Department of Customer Service

Finance/Executive Committee Update

**Myesha Good,
Interim Commissioner
August 10, 2022**

ATL311 is the City of Atlanta's primary contact channel for non-emergency services and information.

Core Service Support Areas:

1. Business Licenses
2. Water and Sewer
3. Garbage, Recycling and Graffiti
4. Housing and Buildings (e.g., Permitting, Zoning, etc.)
5. Municipal Court, Public Safety, and Code Enforcement
6. Parks, Trees, Recreation, and Events
7. Streets, Sidewalks, Traffic, and Parking
8. Supportive Services (Policing Alternatives and Diversion (PAD))

Operating Hours: Monday-Friday 7am-7pm

Multi-Channel Access:

Dial 3-1-1 or 404-546-0311
Email atl311@atlantaga.gov
Fax 404-221-9518

atl311.com
Social Media Platforms
ATL311 Mobile App

ATL 311

Operational Improvements

Operational Efficiency

To ensure operational efficiency we are training our new hires, and cross training our current agents to handle all calls. This will provide higher customer satisfaction (CSAT) scores, lower handle times, and better first call resolution while enhancing our team members skill set.

Effective Management

DCS is on "The Path Forward" to create a healthy call center environment within ATL311. This creates a culture of feedback, leading our teams through change, daily motivation, focusing on effective communication with team members, and business stakeholders. Since implementing "The Path Forward" and resetting ATL311 leadership expectations DCS has seen a drastic drop in our attrition rate. Attrition is currently at 3%.

Workforce Management

WFM is in the process of creating multi-skilled queues which will create a flexible workforce which provides WFM the ability to schedule and forecast DCS agents to meet the needs of our constituents.

Operational Highlights

Admin and Call Center
- Awarded the 2022 Transparent Diamond Award as recognition for filing Ethics financial disclosures in a timely manner.

IPA
- Enhanced New Hire Training by adding quality assurance a process that helps ensure customer interactions are aligned with business goals.
- Complaint Summary Report has been updated to include Compliments emphasizing the great work of city employees, which is shared with departments.
- New complaint process to allow DPW to view their complaints daily versus monthly, providing a quicker response to customers when necessary.

Supportive Services
- Started partnership with Partners For HOME to complete self-referral homelessness assessments and book available emergency shelter beds.
- ATL311 and APD/ E911 will collaborate for public indecency calls in the fall of 2022. These calls will be referred to PAD.
- July 2022 – partnered with Atlanta Volunteer Lawyers Foundation (ALVF) to facilitate outreach to individuals experiencing partner abuse or domestic violence.
- The Supportive Services team completed in-depth E911 training for call transfers of Public Indecency starting in the Fall of 2022
- The Supportive Services team participated in a hands-on training with PAD and assisted in community response services

Social Media
- Launched Social Media Survey in March 2022
- Launched Community Meeting Feedback and Community Event Survey in June 2022
- Surpassed 25,000 mobile app downloads in May 2022
- 58.5K Average Impressions per hour on SOOFA signs since Jan 2022
- 191 Community meetings and events attended since Jan 2022
- 2 graphics posted to City of Atlanta IKE signs

ATL
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Operational Performance

Human Resources

Total Positions as of 7/31/22	*Positions Filled	Filled Rate %	Total Vacant Positions	Total Vacancy Rate %
113	100	88%	13	12%

- *47 Customer Service Representatives I*
- *5 Team Leads*
- *8 New Hire Customer Service Representatives I*

| Turnover Reason	FY 23 YTD #	FY 23 YTD %
Retirement	0	0%
Dismissal/Term	1	25%
Resignation	3	75%
Deceased	0	0%
Total	4	100%

DHR FY23 Turnover Calculation

Note: Formula for monthly turnover rate is the number of employees separated during the month divided by the average number of employees in the month multiplied by 100

Month	# of Employees Separated During Month	Average Number Employees During Month	Turnover Rate (Monthly)
July	4	100	.04
1st Quarter	4	100	.04

ATL 311

Call Volume Data: ATL311

January 2022- July 2022
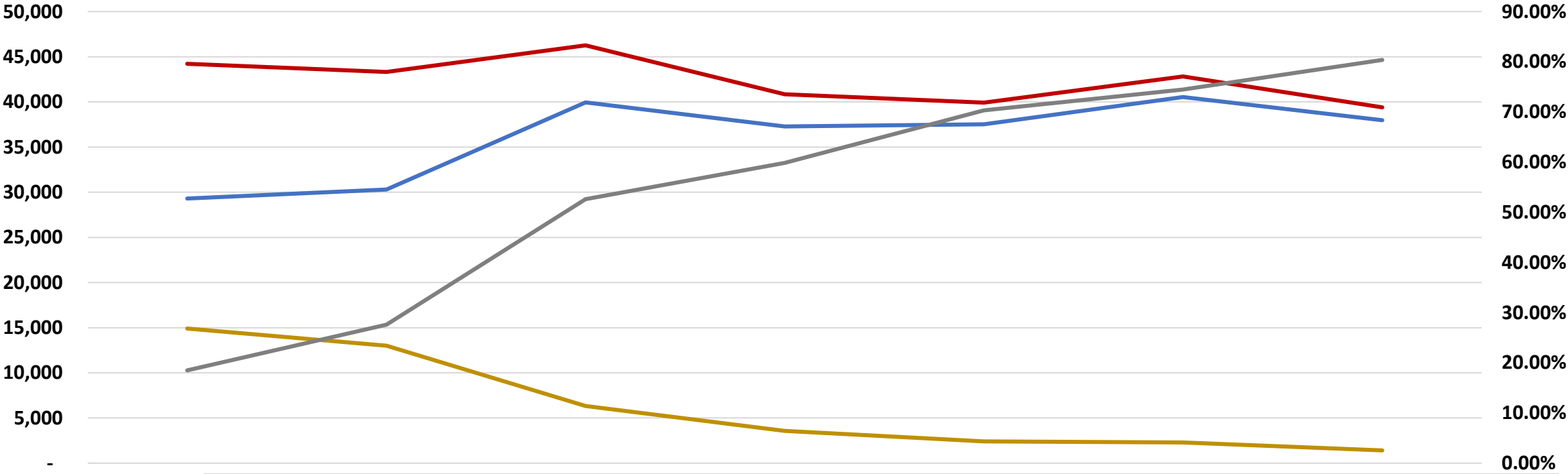
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Calls Presented	44,214	43,311	46,261	40,860	39,924	42,821	39,394
Calls Handled	29,312	30,301	39,941	37,296	37,514	40,542	37,985
Calls Abandoned	14902	13010	6319	3564	2408	2279	1409
Service Level	18.47%	27.61%	52.61%	59.84%	70.34%	74.48%	80.36%

