

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

| | |
|----------------------|--|
| AGENDA TITLE: | Council Update of the Customer Response Team (CRT) |
| DEPARTMENT: | City Manager's Office and The Customer Response Team |
| PRESENTED BY: | Julie Modrzejewski, Assistant City Manager LaDonna Smith, Customer Response Team Supervisor |

EXECUTIVE SUMMARY

During the City of Shoreline incorporation process, citizens identified a need for improved customer service and communications with the City. Based on the needs identified by the Council and Shoreline citizens, the Customer Response Team (CRT) became a reality in March 1996.

The objective of this staff report is to update the Council on the progress and accomplishments of the Customer Response Team and to identify trends or areas to monitor. As of December 2003, CRT has responded to more than 18,900 customer requests. Staff has not reported on CRT's progress to the Council since September 20, 1999 and believes it is an appropriate time to check in with the Council about this program and to confirm how well CRT is achieving the Council and the citizens' vision.

Initially, four major challenges were identified as the Team worked to meet the citizens' vision within a reasonable timeframe. The four challenges included:

- Centralized services-developing a central contact at the City for all services;
- Computer Request Tracking System-creating a method to document all requests and services provided;
- Identifying and Defining Response Issues-meeting a need to respond in a timely and consistent manner ; and,
- Analysis and Measures of Effectiveness-establishing a system to assess the impact of each issue and to analyze the data collected to identify areas for improvement.

The implementation of the CRT Program has benefited our City in a variety of ways. The data collected has supported the development of a Surface Water Program, a Code Enforcement Program, the Street Overlay Program, the Neighborhood Traffic Safety Program as well as providing information for damage recovery and insurance claim processing and recoveries.

The Customer Response Team looks at service delivery using a broad customer focus. CRT creates, manages, and shares information with departments to simplify service delivery, reduce duplication, and improve the level and speed of service to customers. CRT strives to offer customers options, quality, convenience, and excellent service.

RECOMMENDATION

There is no Council action required at this time. This update is being presented as information on the City's progress in developing and implementing the Customer Response Team.

Approved By: City Manager  City Attorney ____

BACKGROUND / ANALYSIS

During the City of Shoreline incorporation process, citizens identified a need for improved customer service and communications with the City. In response to Council and citizen concerns the Customer Response Team (CRT) Coordinator was hired in December 1995 and a vision for quality, convenient, affordable, and efficient service was developed. The Customer Response Team became a reality in March 1996.

Staff was tasked with providing a consistent way for citizens to report issues and/or concerns to the City.

To accomplish these goals, CRT faced several major challenges including:

- Establishing Centralized Services;
- Developing a Computer Request Tracking System;
- Identifying and Defining Response Issues; and,
- Analyzing and Measuring the Effectiveness of the Program.

Centralized Services

The main goal was to provide exceptional, quality customer service. The method to deliver this was to implement a centralized service for receiving and processing customer requests in a consistent and reliable manner. To address this challenge, in August 1996 the CRT staff assumed responsibility for answering the main telephone line (546-1700). This service ensures Shoreline citizens will reach a group of knowledgeable employees who are willing to help provide prompt service and provide accurate information that will facilitate resolution of all requests.

Additionally, the ability to track, record, and analyze incoming calls provided a valuable database. The data collected has been used to identify hot topics and issues, to quickly identify areas of the city where problems occur, and to respond to a vast range of inquiries in an efficient manner.

Computer Request Tracking System

In response to a need to track customer requests, CRT worked with the Information Systems Division and developed a basic database system to track time, equipment, and materials associated with each service request. This initial Computer Request Tracking System provided a mechanism for collecting customer requests for services, scheduling, prioritizing, and evaluating all service requests. This system worked well for CRT, but was not available for use organization-wide. The City recognized a need for a system that would track requests for service citywide and purchased the Hansen Enterprise System. The Hansen System was implemented on September 16, 2000.

As of December 2003, CRT has entered more than 18,900 requests for information or service using a consistent and logical process of gathering the data, analyzing the data, recognizing the problem, making a diagnosis, planning a course of action and evaluating the results. These requests come from citizens who call the main telephone line, citizens who walk-in to discuss issues and concerns in person, City staff who relate issues to CRT staff, interaction with other service providers in the City (i.e. utility companies), etc., or from the city's website. The ongoing collection of data is essential to evaluate and/or implement various projects and/or programs. The data analysis provides management with information about progress towards established goals and identifies areas where there is a need for labor redistribution.

Identifying and Defining Response Issues

A third challenge identified in the development of a quality CRT Program was the need to respond to requests in a consistent and timely manner. CRT has developed a “one person, one truck, in one hour” philosophy. The goal of the Team is to make contact with the customer within one business day of receiving the request. Each CRT representative is primarily responsible for a geographical area of the City. In addition, they are all cross trained and provide back-up, assistance and coverage for one another, and a CRT Representative is on-call 24 hours a day so all urgent requests are attended to in a timely manner.

This method of operation reduces average response time and increases the percentage of completed requests. To date, of the more than 18,900 requests received, 97% have been responded to and completed. The remaining 3% of requests have been scheduled for repairs or required additional resources to complete.

In addition to regular on-going service responses, CRT provides support to other teams during emergency situations and community events such as Celebrate Shoreline, North City Holiday Celebration, Clean Sweep events, and Neighborhood Night Out.

Analyzing and Measuring the Effectiveness of the Program

The fourth challenge facing CRT was analyzing and measuring the effectiveness of the services provided and the data accumulated. An example of data tracked is provided in the attached report, where customer requests are grouped in major categories. Within each category is a breakdown of specific types of requests. Trends in requests can easily be identified to determine where staff has improved service delivery as well as target areas for improvement. This data has been used to identify sidewalks in need of repair, assist in determining which roads need overlay work, identify small drainage projects, identify traffic issues that led to the creation of the Neighborhood Traffic Safety Program, and to provide information on code enforcement requests that led to the development of a Code Enforcement Program.

The database provides information by specific incident location, customer identification and provides historical and service information for issue management, trend tracking, service pattern tracking, geographical areas in need of improved services and assessment and development of programs for improved service effectiveness.

In an effort to follow through on measures of effectiveness, survey response letters to solicit feedback from customers are distributed at the completion of each service request. Any feedback received is logged into the system with the customer comments and is reviewed by staff who are constantly looking for new ideas on how to better serve the Shoreline citizens. To date approximately 60% of survey letters are completed and returned. Customers are offered three categories in which to rate the service they receive: excellent, good, or fair. An overwhelming 98% of these respondents rated the services provided as excellent. All other ratings are evaluated and become the basis for developing new processes and systems to improve future service delivery.

Celebrated Successes

The effectiveness of the data tracked and maintained by CRT is best illustrated by example. In the past eight years, CRT data has been the basis for providing concrete, quantifiable

information to support federal disaster investigations and damage recovery, insurance claim processing and recoveries, as well as new program development and program enhancements.

