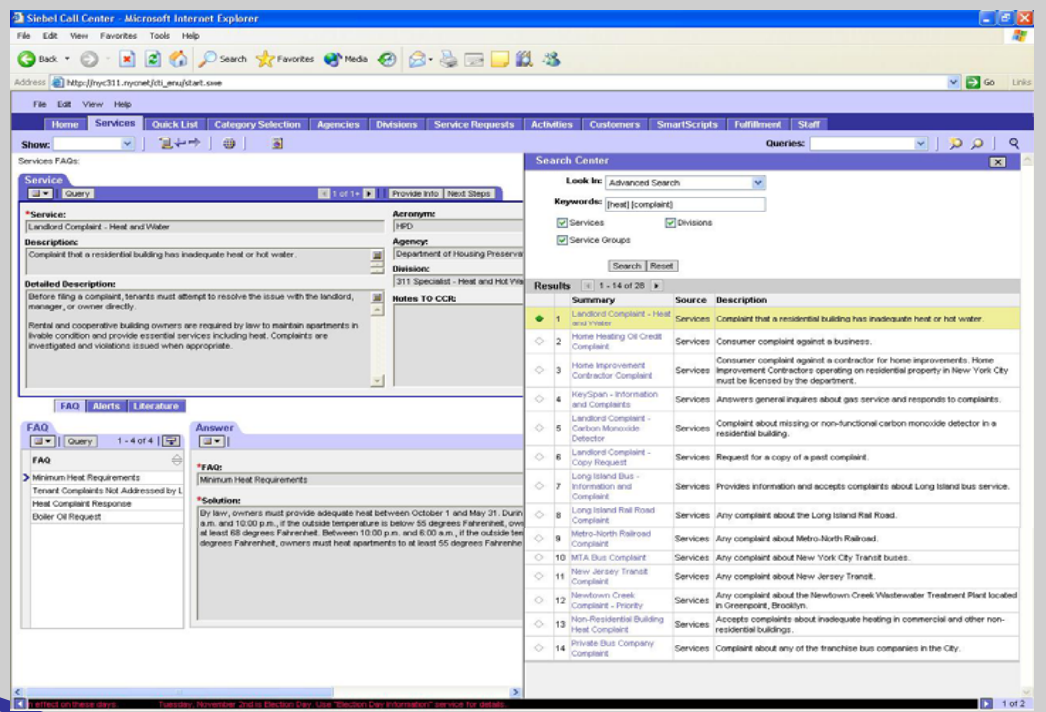
**Customer dials 311 or (212) NEW-YORK**