ATL 311

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Call Volume Data: Supportive Services

January 2022 - July 2022
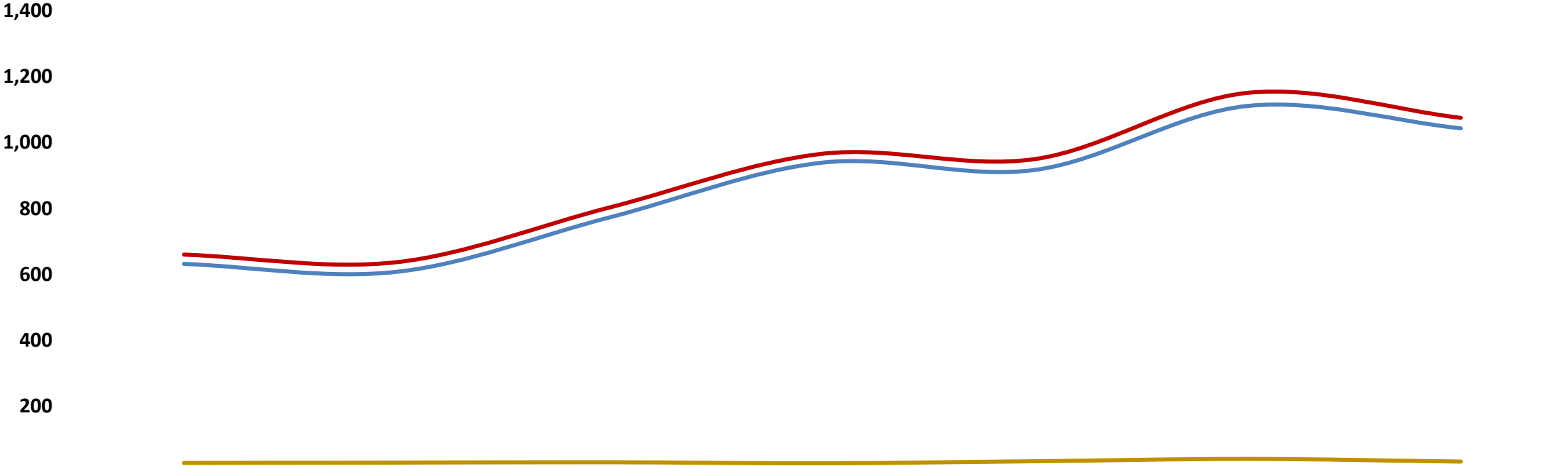
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
PAD Calls Presented	660	637	803	966	950	1,151	1,075
PAD Calls Handled	632	608	773	939	917	1,111	1,043
PAD Calls Abandoned	28	29	30	27	33	40	32

ATL 311

Service Level by Queue

January 2022 - July 2022

ATL311 PAD Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 96.36%
Feb-22: 97.17%
Mar-22: 97.88%
Apr-22: 98.34%
May-22: 97.79%
Jun-22: 97.31%
Jul-22: 98.14%

— Service Level

Code Enforcement Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 17.21%
Feb-22: 23.50%
Mar-22: 41.98%
Apr-22: 47.16%
May-22: 55.21%
Jun-22: 77.78%
Jul-22: 80.93%

— Service level 60 seconds

Watershed Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 40.25%
Feb-22: 61.48%
Mar-22: 65.23%
Apr-22: 61.76%
May-22: 82.66%
Jun-22: 76.93%
Jul-22: 83.06%

— Service level 60 seconds

Public Works Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 12.15%
Feb-22: 24.48%
Mar-22: 57.56%
Apr-22: 61.09%
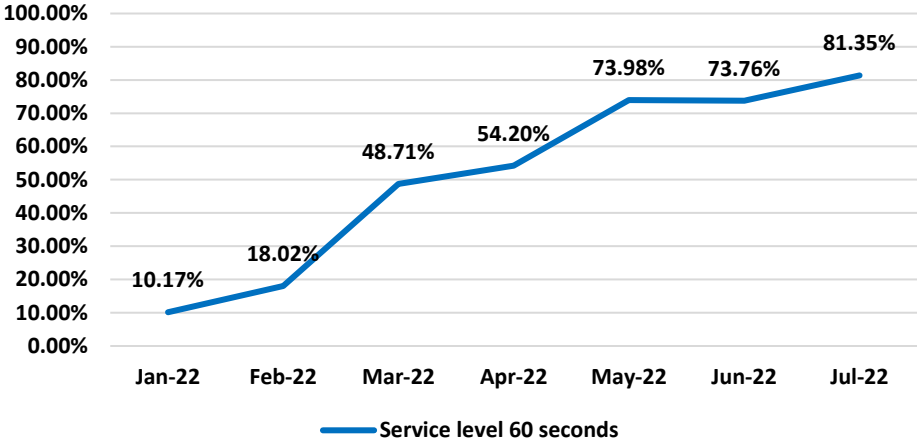May-22: 82.16%
Jun-22: 82.10%
Jul-22: 80.47%