In a presentation to the Council in late 1997, small drainage and surface water request issues were quantified and outlined leading to the hiring of a Surface Water Coordinator in early 1998 and the on-going development of a Surface Water Program.

At the September 8, 1997 Council Meeting, CRT data provided the basis of a report on code enforcement. A Code Enforcement Officer was hired and is currently reviewing the Code Enforcement Program for the City of Shoreline.

At the February 22, 1999 meeting, the Council approved a budget amendment to implement the first year of the Public Works Development Plan and to enhance the 1999 Street Overlay Program. Once again, the CRT database provided a means to quantify and identify the information to support new program development.

The detailed database maintained by CRT has been instrumental in other areas of community development as well. Examples include the installation of the first wheelchair pad sensor in Washington State on the corner of 175th and Aurora and the public involvement process for Capital Improvement Projects.

In the area of community involvement CRT contributed to the North City Clean Up and the hanging of the first banners in the community. Staff also assisted in the cleaning of Ronald Bog Park and the installation of the ponies sculpture, the mural projects at Echo Lake and Ridgecrest, and the installation of the Richmond Beach Saltwater Park welcoming figure. CRT staff provides ongoing input in the development of the Emergency Operations Plan and attends neighborhood meetings and meetings in support of the Capital Improvement Program.

Next Steps

The next steps for CRT revolve around continued improvements in the quality of service the City provides to its customers. The Team is currently working to:

- Establish a system for sharing Customer Response Team data with other departments, including tracking significant operational issues and trends
- Provide departments with assistance and support on one-time special projects
- Provide support to the operating departments by preparing employee manuals and training and serving as a liaison to the Police and Fire Departments
- Provide support to the City Manager's Office for the development of the citywide customer service and quality improvement plan
- Develop an external and internal marketing campaign to promote the Customer Response Team services and the services of operational departments

SUMMARY

CRT provides an approach to customer response management that leads to resolving customer requests promptly and thoroughly. As of December 2003, CRT has responded to more than 18,900 customer service requests and has fielded over 95,000 telephone calls. Additionally, staff has successfully responded to and completed almost 97% of the 18,900 requests.

By centralizing services, tracking and recording data in the Hansen System and responding to requests for services, staff has been able to supply information immediately and not transfer callers from one department to another. This has resulted in customers receiving information that is timely and accurate, has assisted in identifying hot topics and issues as they occur and

has helped with the coordination of staff and resources to facilitate resolution of requests and concerns.

Continuous assessment of issues has helped to identify problems, determine causes and find and implement solutions. A complete set of reports provides the ability to analyze customer complaints by customer, category, problem and cause. Based on the information analyzed, service goals and requirements are established that include performance standards to follow through with the customer until the job is complete.

CRT staff assesses the scope and limits to service fulfillment and assists in establishing priorities for what is needed, highly desired and wanted from the customers' perspective. Customers judge the CRT mission, decisions and performance every day. Therefore, CRT is dedicated to achieving a high level of customer satisfaction by offering options, quality, convenience and excellent service.

RECOMMENDATION

There is no Council action required at this time. This update is being presented as information on the progress of the City's Customer Response Team.

ATTACHMENTS

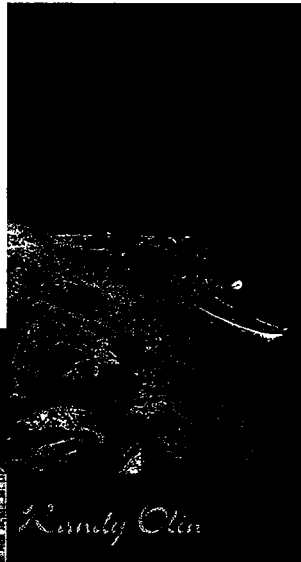
CRT 2003 Annual Report



2003

ANNUAL REPORT

For The City of Shoreline
Customer **R**esponse **T**eam



“CHANGING ROLES”

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Memorandum

DATE: March 22, 2004
TO: City of Shoreline City Council
City of Shoreline Leadership Team
FROM: LaDonna Smith, CRT Supervisor
RE: 2003 CRT Data

I am pleased to present the *Customer Response Team Annual Report for 2003*. This report outlines the department's role in customer relations and how we deliver services to the community.

Changing roles is the theme for this year's report. It acknowledges the changing nature of work environments and the impact that these changes have on CRT. Understanding and responding to these emerging issues will be an ongoing challenge for the department.

The key to the department's capacity to face the challenge of developing and delivering more productive services is clear through the direction of the City's Leadership Team, our staff and the strong relationships we have with our stakeholders. The number and quality of various activities undertaken throughout the year would not have been possible without committed and enthusiastic staff whose professionalism has delivered quality results for the community.

CRT operates in a complex environment where change is occurring with increasing frequency. Strong and effective processes have never had greater significance, nor been more challenging to develop. The range of issues confronting employees is both dynamic and diverse.

Although the department is small by comparison, our agenda and achievements are impressive. The department has achieved a great deal in the past year and I acknowledge the ongoing dedication and support of staff in working towards our shared vision and goals.

Over the years, the Customer Response Team has expanded their data collection to provide as much information as possible to enable divisions to make judgements about the effectiveness of their services. One of the major goals of CRT is to increase

accountability and to communicate useful information to our customers. The 2003 report contains the same information as the 2002 version. However, the 2003 edition will also include trend data (indicated by data in yellow boxes), from 2001 and 2002 where applicable.

It is the trends that are of most importance, which is especially helpful for long-term planning purposes and anticipating community needs. In addition, I am hopeful that the data trends show a steady pattern of improvement.

CRT is responsible for responding across a wide range of areas, for promoting customer service excellence, and for providing a number of information and referral services directly to the public. Most of the department's efforts have been externally channelled. Our external customers include individual members of the public, elected representatives, local authorities, agencies, other government departments and offices, and the many voluntary and representative groups whose businesses interact with the City of Shoreline.

It is CRT's objective to provide a very high level of quality customer service, which takes account of changing internal needs and expectations.

Customer service is a very high priority within CRT and work is continually being undertaken to improve standards with the guidance of the Leadership Team. Maintaining strong partnerships with stakeholders characterize the department's successful operating style.

CRT routinely conducts customer surveys for feedback on customer service. Data is gathered and is tracked and recorded in the Hansen System. CRT uses all of this data for the development of more effective and efficient management plans and strategies. Our goal is to deliver the level of service our customers' desire. That translates into service that is accurate and timely, resources that are rapidly deployed, and staff who are relentless in conducting initial investigations and follow-through.

Employees report on critical service initiatives and provide input on individual and Team performance. Opportunities to improve coordination and cooperation are identified and strategies to achieve improvement are formulated. Data is carefully analyzed, performance trends are closely monitored, and strategies to achieve improved performance are developed.