**IVR Platform**

**Call center representative (CCR) uses CRM application to identify appropriate "Service"**



**Customer is given specific information requested**

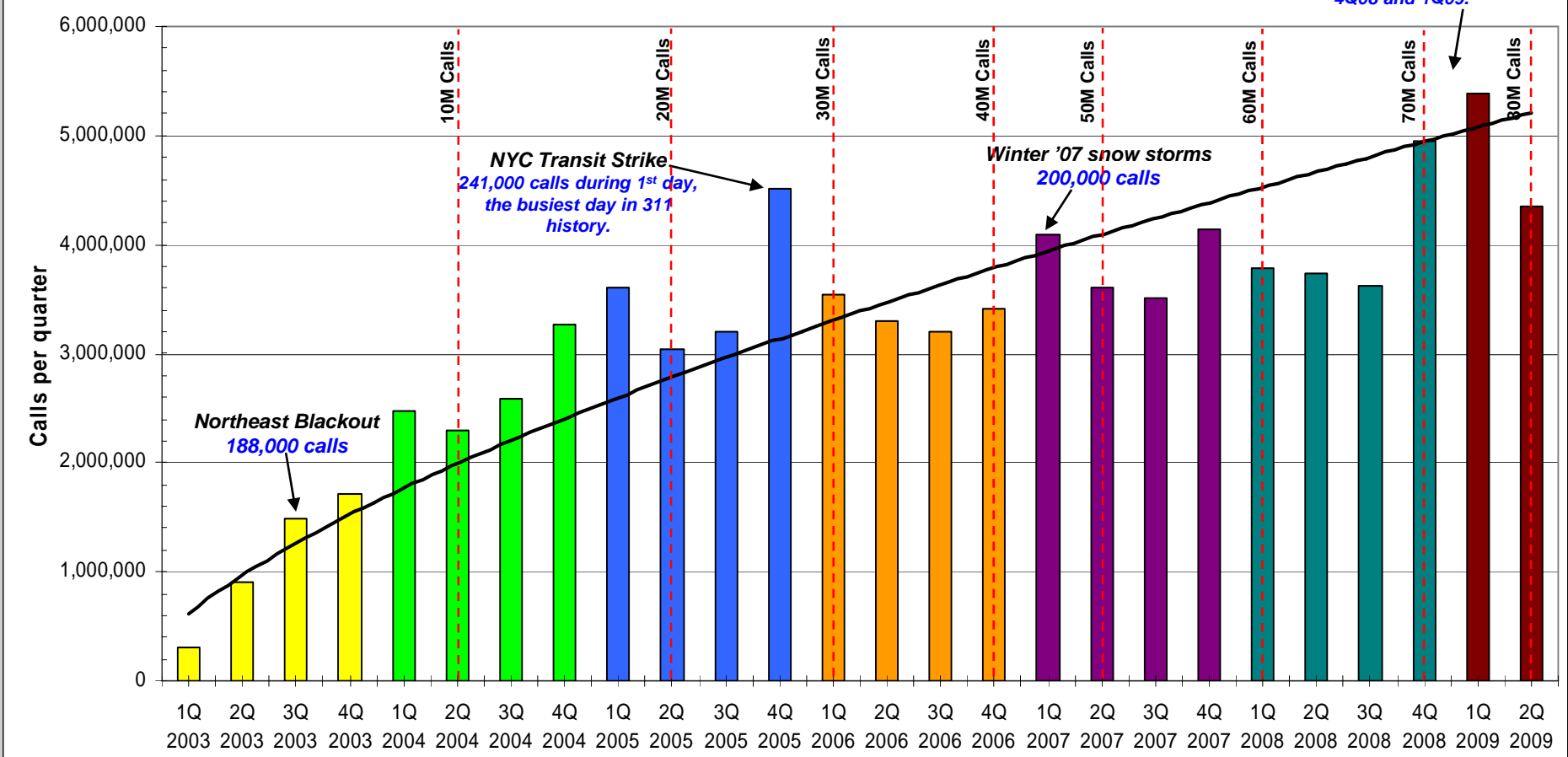**(~40%)**

**Customer is transferred or referred**

**(~ 36%)**

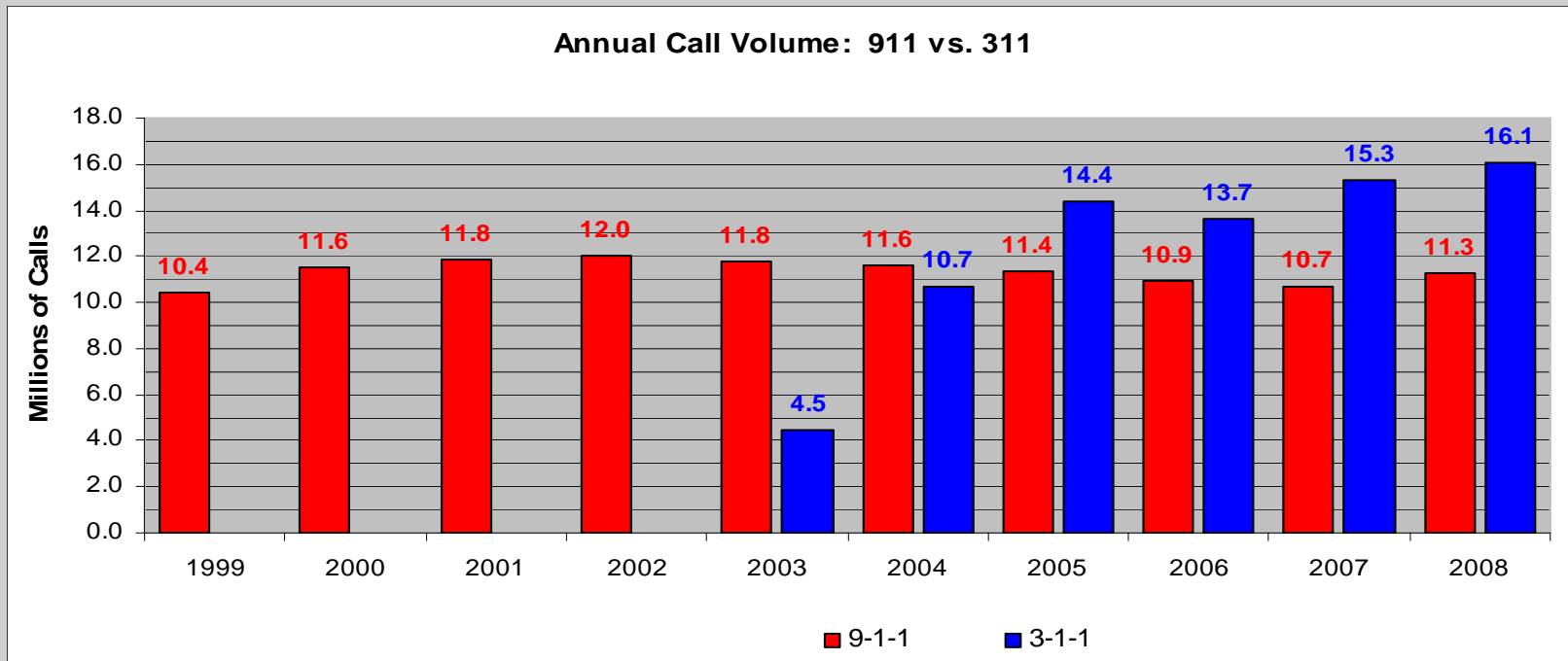**CCR processes Service Request**