— Service level 60 seconds

Service Level by Queue

January 2022 - July 2022

General Information Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 10.17%, Feb-22: 18.02%, Mar-22: 48.71%, Apr-22: 54.20%, May-22: 73.98%, Jun-22: 73.76%, Jul-22: 81.35%
— Service level 60 seconds

General Information Spanish Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 16.67%, Feb-22: 25.52%, Mar-22: 56.67%, Apr-22: 42.20%, May-22: 47.71%, Jun-22: 57.71%, Jul-22: 65.82%
— Service level 60 seconds
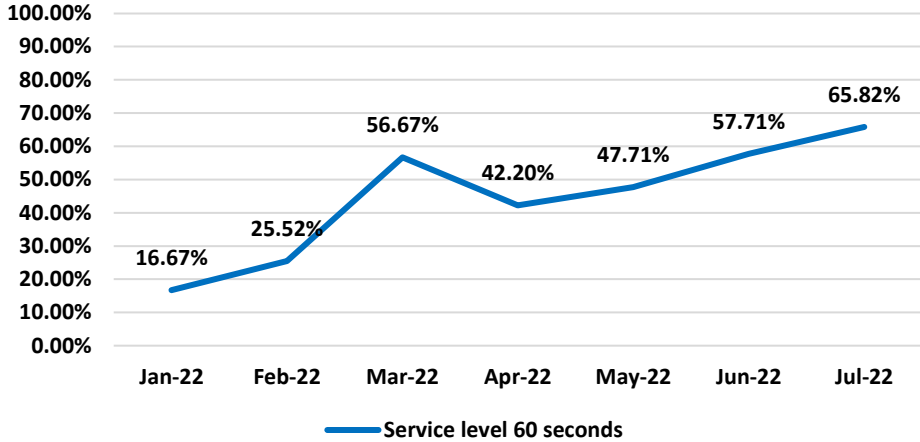
Municipal Courts Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 11.89%, Feb-22: 17.16%, Mar-22: 46.06%, Apr-22: 65.68%, May-22: 56.38%, Jun-22: 70.10%, Jul-22: 77.51%
— Service level 60 seconds
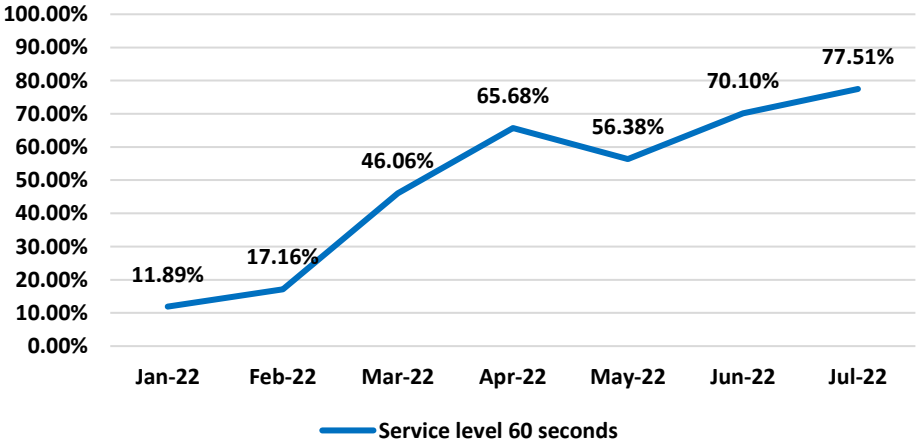
Municipal Courts Spanish Queue
80% of Calls Answered w/in 60 seconds

Jan-22: 4.60%, Feb-22: 13.17%, Mar-22: 40.07%, Apr-22: 60.26%, May-22: 44.72%, Jun-22: 58.93%, Jul-22: 73.81%
— Service level 60 seconds
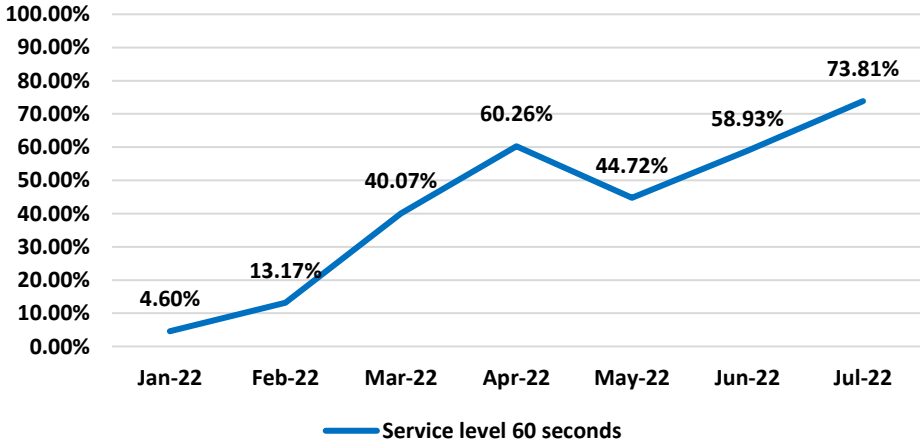
Call Statistics