The following information showcases achievements in the CRT's outcomes for the 2003 reporting period.

Mission

The mission of the Customer Response Team is to respond to internal and external inquiries, concerns, suggestions and complaints and provide reliable resolution and follow up to guarantee customer satisfaction.

Services

CRT provides reliable and high quality, cost-effective services for:

Initial Investigations and Follow Through which includes Tracking, Recording, Analyzing and Reporting on Data Collected, Code Enforcement - Strike 1, Neighborhood Traffic Safety Program, and 24/7 Emergency Response.

Initial Investigation, Follow Through

- Respond to complaints
- Inspections
- Coordinate with responsible departments
- Keep customers informed
- Close requests and send customer survey letter

Code Enforcement - Strike 1

- Respond to complaints
- Inspection
- Compliance monitoring
- Dispute resolution
- Minor level mediation

Neighborhood Traffic Safety Program

- Initial Investigation
- Data tracking and recording
- Referral to appropriate department

24/7 Emergency Responses

- Respond to significant accidents and incidents
- Assist the Fire Department
- Assist the Police Department
- Coordinate with outside agencies and appropriate departments

Mode of customer service delivery

Telephone

Characterized by personal interaction, initiated through the 1700-telephone line serving a range of functions including referral, CRT representative dispatch, and general switchboard functions.

Face-to-face

Characterized by direct personal interaction with the customer or groups of customers. This mode is guided by the need to bring both customer and service provider physically together.

Web

Customer sends e-mail from the City Web site.

Referrals

On occasion we receive referrals from outside agencies that were contacted in error. (i.e., King County Roads, City of Seattle Roads, Washington State Department of Transportation, Police Dispatch, Fire Dispatch, or one of the Utility Companies).

Trend Data

Highlights of the data in this report include the following:

| | 2001 | | 2002 | | 2003 | |
|--------------------------------------|---------------|------|--------------|----------------|--------------|-------------|
| Total Requests | 3,885* | | 2,555 | -1,330* | 2,982 | +427 |
| Requests Resolved | 3,858 | 99% | 2,511 | 98% | 2,713 | 92% |
| Code Enforcement | 442 | | 377 | | 525 | |
| Referred To Case | 17 | 4% | 12 | 3% | 39 | 7% |
| Resolved by CRT | 425 | 96% | 365 | 97% | 486 | 93% |
| NTSP | 21 | | 67 | | 115 | |
| Referred To NTSP | 21 | 100% | 39 | 58% | 14 | 12% |
| Resolved by CRT | 0 | | 28 | 42% | 101 | 88% |
| 24/7 Stand-by Transfers | 95 | | 150 | | 187 | |
| Police | 0 | | 0 | | 1 | 1% |
| Clerks | 0 | | 1 | 1% | 1 | 1% |
| Parks | 0 | | 2 | 1% | 5 | 3% |
| PADS | 1 | 1% | 10 | 7% | 2 | 1% |
| PW | 20 | 21% | 35 | 23% | 37 | 20% |
| CRT | 74 | 78% | 102 | 68% | 141 | 74% |
| Top 5 Requests (3 years) | | | | | | |
| # 935 Signs | 311 | 8% | 298 | 12% | 326 | 11% |
| # 574 Road Repair | 200 | 5% | 194 | 5% | 180 | 6% |
| # 475 Litter/Garbage | 196 | 5% | 138 | 5% | 141 | 5% |
| # 452 Drainage | 170 | 4% | 140 | 5% | 142 | 5% |
| # 438 Trees | 130 | 3% | 111 | 4% | 197 | 7% |
| Top 3 Department Distribution | | | | | | |
| CRT | 2,230 | 58% | 1,735 | 68% | 2,124 | 72% |
| Public Works | 1,325 | 35% | 477 | 19% | 563 | 19% |
| PADS | 208 | 5% | 232 | 9% | 161 | 5% |
| Top 5 Neighborhoods | | | | | | |
| # 1,444 Meridian Park | 836 | 22% | 264 | 10% | 344 | 12% |
| # 1,354 North City | 464 | 12% | 413 | 16% | 477 | 16% |
| # 981 R. Highlands | 303 | 8% | 327 | 14% | 351 | 12% |
| # 971 Ridgecrest | 392 | 10% | 276 | 11% | 303 | 10% |
| # 930 Echo Lake | 443 | 11% | 219 | 9% | 268 | 9% |
| How Received Top 5 | | | | | | |
| # 7,156 Telephone | 3,115 | 82% | 1,814 | 71% | 2,227 | 76% |
| # 459 E-mail | 248 | 6% | 73 | 3% | 138 | 5% |
| # 434 On call | 97 | 2% | 150 | 6% | 187 | 6% |
| # 407 Walk-in | 92 | 2% | 184 | 7% | 131 | 4% |
| # 330 Observation | 96 | 2% | 71 | 3% | 163 | 5% |

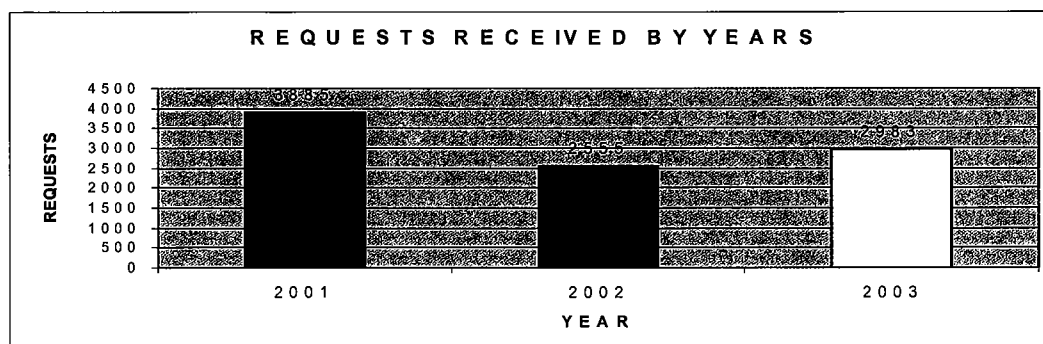
* 2001 – Included facility requests

Data on Service Request Activity

| | 2001 | | 2002 | | 2003 | |
|-----------------------|---------------|--|--------------|----------------|--------------|-------------|
| Total Requests | 3,885* | | 2,555 | -1,330* | 2,982 | +427 |