**(~ 24%)**

311 Quarterly Call Volume
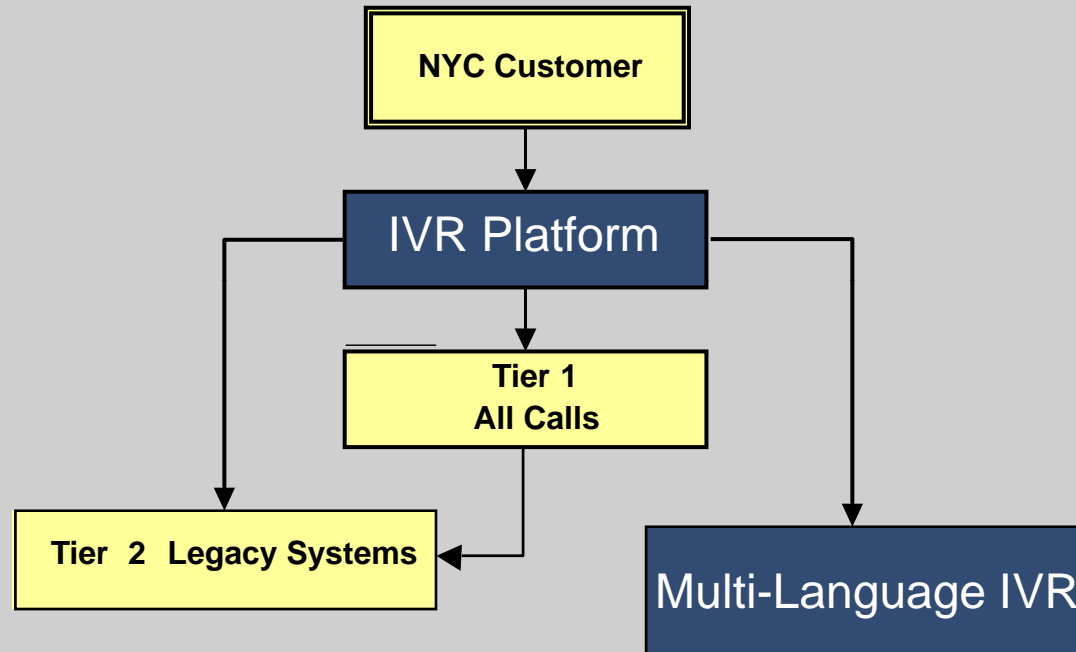
# Impacts on 911

- **Annual call volume to 911 decreased each year since 311 inception— reversing a 34-year trend – through 2007.**

- **311 further positioned as an adjunct to 911, as a means of disseminating critical public information**

**Annual Call Volume: 911 vs. 311**

| Year | 9-1-1 | 3-1-1 |
|------|-------|-------|
| 1999 | 10.4 | |
| 2000 | 11.6 | |
| 2001 | 11.8 | |
| 2002 | 12.0 | |
| 2003 | 11.8 | 4.5 |
| 2004 | 11.6 | 10.7 |
| 2005 | 11.4 | 14.4 |
| 2006 | 10.9 | 13.7 |
| 2007 | 10.7 | 15.3 |
| 2008 | 11.3 | 16.1 |

