



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL **DATE: SEPTEMBER 6, 2016**

FROM: INNOVATION & TECHNOLOGY **WARDS: ALL**
DEPARTMENT

**SUBJECT: COMPLAINTS, COMPLIMENTS & SUGGESTIONS SYSTEM FOR ENHANCED
CUSTOMER SERVICE – PROJECT UPDATE**

ISSUES:

Receive an update on the Complaints, Compliments & Suggestions System.

RECOMMENDATION:

That the City Council receive an update on the status of the Complaints, Compliments & Suggestions System.

BACKGROUND:

On April 28, 2015, the City Council approved the *Riverside 2.0 Strategic Plan – Implementing the City Council's Strategic Priorities*. The first Council Priority is Customer Service including continuous improvement for systems and process. The plan also provides for greater clarity of responsibilities and accountability and more effective expansion of transparency and civic engagement.

Staff worked to: a) prepare a general inventory of the City's existing system(s) for receiving compliments, concerns, complaints, and suggestions related to the provision of City services, City processes, etc.; and, b) recommend a general path forward, for improving the City's current system(s). This inventory found that departments received compliments, concerns, complaints, and suggestions through the 311 Call Center, email, phone calls, letters and paper surveys. This awareness reinforced the need for a single portal to capture public input.

On August 25, 2015, City Council provided direction, approved and requested follow-up on proposed customer service enhancements using current 311/Customer Relationship Management (CRM) technology. The 311/CRM technology is delivering a unified communication portal with reporting and action follow through features related to constituent compliments, complaints, and suggestions.

On March 22, 2016, City Council received an update on the project and directed staff to return with an update upon further implementation process.

DISCUSSION:

Completed Items:

On April 30, 2016, the in-progress portions of the 311/CRM system enhancements were completed. This included the following four milestones:

1. Six-month upgrade for the 311/CRM solution

A project team, with members from the 311 Call Center, Innovation Technology (IT), Citywide CRM expert users and Perficient, Inc., delivered the 311/CRM upgrade on-time and within-budget. This upgrade included new enhancements and customizations. Major features include:

1. Enhanced cybersecurity;
2. A dynamic mobile experience;
3. Ability for users to:
 - a. automatically create and reset username and password without 311 staff intervention;
 - b. log-in and review a history of requests, compliments, complaints and suggestions submitted;
 - c. add an attachment when submitting requests, compliments, complaints and suggestions on the website (e.g. picture of issue);
 - d. submit and check status of anonymous requests, compliments, complaints and suggestions;
 - e. submit employee complaints and Fraud, Waste and Abuse Hotline requests in a secure and confidential manner; and
 - f. receive detailed information on the closeout of requests, compliments, complaints and suggestions (this was completed ahead of schedule).

Since launch on April 30, 2016, the new 311/CRM system has processed 43,401 total service requests, compliments, complaints, or suggestions. Included in this amount were 85 compliments, 16 complaints, 19 suggestions and 0 Fraud, Waste and Abuse Hotline requests.

2. New workflows

Features allowing compliments about employees and making recommendations for suggestions were immediately implemented in the 311/CRM system as these items did not require new workflows. The new workflows required were for complaints about employees and Fraud, Waste and Abuse Hotline submissions as these need to be routed directly to the Human Resources Department (HR) and Internal Audit Division, respectively. The data for these requests required encryption and special security measures to allow only authorized access to the contents of the submissions.

Compliments about employees:

Compliments about employees can be received by the 311 call center or the 311/CRM website or mobile application. If using the website or mobile application, submitters utilize a service request type of “Employee or Department Compliment.” Users have the option to submit an anonymous compliment. Compliments are routed to respective department managers.

Suggestions:

Suggestions can be received by the 311 call center or the 311/CRM website or mobile application. If using the website or mobile application, submitters utilize a service request type of “suggestion”. Users have the option to remain anonymous. Suggestions are routed to the City Manager’s Office.

Complaints about employees:

When submitting a complaint about an employee through the upgraded 311/CRM system, submitters may contact the 311 call center or utilize the 311/CRM website or mobile application. If using the website or mobile application, submitters utilize a service request type of “Employee Conduct, Complaint.” The user would then briefly describe the complaint, provide an incident date/time/location, and cross street (if applicable). Users are encouraged to create accounts, and if they do so, several basic personal details, such as name, phone number, email address, street address, etc., will be automatically associated with the complaint. They also have the option to remain anonymous.

Given the confidential nature of employee investigations, special steps were taken to ensure all employee complaints received through the upgraded 311/CRM system are handled appropriately. All employee complaints submitted to the 311/CRM system utilize encryption and specialized routing to ensure HR is the only department that receives complaints about employees. HR staff have been trained on the new system and have received 16 complaints as of the date of this report.