January 2022 - July 2022

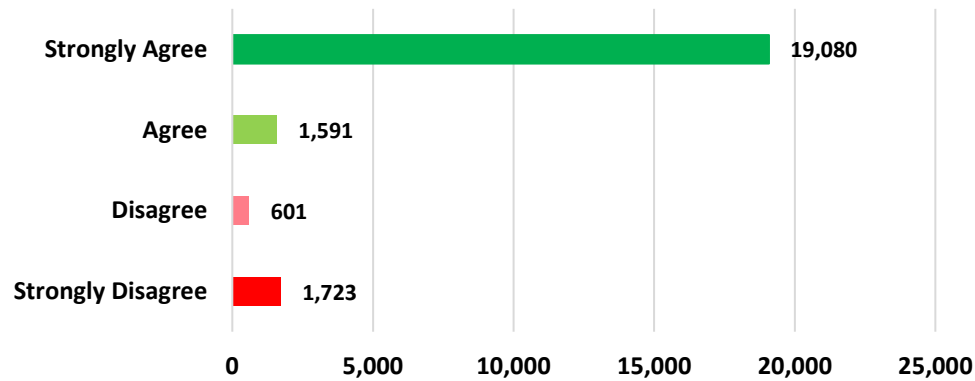| Date	Avg Handle Time	Avg Speed of Answer
Jan-22	0:08:09	0:11:11
Feb-22	0:07:51	0:08:43
Mar-22	0:07:14	0:03:02
Apr-22	0:07:33	0:02:26
May-22	0:07:09	0:01:51
Jun-22	0:06:55	0:01:12
Jul-22	0:06:43	0:00:48

Post Call Survey Results

January 2022 - July 2022
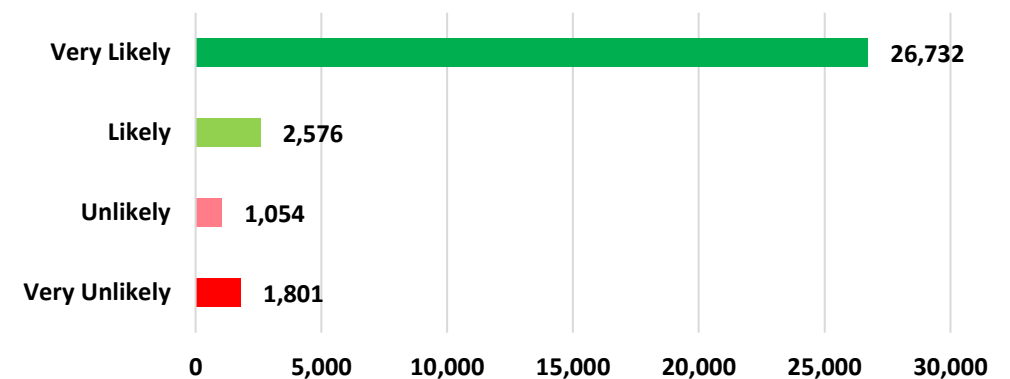
Customer Experience Score

91.64%

IVR Easy to Use

Strongly Agree	19,080
Agree	1,591
Disagree	601
Strongly Disagree	1,723

(axis: 0, 5,000, 10,000, 15,000, 20,000, 25,000)

Overall Experience

Very Satisfied	27,250
Satisfied	2,294
Dissatisfied	942
Very Dissatisfied	2,033

(axis: 0, 5,000, 10,000, 15,000, 20,000, 25,000, 30,000)

CSR Friendly & Knowledgeable

Strongly Agree	29,152
Agree	1,040
Disagree	414
Strongly Disagree	1,411

(axis: 0, 5,000, 10,000, 15,000, 20,000, 25,000, 30,000, 35,000)

Likely to Recommend

Very Likely	26,732
Likely	2,576
Unlikely	1,054
Very Unlikely	1,801

(axis: 0, 5,000, 10,000, 15,000, 20,000, 25,000, 30,000)

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Top 5 Cases

January 2022 – July 2022

Code Enforcement	Total Cases
Code Enforcement - Junk, Trash, and Debris-PRIVATE PROPERTY ONLY	2,056
Code Enforcement – Overgrown Grass	1,468
Code Enforcement - Vacant Lot - Overgrowth (exceeds 12 inches) or Junk, Trash, and Debris	552
Code Enforcement – Junk Vehicle Violation	435
Code Enforcement – Exterior Structural Damage	343

DWM	Total Cases
Property Owner or Renter Request to Establish New Water and Sewer Bill Account Services	9,570
Account Information For Active Water And Sewer Account	5,316
Bill Inquiry For Active Water And Sewer Account	5,151
How to Request an Adjustment to Your Water and Sewer Bill	3,688
Account Holder Request To Close/Transfer Water And Sewer Account	3,596