Millions of Calls

■ 9-1-1   ■ 3-1-1

**NYC 311**

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         ┌─────────────────┐
         │  NYC Customer   │
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                  │
         ┌────────▼────────┐
    ┌────│  IVR Platform   │────┐
    │    └────────┬────────┘    │
    │             │             │
    │    ┌────────▼────────┐    │
    │    │     Tier 1      │    │
    │    │    All Calls    │    │
    │    └────────┬────────┘    │
    │             │             │
┌───▼─────────────▼───┐  ┌──────▼──────────────┐
│ Tier 2 Legacy Systems│  │ Multi-Language IVR  │
└─────────────────────┘  └─────────────────────┘
```

- *More announcements and messages*
- *IVR Routing for faster service*
- *Expand Language Options*

# Enhanced 311 – Bringing Social Services into 311

**NYC 311**

- Announced by Mayor Bloomberg in Nov, 2005

- 211 number issued Mar, 2007

- Built a Not-For-Profit coalition

- Applied & received 211 dialing code

- Invented blended model: 211 at 311

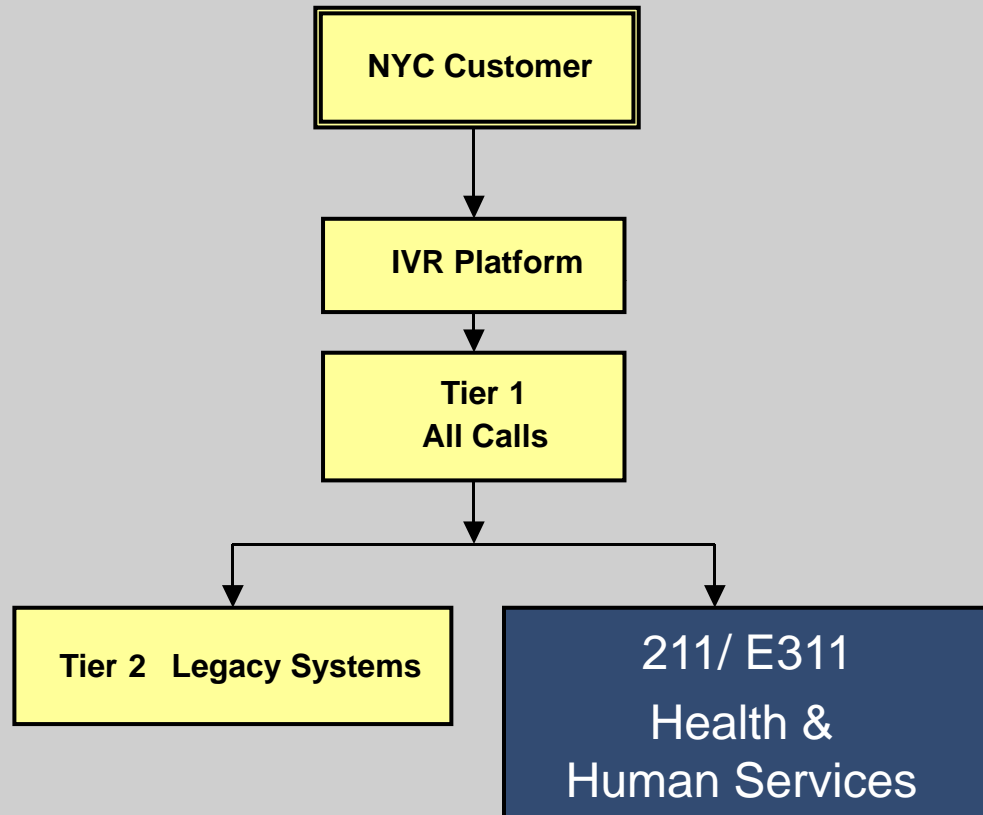- Determine CRM app, identify I&RS skills, leverage scale

- Develop mechanism to incorporate Not-For-Profits

- 30% of calls handled by 311 are Health & Human Services related

# 2007 – 2008: EXPANSION
# Focus on "211 at 311"blended environment

**NYC 311**

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        ┌─────────────────────┐
        │    IVR Platform     │
        └─────────────────────┘
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        ┌─────────────────────┐
        │      Tier 1         │
        │     All Calls       │
        └─────────────────────┘
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          ┌───────┴───────┐
          ▼               ▼
┌──────────────────┐  ┌──────────────────┐
│ Tier 2  Legacy   │  │   211/ E311      │
│ Systems          │  │   Health &       │
│                  │  │ Human Services   │
└──────────────────┘  └──────────────────┘
```

- *Health & Human Services*
- *Include Non-Profits and CBO's*

# Customer Satisfaction challenges

**NYC 311**

- **As utilization, acceptance and reliance grew, a strategic decision was made to *raise the service delivery bar***

- **Migrate from agency-focused and system-driven operation to *customer-responsive model*:**
    - **Encourage human element**
    - **Stronger emphasis on soft skills**
    - **CCR options and feedback**

- **Change evaluation and measurement to deliver *memorable experience***

| Old School Evaluation | New School Evaluation |
|---|---|
| ▪ Measure for quantity | ▪ Measure for quality |
| ▪ Objective measuring | ▪ Subjective measuring |
| ▪ Big Brother | ▪ Coach and mentor |
| ▪ Catch 'em doing things wrong | ▪ Recognize for a job well done |

# Customer Satisfaction results

**NYC 311**

•**2008 Customer Satisfaction Survey was designed and compiled by CFI Group, using the national American Customer Satisfaction Index (ACSI) score, a uniform measure of industry/ government customer satisfaction.**

•**"Baseline satisfaction measure using ACSI methodology shows a high level of satisfaction with 311".**