Some complaints will continue to come in through other channels. For example, this process does not include complaints about Police Department staff. The Police Department's Bureau of Internal Affairs investigates allegations of misconduct and improper job performance by the Department's sworn and civilian personnel. For more information visit: <http://riversideca.gov/rpd/ChiefOfc/ia.asp>.

Fraud, Waste and Abuse Hotline Submissions:

When submitting a Fraud, Waste, and Abuse Hotline submission through the upgraded 311/CRM system, submitters may call the call center or utilize the 311/CRM website or mobile applications. If using the website or mobile application, submitters utilize a service request type of “Whistleblower Hotline”.

Given the confidential nature of Fraud, Waste and Abuse Hotline submissions, these submissions utilize encryption and specialized routing to ensure the City’s Internal Audit Division is the only section that receives these submissions. Internal Audit staff have been trained on the new system.

3. Testing and training

Staff training on the upgraded 311/CRM system was conducted at several locations, including division specific sessions for Public Works, Police and Human Resources Departments. Training consisted of an overview of the goals of the project, demonstration of the new user interface, demonstration of system enhancements, review of new procedures, and a hands-on component using the testing and training application environment. The new system provides more information to end users, such as closing comments. Procedures were reviewed to ensure that departmental staff are entering appropriate comments for public communication.

4. Update the Administrative Manual to reflect the new system

Administrative Manual Policy 01.004.00, which was previously termed “Mayor’s and Council’s Constituent Complaint System” has been retitled “Customer Complaints, Compliments, & Suggestions System” and has been revised to reflect the new system and processes. This policy is approved by the City Manager to provide employees with standard operating procedures.

In-Progress

1. Enhanced 311 Riverside Mobile App (estimated completion November 2016)

The enhanced 311 Riverside mobile app project is a major revision to the current 311 mobile application and will include the ability for users to track all submitted service requests, not just submit them. The project will create mobile apps for the two most popular mobile operating systems: Apple iOS and Android. Enhanced functionalities will include a real-time experience for account creation, request creation, and photograph upload, the ability to view and search old requests, the ability to receive notifications (e.g. upon request closure), and the ability for pictures taken and sent through the application to also be saved on the phone.

2. Report Dashboard (estimated completion January 2017)

Monthly reports are currently distributed to the Mayor, City Council members, and City executive management. These reports are customized to meet specific needs. There are dozens of reports needed regarding the City’s calls for service. This project will create a document or webpage that displays the report title and description for all reports. It will serve as a 311 report dashboard.

3. City Charter Officers (estimated completion January 2017)

A 311/CRM workflow is in process to utilize encryption and specialized routing to ensure any complaints about the City’s Charter Officers (i.e. City Attorney, City Clerk and City Manager) are routed only to the Mayor Pro Tempore.

4. Call answering service for Fraud, Abuse and Waste Hotline (estimated completion January 2017)

On February 23, 2016, the City Council received a report by Courtney Ruby Consulting Services on the audit of the City's Internal Audit Division. Recommendations included a contract with a third party vendor to provide anonymous reporting mechanisms and for the City record all complaints of fraud, waste, and abuse, regardless of the mechanism used to report the complaint. A new, live third party answering service will assist with the fulfillment of these audit findings by providing anonymous reporting mechanisms via phone. The answering service will produce a log, or report, that details the calls that were received to the City's Fraud, Abuse and Waste Hotline.

5. General website cleanup (estimated completion March 2018)

Continuous progress is being made reviewing departmental webpages and summarizing how the public can contact the department (e.g. online form), what contact information is available (e.g. email, telephone numbers, social media) and what frequently asked questions (FAQs) exist. This process is ongoing due to the extensive resources required to update departmental information and add content to the departmental webpages.

6. Outreach (ongoing)

To leverage resources most effectively, the public outreach campaign is pending the completion of the revamped 311 Riverside mobile app project. The outreach effort may include:

1. Electronic freeway signs;
2. *Explore Riverside* publication;
3. Email campaign to established Citywide lists;
4. Existing app users – push notification of the new app and its functionality;
5. Reach out to trade publications to showcase the City's customer service excellence and app features;
6. Social Media, including 15 second Instagram clips, Facebook native video, etc.;
7. On-hold messaging;
8. GTV video to highlight website and revamped 311 Riverside mobile app functionality and how easy it is to use; and
9. Back of utility bill.

FISCAL IMPACT:

There is no fiscal impact associated with the receipt of this report.

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Attachment: Presentation