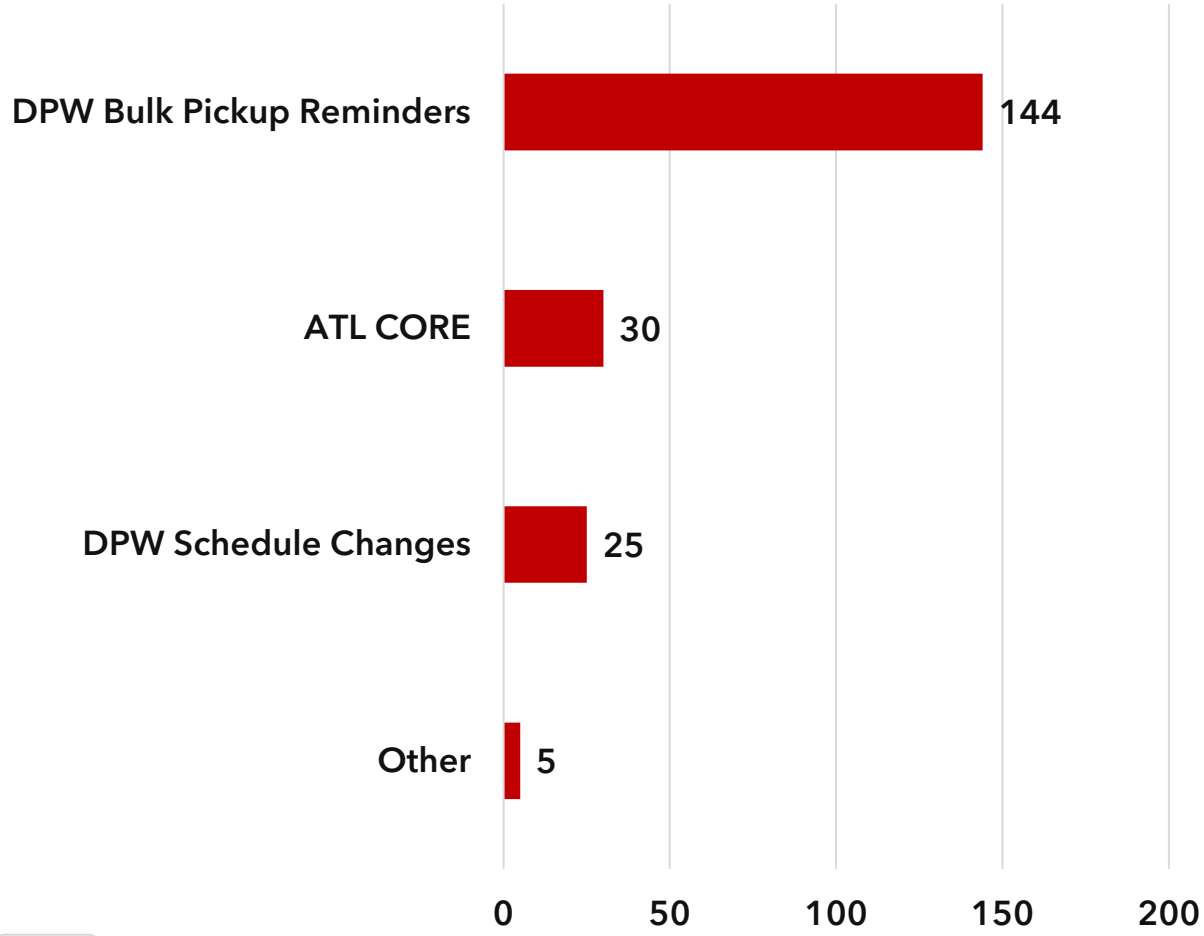| DOF	Total Cases
Business License Renewal-City of Atlanta	8,253
Registering a New Business in the City of Atlanta	3,924
ATLCORE – Business License Invoice Not Received	1,794
Business Failure to File Multiple Year Renewal	1,319
Request Copy Of Business Tax Certificate or A Good Standing Letter	650

DPW	Total Cases
Bulk Collection Request	10,821
Damaged Garbage Bin Replacement	6,312
Missed Residential Garbage	4,015
Missing Garbage Bin	3,354
Damaged Recycling Bin Replacement	3,040

ADOT	Total Cases
Potholes	2,123
Street Light Bulb Replacement or Street Light Is Out - Missing	986
Concrete (Sidewalk, Curb, Driveway Apron) Inspection	732
Emergency Traffic Signal Repair	703
Damaged or Missing Street Name Sign in Need of Replacement or Repair	673

MUN	Total Cases
When is my court date and time?	14,503
I failed to appear at court	13,540
How much is my court fine and how do I pay?	11,441
I Can't Find My Citation Online	3,649
How do I reschedule my initial court date? (Only available if court date has not passed)	3,141

PAD	Total Cases
Policing Alternatives & Diversion Initiative PAD - Basic Needs	405
Diversion Problem-Solving Strategy and Housing Solution Referrals	375
Housing Follow-Up Requested	224
Atlanta Police Emergency and Non-Emergency Contact Information	182
Continuum of Care Access Points – Outside City of Atlanta	151

ATL 311

NotifyATL Campaigns

FY22 Total Campaigns

Campaign	Value
DPW Bulk Pickup Reminders	144
ATL CORE	30
DPW Schedule Changes	25
Other	5

(Horizontal axis: 0, 50, 100, 150, 200)

Total Campaigns: 5

Notifications: 205

Notify ATL Subscribers: 20,233

Covid-19 Subscribers: 16,581

PAD/Supportive Services

Immediate ATL311 Referrals

Service Level: PAD will respond within 45 minutes.

- Since our inception in January 2021, we have responded to 950 community response requests deemed "Immediate."
- **Average Response Time (Jan 2021-Aug 2022): 43 min**
- **YTD Average Response Time: 40 min**
- **Average Response Time for June and July of 2022: 25 min**

Outreach ATL311 Referrals

Service Level: PAD will respond within 72 hours.

- Since our inception in January 2021, we have responded to 96% of community response requests deemed "Outreach"
- **Average Response Time (Jan 2021-Aug 2022): 3hrs 7 min**
- **YTD average response time: 3hrs and 11 min**

General Points

- As of August 1, 2022, we have received more referrals this year than all of 2021.
- Since our inception in January 2021, we have responded to 1,427 community response requests

Testimonial

My name is Thomas Derenthal, and I submitted a referral to Atlanta PAD on 13 June 2022. The PAD team arrived within 45 minutes (which is what I was told over the phone when I called 311). They were professional and courteous, and, importantly, non-threatening. They brought some food and toiletries, and even made quick trip to the CVS for some items that the person needed to take for an infection. I'm really glad to see that there is some new thinking around how to handle these kinds of situations that don't really lend themselves to police intervention. I hope the city keeps funding this, and perhaps expands it to accommodate the demand that I'm sure is greater that what can probably be handled.