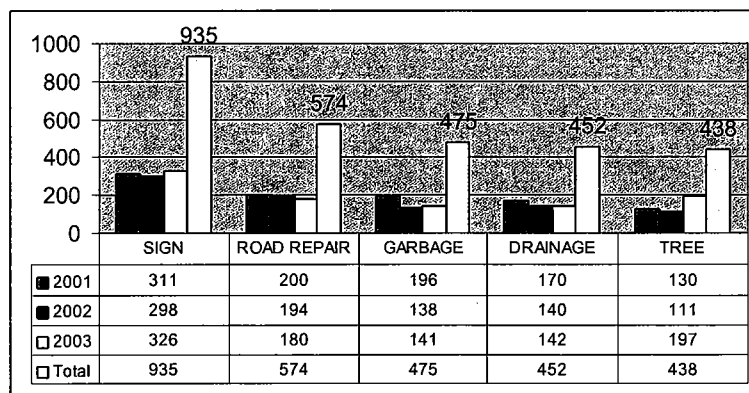
Initial Investigation and Follow Through – 2003 Data:

- 2,982 requests received
- Signs 327 (19%), Trees 197 (11%), Flooding 196 (11%), Road Repair 180 (10%), and Zoning Code Violations 160 (9%) were the top five requested services



Top Five Service Requests

| | 2001 | | 2002 | | 2003 | |
|-----------------------|------|----|------|-----|------|-----|
| Top 5 Requests | | | | | | |
| # 935 Signs | 311 | 8% | 298 | 12% | 326 | 11% |
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| # 438 Trees | 130 | 3% | 111 | 4% | 197 | 7% |



Sign repair, replacement, and requests for new signs remained consistent throughout the reporting period as the most requested service. Road repairs, which include pothole patching and improvements to all city roadway surfaces and gravel shoulders through, sealing, overlaying and

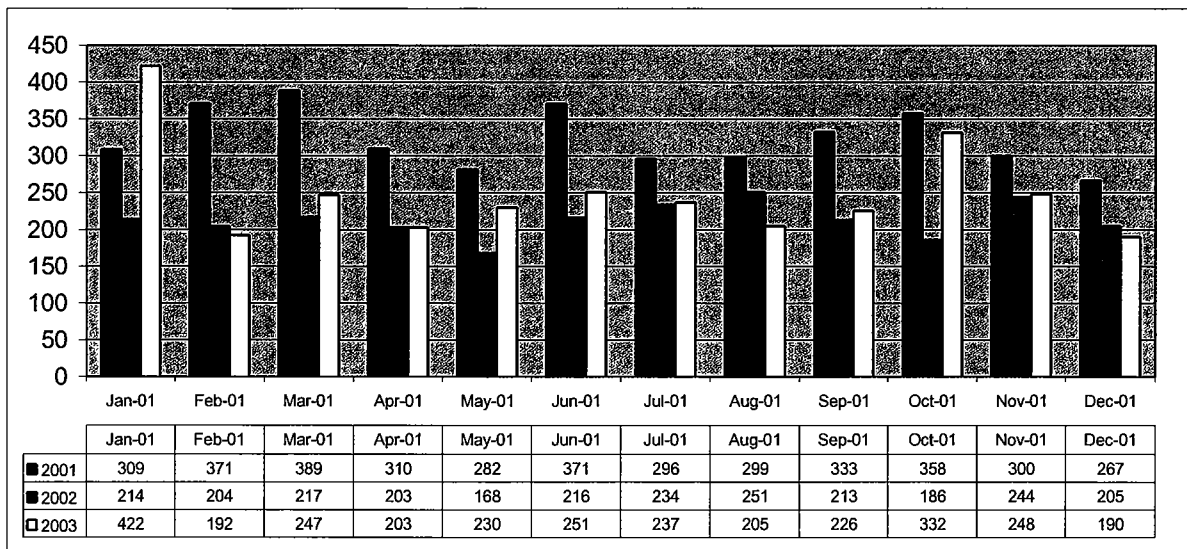
reconstruction is the second requested service. Litter, garbage, junk and debris calls were the third most requested service. Drainage request was the fourth requested service. Tree requests decreased in 2002 and increased in 2003 due to two severe weather events on October 20th and November 18th and 19th. Parking requests increased due to a high number of requests around the Shoreline Community College. The Traffic Engineer is currently reviewing these requests.

In addition to the services listed above, flooding (#197) was one of the top two requested services for 2003. This was also due to the two severe weather events in October and November.

Number of Requests Received each Month

Requests Received by Month – 2003 Data:

- 2,982 requests received
- More requests were received in January and October
- January's top 5 requested services were: Physical Device (63 regarding the Dayton Closure), Signs (43), Roads (42), Parks Fields (40 requests entered from 2002), and Zoning Code Violations (22)
- October's top 5 requested services were: Flooding (91) – October 20, Signs (38), Trees (26) – October 20, Parking (18), and Hazardous Conditions (18) – October 20



How Requests were Received

How requests were received – 2003 Data:

- 2,227 requests received by telephone (76%)
- 187 requests taken while on call (6%)
- 163 requests received by staff field observations (6%)
- 155 requests received via e-mail (5%)
- 131 requests received by walk-in customers (4%)

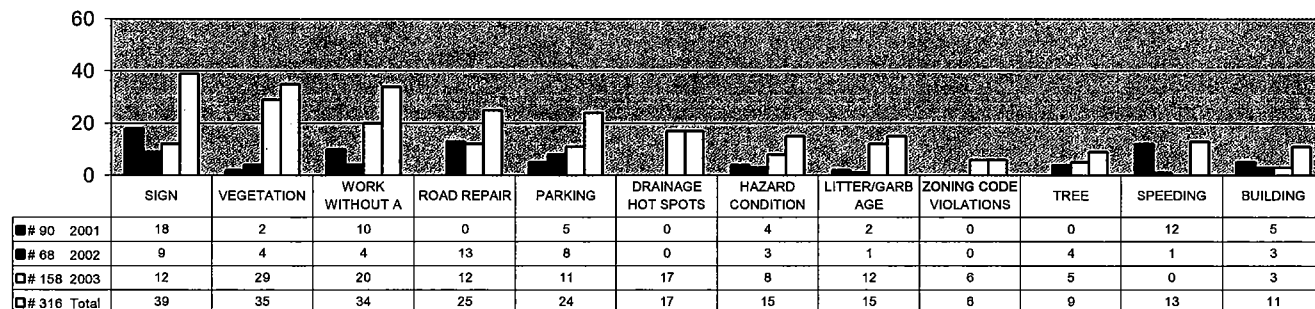
| | 2001 | | 2002 | | 2003 | |
|---------------------------|-------|-----|-------|-----|-------|-----|
| How Received Top 5 | | | | | | |
| # 7,156 Telephone | 3,115 | 82% | 1,814 | 71% | 2,227 | 76% |
| # 459 E-mail | 248 | 6% | 73 | 3% | 155 | 5% |
| # 434 On call | 97 | 2% | 150 | 6% | 187 | 6% |
| # 407 Walk-in | 92 | 2% | 184 | 7% | 131 | 4% |
| # 330 Observation | 96 | 2% | 71 | 3% | 163 | 5% |