•**"Satisfaction with 311 is more on par with higher performing call centers in the private sector and well above scores for typical government call centers".**
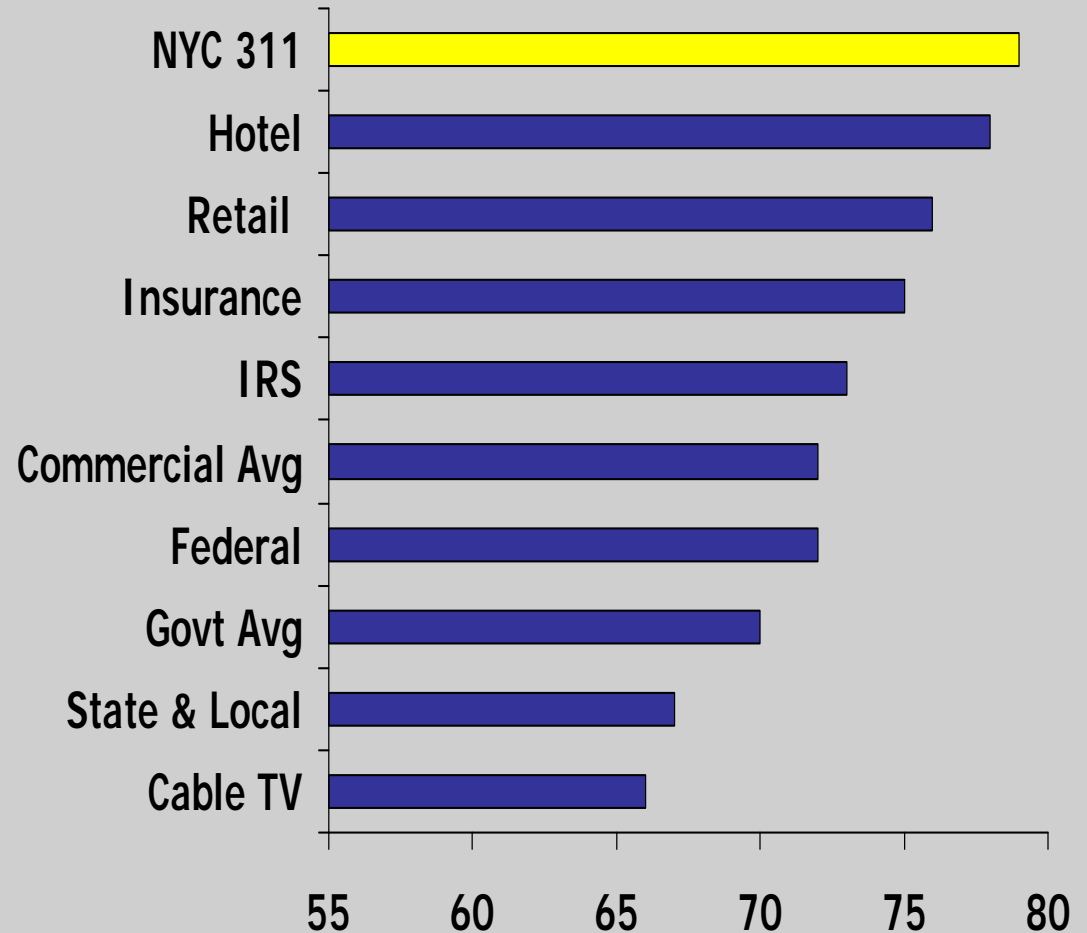