ATL 311

Social Media

11,563 Followers

Platform	Followers
Facebook	2,321
Twitter	4,848
Instagram	4,394
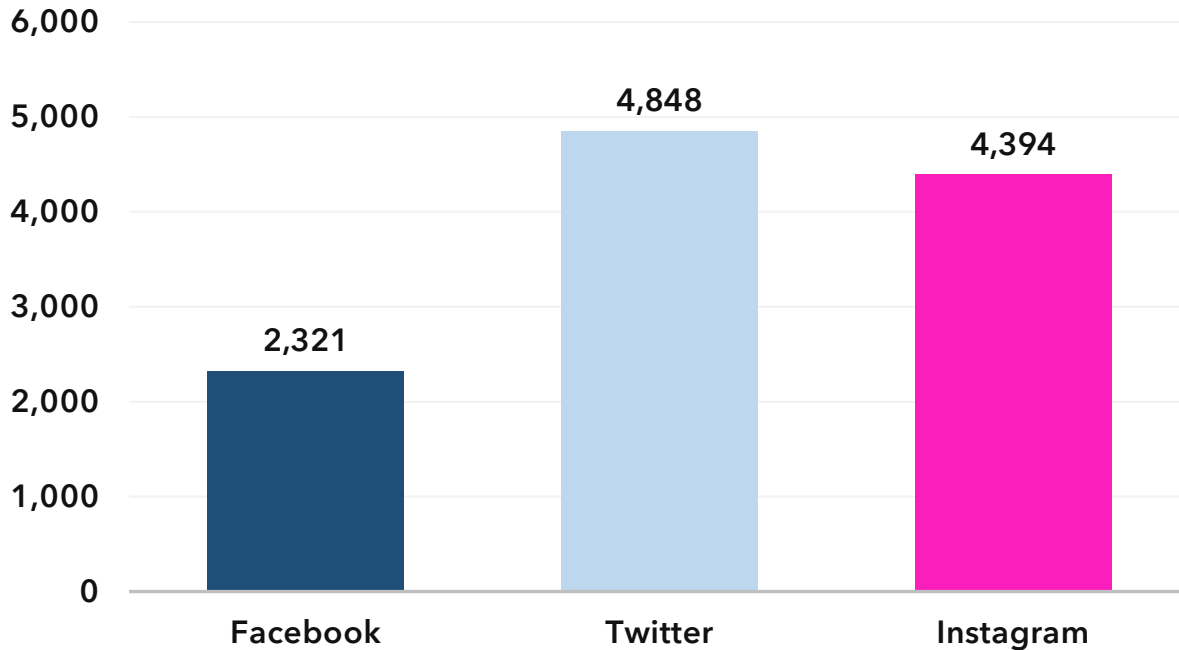
Follow @ATL311