Two thirds of all requests are received by telephone. The data for 2001 included facility requests. When facility requests were documented in the Hansen work order module, e-mail requests declined, but almost doubled 2003 over 2002. There continues to be a substantial increase in on-call requests. The development of the Public Works department provides additional resources to support these requests. Walk-in requests fluctuate from year to year while requests received by observation continue to increase. (See Field Observations)

Field Observations

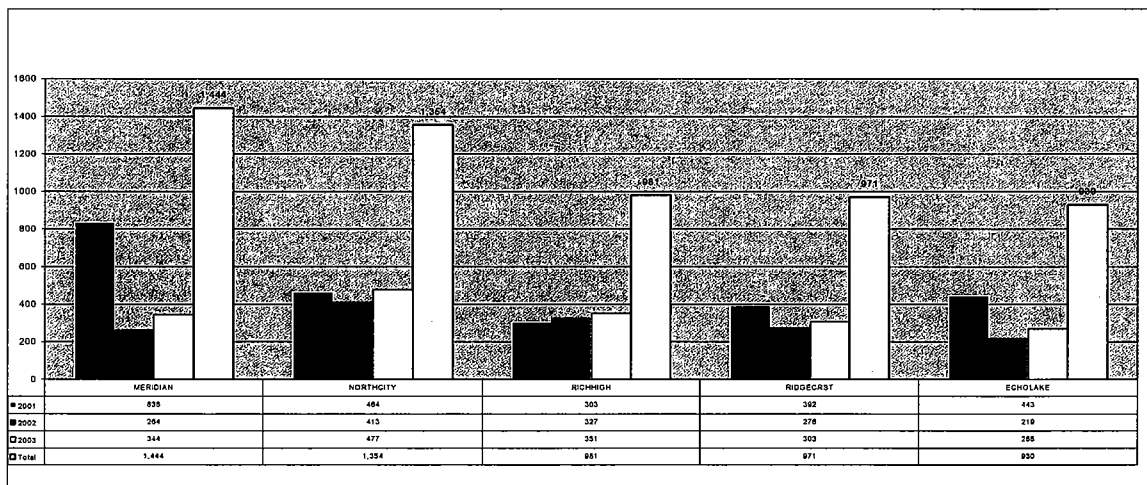
These are requests that staff observe while in the field and initiates and complete the service request within the CRT 1/1/1 (1 Person/ 1 Truck/ 1 Hour) philosophy. According to trend data this number has more than doubled from 2002. We anticipate this number will continue to rise in 2004 due to an increase in our proactive field observations.

FIELD OBSERVATION TOP 10 REQUESTS



Neighborhood Requests

| | 2001 | | 2002 | | 2003 | |
|----------------------------|------|-----|------|-----|------|-----|
| Top 5 Neighborhoods | | | | | | |
| # 1,444 Meridian Park | 836* | 22% | 264 | 10% | 344 | 12% |
| # 1,354 North City | 464 | 12% | 413 | 16% | 477 | 16% |
| # 981 R. Highlands | 303 | 8% | 327 | 14% | 351 | 12% |
| # 971 Ridgecrest | 392 | 10% | 276 | 11% | 303 | 10% |
| # 930 Echo Lake | 443 | 11% | 219 | 9% | 268 | 9% |



Requests Received by Neighborhood – 2003 Data:

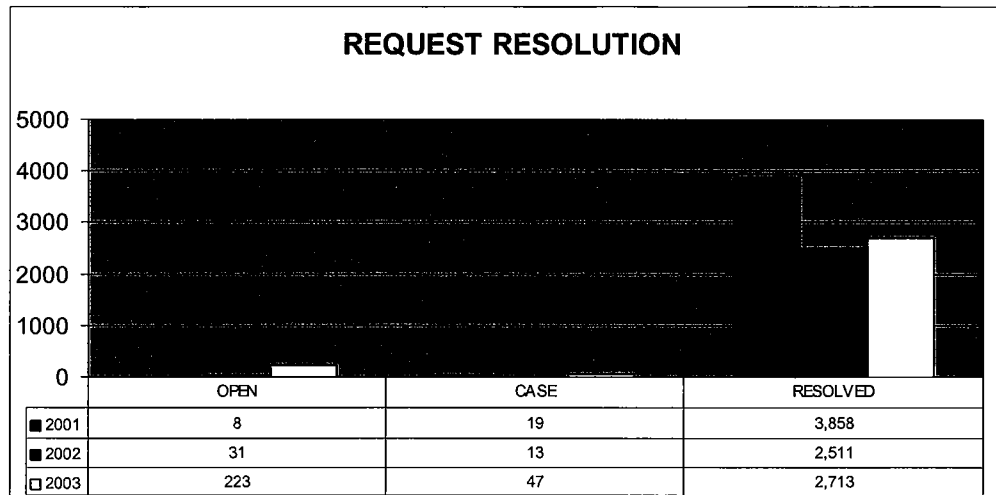
The top five requested neighborhoods are:

- North City 477 (16%)
- Richmond Highlands 351 (12%)
- Meridian Park 344* (12%)
- Ridgecrest 302 (10%)
- Echo Lake 268 (9%)
- Includes facility requests.

The majority of requests originate from areas east of Aurora.

Request Resolution

| | 2001 | | 2002 | | 2003 | |
|--------------------------|---------------|-----|--------------|----------------|--------------|-------------|
| Total Requests | 3,885* | | 2,555 | -1,330* | 2,982 | +427 |
| Requests Resolved | 3,858 | 99% | 2,511 | 98% | 2,713 | 92% |



More complex service issues, staff changes in key departments, and process changes all contributed to a decrease in request resolutions.

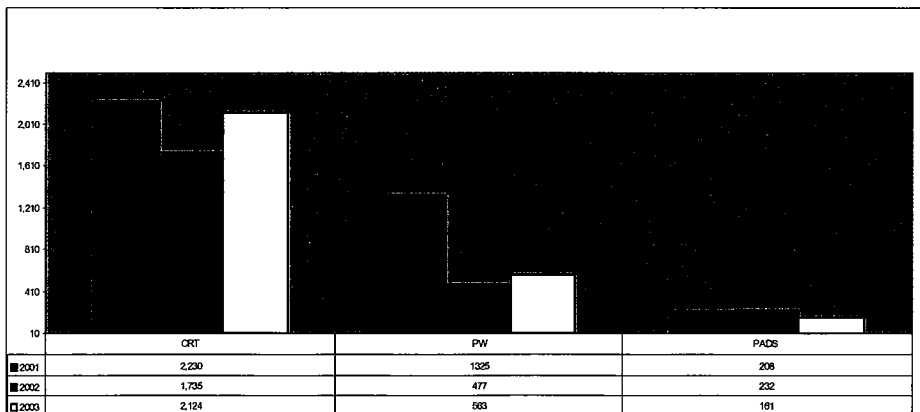
Department Distribution

Departmental Distribution of Requests – 2003 Data:

The top three departments receiving requests are:

- 2,124 CRT requests (74%)
- 563 Public Works requests (20%)
- 161 PADS requests (6%)

| | 2001 | | 2002 | | 2003 | |
|--------------------------------------|--------------|------------|--------------|------------|--------------|------------|
| Top 3 Department Distribution | | | | | | |
| CRT | 2,230 | 58% | 1,735 | 68% | 2,124 | 72% |
| Public Works | 1,325 | 35% | 477 | 19% | 563 | 19% |
| PADS | 208 | 5% | 232 | 9% | 161 | 5% |



CRT facilitates tracks and records and/or provides response for more than 100 services. CRT responds on a day-to-day basis to citizen inquiries and requests for services that affect every segment of our community.