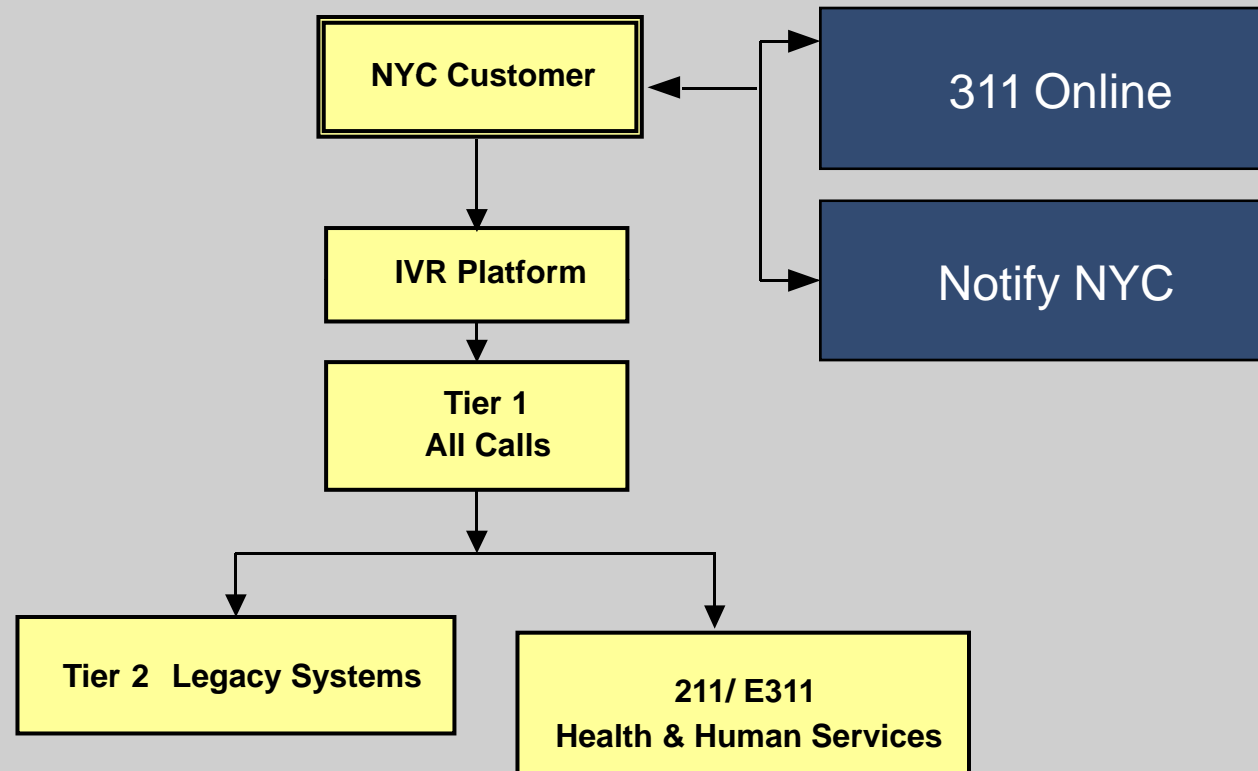*Source: CFI Group Inc, October, 2008*

**NYC 311**

- <u>Challenge:</u>  Maintain Accessibility, Accountability, and Transparency While Evolving To Meet Customer and Government Needs.

- <u>Goal:</u>  Expand 311 to Multi-Access, Multi-Channel Source for Information, Assistance, and Services.

- <u>Approach:</u>  Leverage the 311 backbone – Content - to increase reach and options for customers.

  - **Start small and build -** s*olicit & capture e-mail id*
  - **Utilize technology -** *pictures & videos, mobile optimization*
  - **Play to your strengths -** *Structured search tool*
  - **Open It Up….**