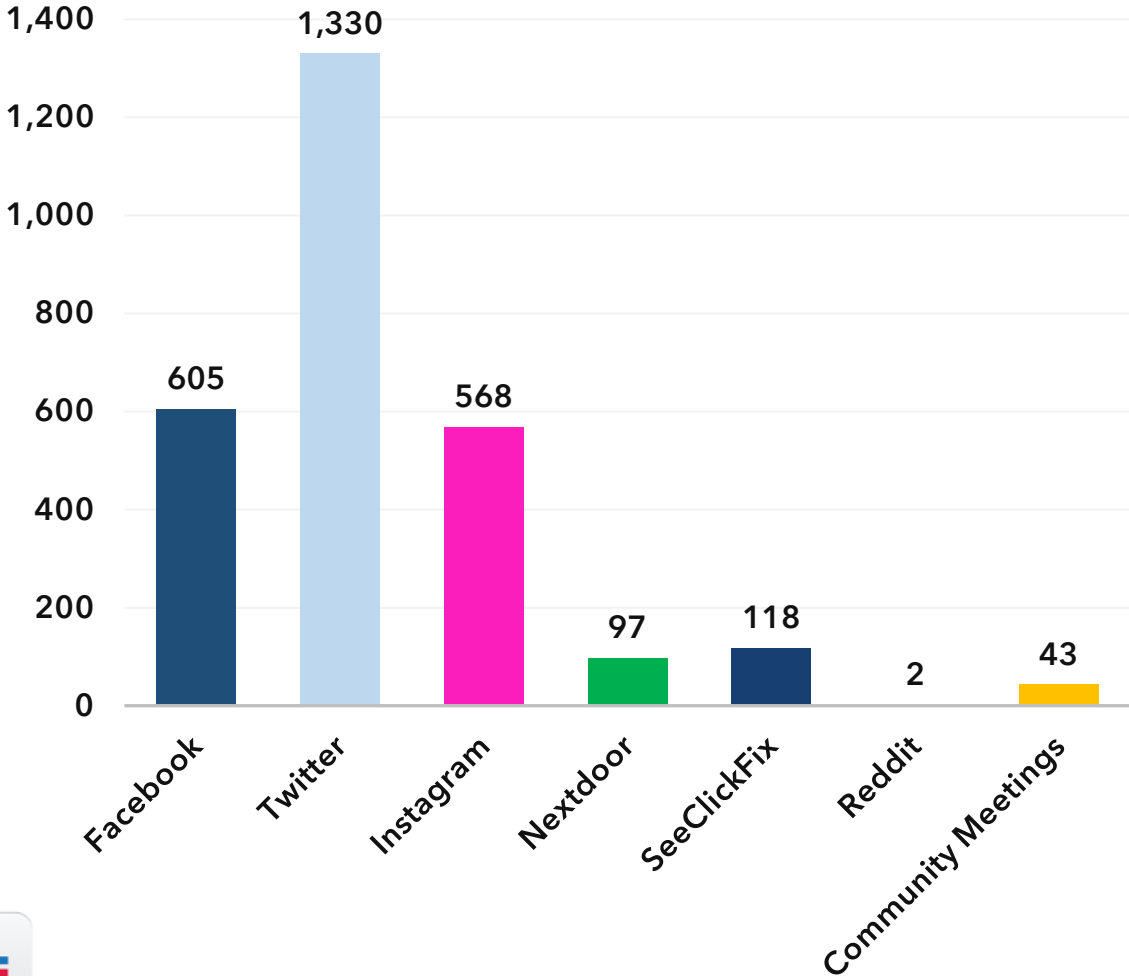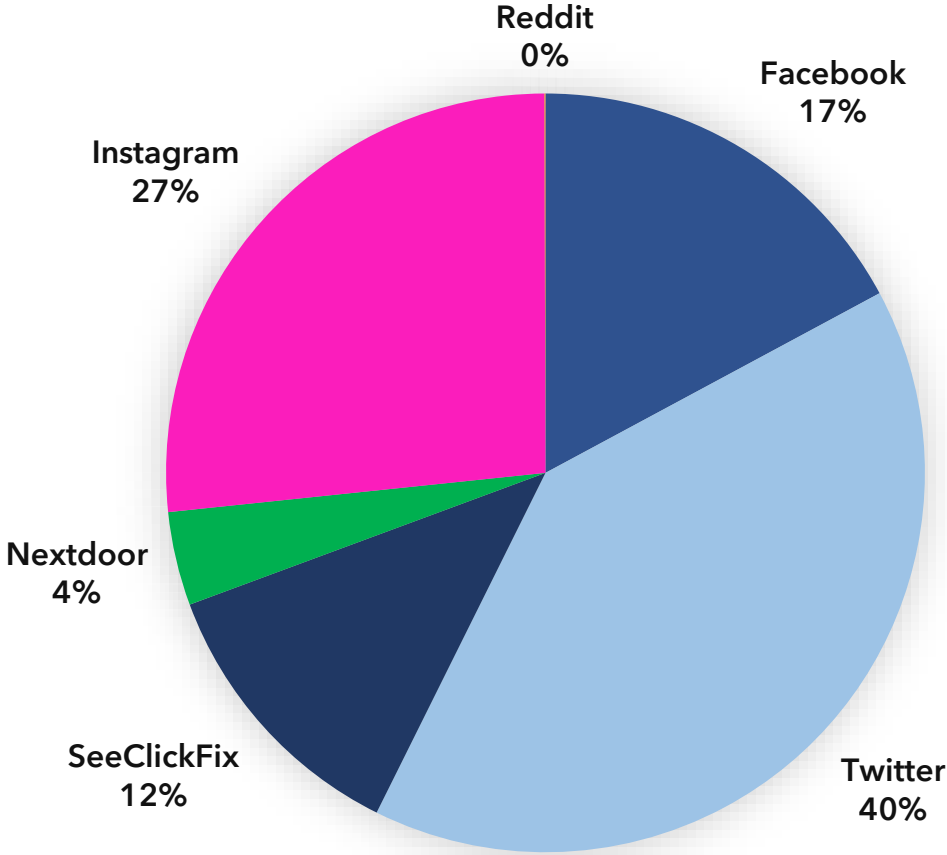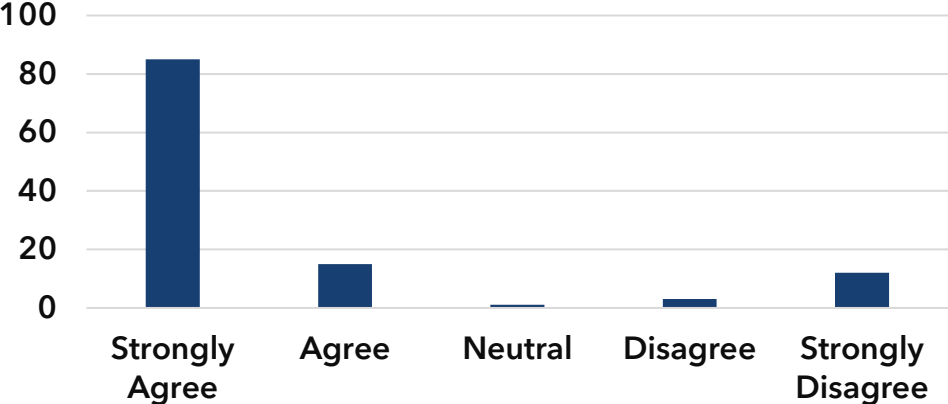| Kudos |
|-------|
| ATL311 is the gold standard of customer service professionalism! Love my city! |
| Hey @andreforatlanta if the rest of your organization is as effective and efficient as the @ATL311 Twitter Channel you are in good hands. Folks get it done |
| The ease of reporting via Facebook messenger makes me so much more willing to send reports that would have otherwise taken too much time before. Thanks! |
| Every time I submit items it's handled quickly with the utmost care. They all deserve a raise! |
| The social media channel for 311 has been extremely efficient and helpful for me. Every time I reach out over social media I get a prompt response and my issue is handled. |
| Whoever runs @ATL311, I'd just like to say, "I'm falling for you more & more each day!" ♥ |
| I think it's super awesome that I can use a platform that I'm already on to message the city. |
| Look at the efficiency of our great city! Thank you so much. @ATL311 rocks! #OneAtlanta |
| This is the best and fastest way to report issues. Customer service is top tier! |
| I'm thrilled with using 311 via Facebook - this is the best thing the city has done! |