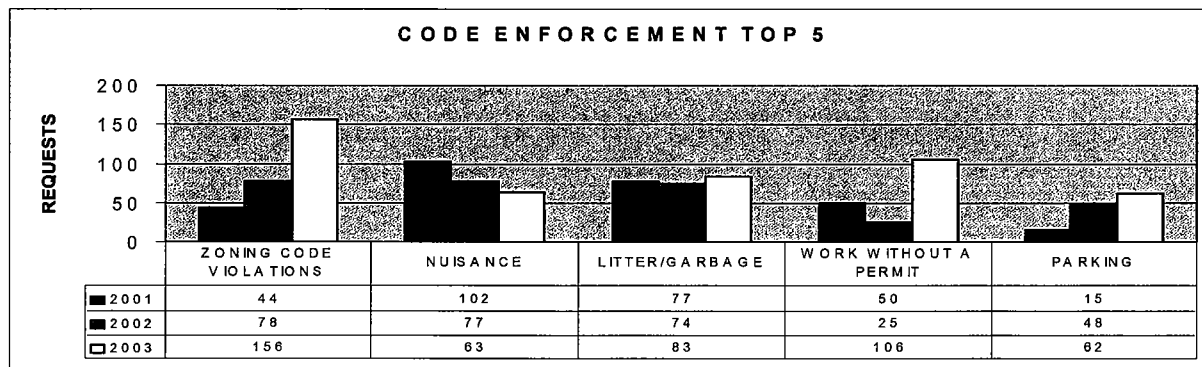
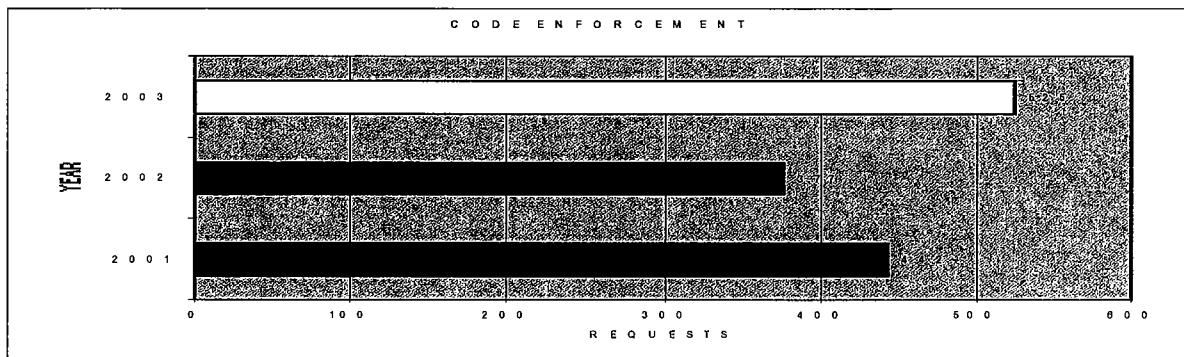
The services are divided among team members based on each individual's knowledge and expertise. CRT facilitates services with roadway, traffic, code, drainage, vegetation, parks, and sidewalk requests. All calls received that are not facilitated through CRT are immediately forwarded to the proper team or department for resolution.

Code Enforcement

| | 2001 | | 2002 | | 2003 | |
|-------------------------|------------|-----|------------|-----|------------|-----|
| Code Enforcement | 442 | | 377 | | 525 | |
| Referred To Case | 17 | 4% | 12 | 3% | 39 | 7% |
| Resolved by CRT | 425 | 96% | 365 | 97% | 486 | 83% |

Code Enforcement - 2003 Data:

- 525 requests received
- 434 requests resolved by CRT through voluntary compliance (83%)
(86 requests had no violation)
- 52 open requests (10%)
- 39 requests transferred to case (7%)
- The top problem types were: Zoning 30% (156), Working Without a Permit 20% (106), Garbage 16% (83), Nuisance 12% (63), and Parking 12% (62)



CRT conducts the initial investigation for the Code Enforcement Program. Strike One is education and code compliance and deals with issues relating to zoning, building, nuisance, debris and garbage removal, animals, and vehicles on both public and private property. When issues or concerns are identified, a solution is developed and implemented to address the problem.

CRT continues to resolve between 83% and 97% of all code enforcement requests. A more pro-active approach by CRT through field observations has increased code enforcement numbers through the identification of individuals building without permits.

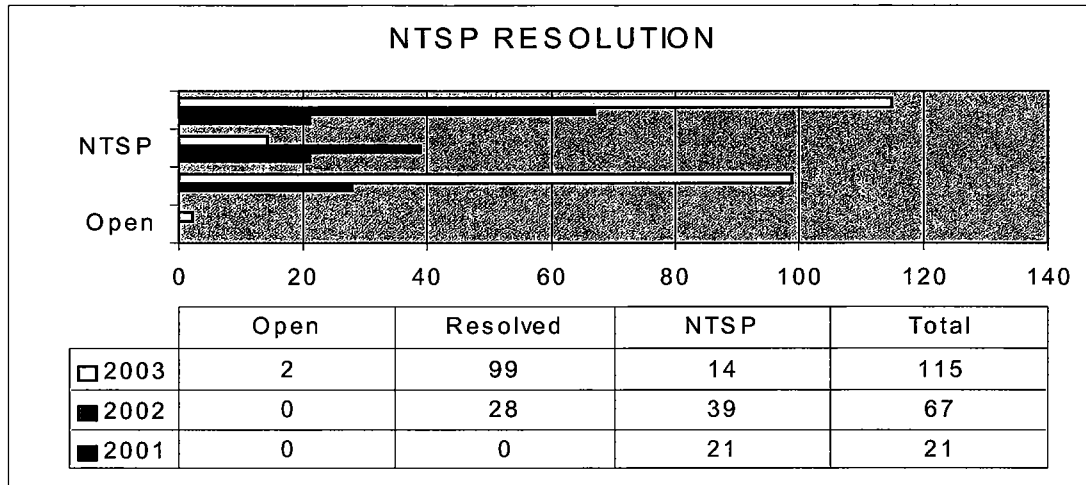
As we previously stated, we expect this number will steadily continue to climb as we pro-actively conduct field observations throughout the City.