# 2009: MIGRATION
# Focus on self-service

**NYC 311**

NYC Customer → 311 Online

NYC Customer → IVR Platform

311 Online / Notify NYC ↔ NYC Customer

IVR Platform → Tier 1 All Calls

Tier 1 All Calls → Tier 2 Legacy Systems

Tier 1 All Calls → 211/ E311 Health & Human Services

- *Move Content to Web*
- *Self-Service and "Push"*

# 311 Online – Launched March, 2009



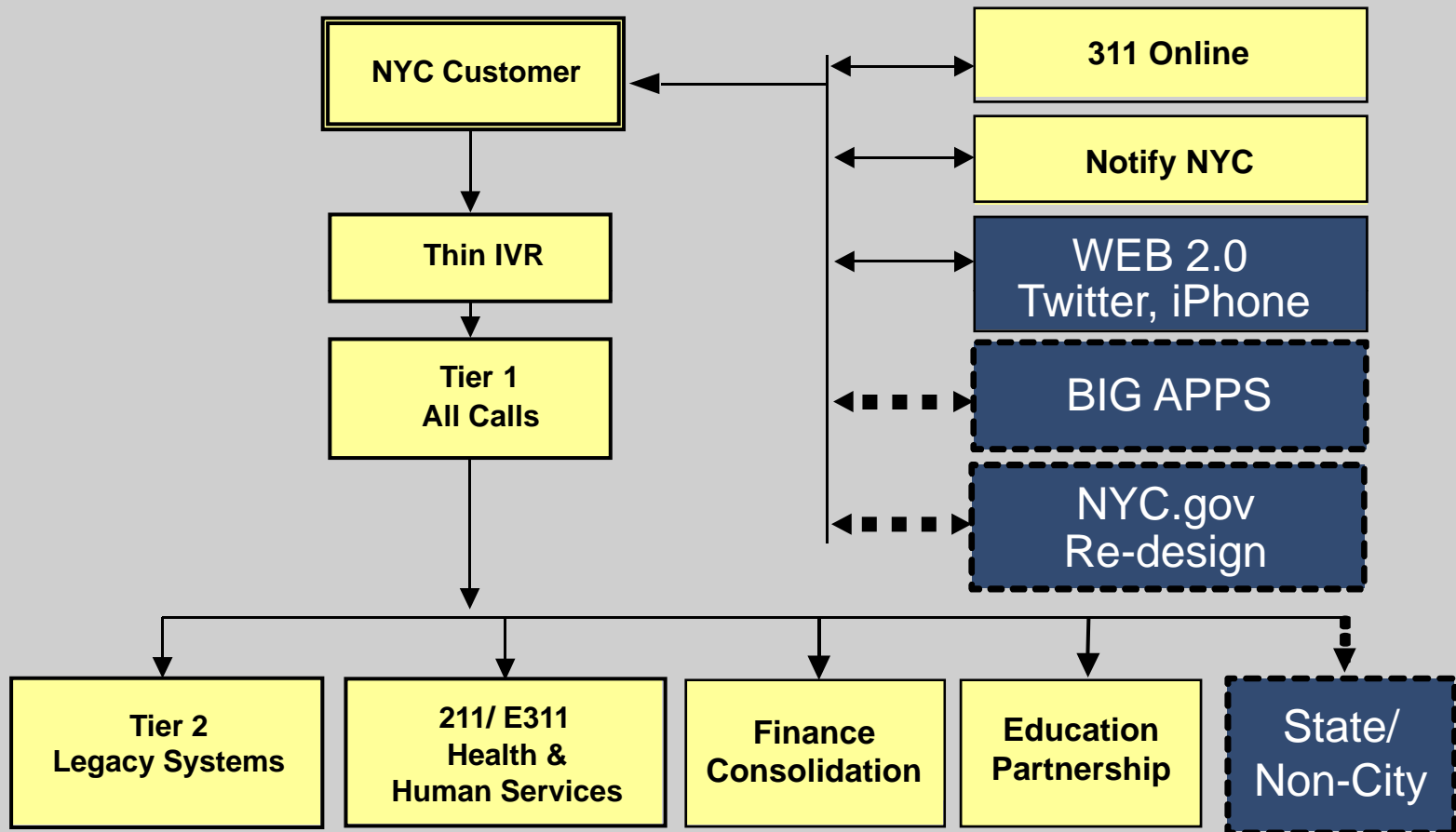Keyword search and intensions-based access to 3,000+ services in the 311 system

One-click access to programs the City is promoting

Dynamic information on high-demand topics such as ASP status

Customers can create complaints online and track the status of existing requests

# 2009 - 2010: MIGRATION
## Focus on cost-effective channels and expanding access



- *Leverage capacity and standards*
- *Open content to all*

Q & A