Social Media Data

2,763 Cases

Facebook: 605
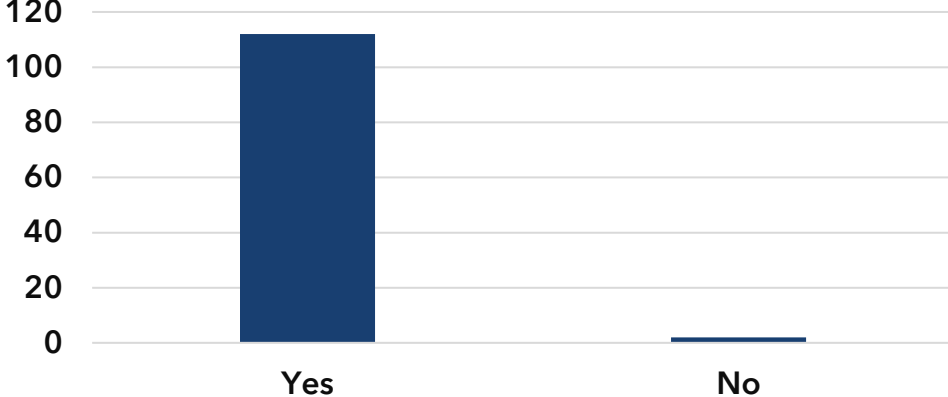Twitter: 1,330
Instagram: 568
Nextdoor: 97
SeeClickFix: 118
Reddit: 2
Community Meetings: 43

10,870 Messages Received

Reddit 0%
Facebook 17%
Instagram 27%
Nextdoor 4%
SeeClickFix 12%
Twitter 40%

Survey Feedback- Social Media

Responses 116

Question 1: The ATL311 social media platform you used made it easy to handle your issue or obtain information.
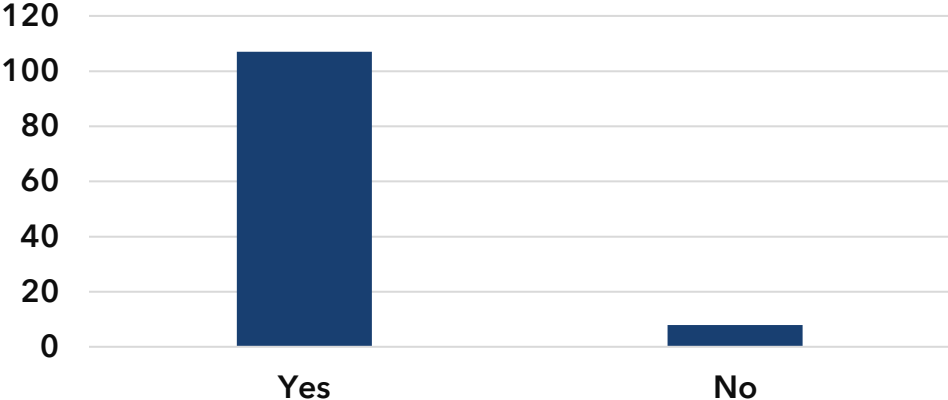

Bar chart with values: Strongly Agree ~85, Agree ~15, Neutral ~1, Disagree ~3, Strongly Disagree ~12. Y-axis 0 to 100.

Question 2: Was the Social Media Representative friendly, knowledgeable and professional?

Bar chart: Yes ~112, No ~2. Y-axis 0 to 120.

Question 3: Were you satisfied with your overall experience using ATL311 Social Media?

Bar chart: Yes ~107, No ~8. Y-axis 0 to 120.

Question 4: How likely are you to recommend ATL311 to others?

Bar chart: Very Likely ~99, Likely ~12, Unlikely ~4, Very Unlikely ~1. Y-axis 0 to 120.
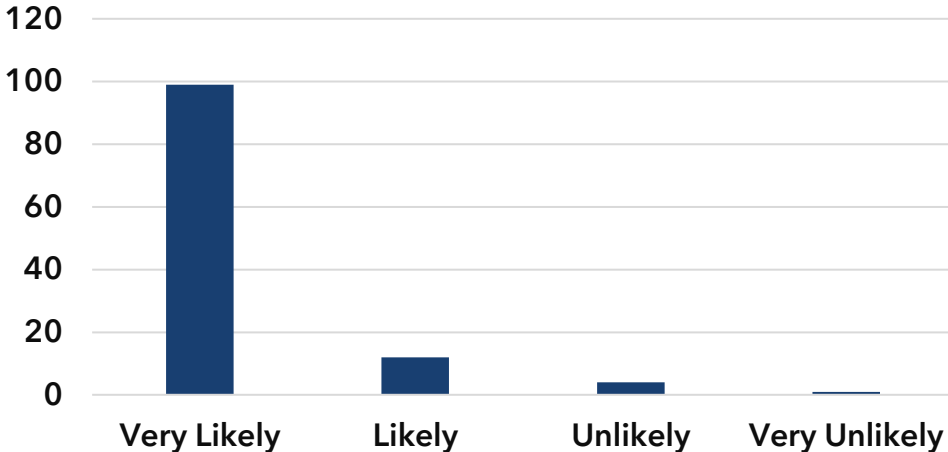
Back Office and Escalations

Processed and Escalated Cases

Month	Back Office	Escalations
January	5746	805
February	2859	591
March	2924	454
April	3129	351
May	3187	365
June	3268	528
July	3349	993
Total	24462	4087

Survey Feedback
Great website and follow through with a living Atlantan on the phone and on the ground. Thank you for your service!
The web site was fairly easy to use.
My customer service representative's name is Sheena W. She provided EXCEPTIONAL customer service to me. Please acknowledge her great work
The updated site has lost all usefulness. You can hardly find any information especially not updates and notices surrounding scheduling or holidays. These things should be easy to find.
The website is not intuitive or well built. I was hoping for better.

ATL 311

Technology Enhancements

Phase 1
Mobile App Integration, IVR /Portal Enhancement and Chatbot
(Mid to Late September 2022)

- Decreased call volume and call wait times

- Reduced complexity and call center agent workload and burnout

- Improved speed of first call resolution

Phase 2
New CRM
(FY24 Launch with an Iterative Approach)

- Replace existing CRM application with a more robust end-to end solution

- Enhanced functionality and user experience

- Reduction or elimination of customization (reduced cost/risk)

- Process standardization and automated case flow creation