Neighborhood Traffic Safety Program (NTSP)

| | 2001 | | 2002 | | 2003 | |
|------------------|-----------|------|-----------|-----|------------|-----|
| NTSP | 21 | | 67 | | 115 | |
| Referred To NTSP | 21 | 100% | 39 | 58% | 14 | 12% |
| Resolved by CRT | 0 | | 28 | 42% | 101 | 88% |

Neighborhood Traffic Safety Program (NTSP) - 2003 Data:

- 115 requests received
- 101 requests (86%) resolved by CRT
- 14 requests (12%) forwarded to NTSP
- Top two requested services: Physical Device Requests 53% (63) and Speeding 47% (52)



The Neighborhood Traffic Safety Program was developed due the high volume of calls received regarding speeding, cut through traffic, and the lack of traffic calming throughout the City. An advisory group was formed who developed the program and received the approval of the Council for its implementation.

The Customer Response Team conducts the initial investigation for NTSP requests. The investigation consists of a review of the area of concern, a review of vegetation and/or signage improvements, an assessment of speeding concerns, street designation and any other factors relative to entrance in the NTSP program. Once the initial investigation is completed and it is determined that the street meets the criteria to enter the program, an informational packet is sent to the complainant, and a referral is made to the NTSP coordinator.

Last year, the NTSP received 67 requests. In 2003 that number increased to 115 due to the phase two completion of Dayton Avenue and the closure of that street. The number of requests referred to NTSP declined from 39 in 2002 to 14 in 2003. This decline was due to CRT providing callers with NTSP educational packets and the initial investigation determination that the location was already accepted into the program or did not meet the criteria due to the street designation, or low volume of traffic.

24/7 Emergency Response (Stand-by)

Representatives of the Customer Response Team provide 24-hour response to requests. Calling the main telephone line for the City (546-1700) accommodates this. This line is monitored 24 hours each day, 7 days a week. Calls to 546-1700 after regular business hours (8:00 a.m. -5:00 p.m.), require customers to leave a message on the voice messaging system. We ask that customers leave their name, address and telephone number, and describe in detail what the situation is. The CRT Staff Representative who is on-call receives a page and calls to retrieve the message. Staff will then respond to the caller and determine a course of action. They then gather all appropriate supplies and equipment to complete the request.

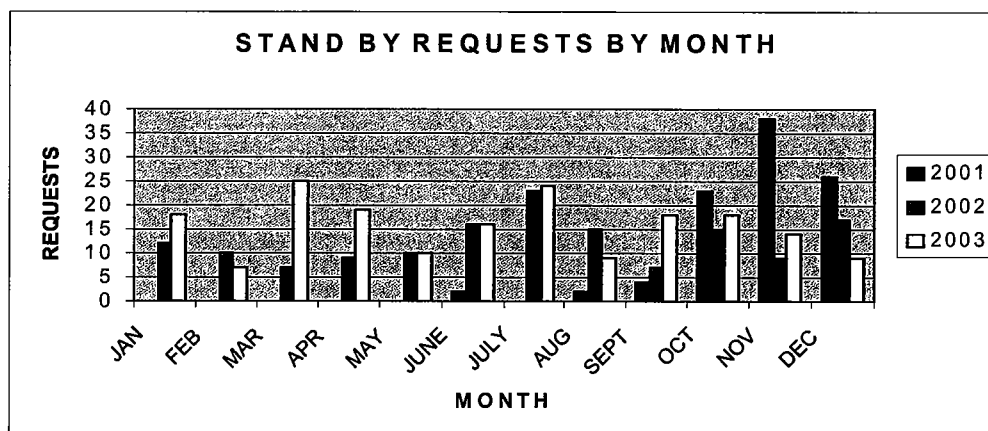
Staff will track the location, time, and nature of the incident; notify all stakeholders of any damage; and keep the customer informed of the progress of their request through completion.

| | 2001 | | 2002 | | 2003 | |
|--------------------------------|-----------|-----|------------|-----|------------|-----|
| 24/7 Stand-by Transfers | 95 | | 150 | | 187 | |
| Police | 0 | | 0 | | 1 | 1% |
| Clerks | 0 | | 1 | 1% | 1 | 1% |
| Parks | 0 | | 2 | 1% | 5 | 3% |
| PADS | 1 | 1% | 10 | 7% | 2 | 1% |
| PW | 20 | 21% | 35 | 23% | 37 | 20% |
| CRT | 74 | 78% | 102 | 68% | 141 | 74% |

24/7 Emergency Response (Stand-by) - 2003 Data:

- 187 requests received
- 141 (74%) requests completed by CRT
- 46 (26%) requests forwarded to other departments

CRT averages 16 after hours call a month. The majority of the calls, (26%) 48 are reports of signs that were damaged or removed. Signs continue to be the most requested service both during day and evening hours. This is followed by vehicle accidents (19%) 36. Hazardous conditions (10%) 18 is the third requested after hour service. The fourth requested service is signal malfunctions (6%) 12. The fifth top requested after hour call is drainage issues (5%) 9. CRT resolved 74% of the calls received after hours. Public Works received 20% (37) of the calls and PADS received 1% (2) for resolution.



Performance Data Survey Letters

Performance Data – Survey Letters 2003 Data:

- 832 survey letters distributed
- 486 survey letters returned (58%)
- 478 rated treatment by staff as “Excellent” (98%)

One of the performance measures for the Customer Response Team is for customer service survey responses to be excellent 75% of the time. We exceeded this measure for the past two years. Last years 57% of the letters were returned and 96% of the respondents rated their treatment by staff as excellent. In 2003, 58% of the letters were returned. This year the rating improved by 2% to 98% of customers rating their treatment by staff as excellent.

Excellent Responses

“I was out walking and noticed a water leak along the road. I went home to call it in, an hour later, when I was returning home from my walk, the repair truck was arriving!”

“Dave was very nice, I appreciated the follow up call. I let all my neighbors know about this for future problems.”

“You were great. You told me when to expect the pick up and followed up. I love Shoreline!”

“You all do great. Always help me out and it makes it so much easier to live here. Thanks a bunch.”

“Randy was great. After a quarrel with a neighbor dumping her yard waste on our street he not only talked to them, but was quick in checking up on the situation to make sure they complied. What great service!! Thank you.”

“It was handled professionally. Couldn’t have asked for more.”

“Thank you very much for taking care of this problem so quickly.”

“I was very impressed by how quickly it was all taken care of.”

“I just want to say thank you for the timely, courteous service. Great work.”

“Really appreciate quick response and it being fixed right away. The buses rolling over the manhole cover made loud noise and it would wake me up. Thanks again!”

“I initially reported my problem through the county. They were sympathetic but did nothing. I got no results or response until I called the City of Shoreline directory. Everyone I spoke with at the City of Shoreline seemed genuinely concerned and returned my calls as promised.”

“Thank you very much for your assistance, you were courteous, prompt and very effective.”

“Just glad to know that you would help me. You did a great job and I want to thank you. I have lived here for 55 years and it made me feel so good that I could have someone help me ... I hope I never have to move from Shoreline.”

Conclusion and Summary

In the private sector, enterprise-wide systems integrate networks to better deliver services and products to their customers. These enterprise-wide systems are often referred to as "customer centric" because they can provide information, "responsively", to their customers from numerous databases that are synchronized. When a customer calls they can respond with real-time information unique to that customer. This type of delivery system is called "Customer Relationship Management" (CRM). It not only improves the customer centric functionality of the company's networks; it also enhances the services, manages the relationship, allows for meaningful segmentation and provides unique treatment of each customer.

In the public sector it is possible to mirror this same type of functionality. Because citizens are also customers, they have come to expect 24 hour-a-day service and interactive delivery systems. Technology has enhanced communication with citizens. It is now possible - through the use of the Hansen System - to sort by category, geographic areas, request level, and location of concern as well as alphabetically by customer name. In addition, the Hansen System database allows us to record the history of each individual's interaction with a process. We can note meetings attended, attach documents sent, photographs and letters, as well as records of telephone and e-mail dialogue. In addition, if there are maps involved, various mapping concepts can be posted and made readily available to everyone involved in the process. More importantly, it ensures that the right people receive the right information throughout the process, and the City will have a record of it.

The performance information for 2003 provides us with an important starting point. In the past, the data was used to target specific improvement areas. Together with other divisions, we continue to refine our data collection and reporting methods to more accurately reflect our current position.

In 2003, CRT undertook a major review of their strategic direction. In response to findings from stakeholders and internal audits, the review aimed to simplify the planning framework, made it clearer and more concrete, and captured a more concrete vision of the mission of CRT. The new strategic planning direction sets the vision for the next three years, recognizing important initiatives to enhance the overall operations of CRT as well as the operating departments.

Since its creation in 1996, CRT has focused very much on transforming the way services are delivered to the community. This improvement in service delivery has resulted in strong overall customer satisfaction.

The strategic plan found a need to:

Customer Service

- Establish positive relationships with all city representatives and residents;
- Assess and improve customer satisfaction levels;
- Meet at least quarterly, or more frequently, with stakeholders to insure communication, and provide opportunities for feedback;
- Prepare and distribute periodic reports regarding service levels;
- Identify, monitor and respond to potential risks; and
- Provide training on customer service

Marketing

- Develop and prepare marketing materials;
- Attend existing and prospective City meetings to increase visibility, awareness of and sensitivity to city issues; and
- Enhance Department services through gap analysis, periodic customer satisfaction surveys and dissemination of information.

Other

- Network with primary City departments to share information, improve service, monitor trends, etc;
- Compile and maintain data necessary for service requests matters; and
- Facilitate policy and procedure development regarding CRT services.

There were also recommendations for improvements including:

- Use better systems for identifying and implementing best practices;
- Work with stakeholder departments to reduce the cost and frequency of notifiable events; and
- Create tighter linkage between improvement projects and effective implementation.

CRT welcomed the recommendations and is well advanced in their implementation. There were also findings in respect to our Information and Technology (IT) capability noting that our capabilities in the area of reporting are low and we need to draw on our IT capabilities to improve customer service and enhance our operational efficiency.

This investment will give us faster, smarter systems. It will enable us to offer our customers more choices about how they access our data. In designing our future capability we are taking into account information that customers present one of three levels of service need:

- *Low demand*, requiring a response which can often be completed during the first telephone call;
- *Medium demand*, indicating the need to “fix a problem” which usually requires a combination of people and technology, over the telephone or in person; and
- *High demand*, where a “person-focused response” is required, one that is based on our 1/1/1 (1 person, in 1 truck, in 1 hour) philosophy and requires a good understanding of the individual's circumstances and resources to resolve the issue.

CRT continues to improve its capability through better alignment of projects to its strategic goals and a clearer understanding of the impacts and interdependencies between departments.

The framework we are operating within includes:

- A high level of support to workflows, processes and templates, along with a single contact point for assistance in relation to methodology and procedures, reporting, brokering referral and escalation of issues;
- Linkages to area specialist in CRT that provide a wide range of services which assist in the incorporation of more reliable and accountable planning of projects; and
- Streamlining reporting of project progress.

CRT has identified their customer service objectives as:

- Providing assistance and more appropriate access for our customers
- Continuing to improve our strategic and day-to-day operations
- Enhancing our capacity to use the right person in the right program across department lines
- Maintaining and improving customer–appropriate service delivery
- Making our operation faster, cheaper and smarter
- Providing direct access to staff as resources for the organization
- Increasing organizational effectiveness and impact
- Enabling staff to achieve their maximum contribution to our high performing customer service culture

In the past few months we have met and talked to many people, both internal and external. We have been enormously impressed by the commitment and hard work of staff and their readiness to embrace new ideas for CRT's future development. We want to develop an even more customer-focused approach to our work and to become more inward looking as we prioritize our work for the coming year. We have found a readiness by staff to engage in a dialogue about the ways in which CRT can feed into their organizations' planning and information-gathering processes. And we have received positive responses to our invitations to tell us about the changes in practice or procedures, or in the dissemination of information, which they would like CRT to consider.

Our vision is of a continually improving, accessible, modern, and responsive CRT service, which is an integral component of improving service delivery. Such a service should have as its core purpose the flexibility to resolve service requests. We are acutely conscious that if we fail to adequately feedback the information uncovered during our investigations to the policy-makers and those who deliver public services, we are only doing half our job.

The challenge of *changing roles* and the drive for further improvements is ongoing. Our overriding aim is to give better service to complainants and to contribute to the raising of standards across all services. To these ends we must be efficient, accessible, responsive and up-to-date in our outlook. We want our methods of working to be transparent, robust and continuously improving.



CITY COUNCIL

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Deputy Mayor

John Chang
Maggi Fimia
Paul Grace
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L. Robert Ransom

CITY OF SHORELINE STAFF

| | |
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| Bob Olander | Deputy City Manager |
| Julie Modrzejewski | Assistant City Manager |

| | |
|---------------|---------------------------------------|
| LaDonna Smith | Customer Response Team Supervisor |
| Randy Olin | Customer Response Team Representative |
| Bob Crozier | Customer Response Team Representative |
| David LaBelle | Customer Response Team Representative |
| Asea Haller | Administrative Assistant |

If you would like additional information about the Customer Response Team,
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