Creating & documenting a standard for District H Council Office's Constituent Services Process
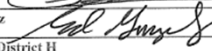
Project Details

- **Department –** CNL-District H Constituent Services

- **Problem statement –** Due to unreliable/inaccessible data, the Constituent Services group is unable to provide real time information to the Council Member on the number of cases being reported per month to the office and on the average length of resolution. This has led to delays in follow-ups and inability to accurately track cases from intake to completion.

- **Mission statement –** To develop a system that will enable the Constituent Services group to report meaningful data to the Council Member and incorporate a process that will ensure continuity into the next administration with a focus on meeting Council Member needs and proactive communication/follow-up with city departments.
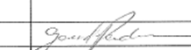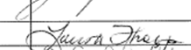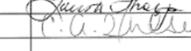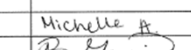
Project Charter

Voice of Customer (1/3)

- Interview -
with Council Member Ed Gonzalez

- The Council Member was identified as the sole customer of Council Office's Constituent Services process.

Voice of Customer (2/3)

- Outputs identified:

  – Number of cases/month (with yearly aggregate).

  – Average speed of issue resolution.

  – Possibility to break down aforementioned data geographically and by department and/or issue-type.

Voice of Customer (3/3)

- Other requirements identified:

  - Built-in time frame expectations and thresholds by types of issue.

    If the threshold is reached, the Chief of Staff must be alerted.

Baseline Measurements
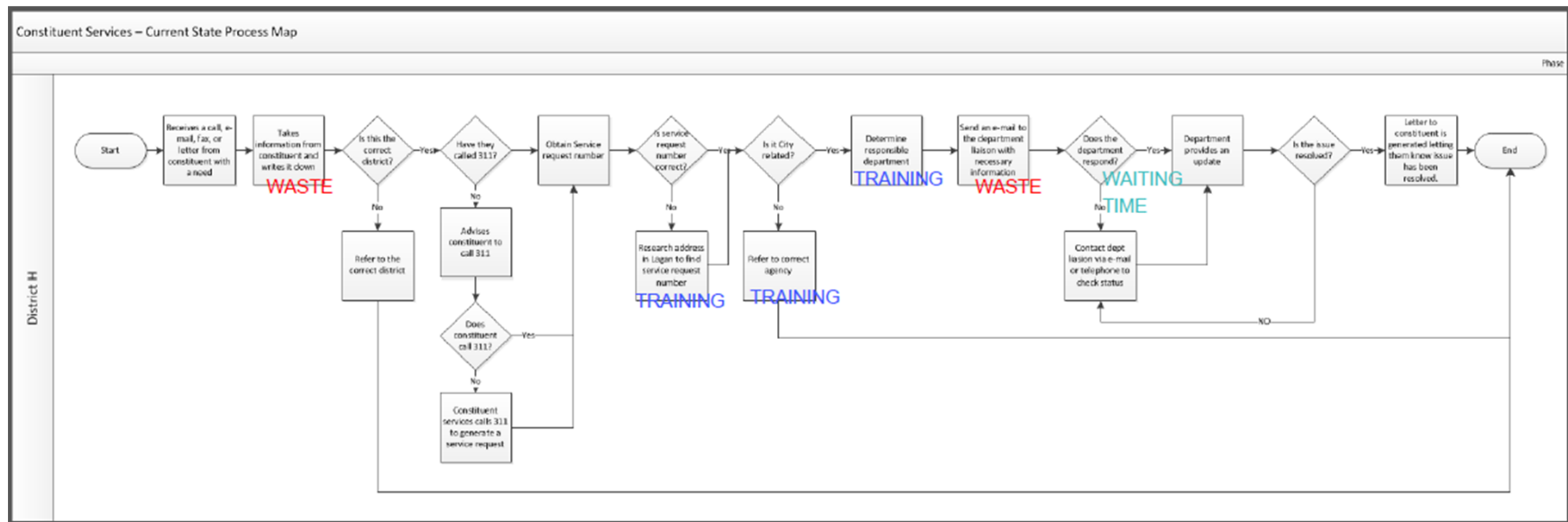
- No reliable data available – due to lack of standard.

  – Multiple record methods existed simultaneously.

  – Batching happened both before creating tasks on Asana (resulting in unreliable creation dates),

  – and before generating letters (resulting in unreliable completion dates).

Current State Process Map

Constituent Services – Current State Process Map

Standard Work (1/3)

Standard Work (3/3)

Due Date Guidelines

CNL - DISTRICT H
DUE DATES GUIDELINES FOR 311 SERVICE REQUEST

Department	Issue Types	Days to Complete
	Use this index to help you report an issue or problem to City Department Liaisons (or to entities outside the City) and request an answer by a certain date - updated 3/24/2015	
BARC		
	Dog bite / Animal attack	1
	Live Animal in Storm Sewer	2
	Stray dogs / animals	5
DON		
Apartment Complex Concerns		
	Building Concern in a Multi-Family Habitation	180
	Code Violation Report for Multi-Family Housing with 3 or More Units	180
	Landlord Violation in a Multi-Family Habitation	180
	Unregulated Boarding House	180
	Unsafe Boarding House	180
Dangerous Buildings		
	Neighborhood Danger or Nuisance	180
	Dangerous Building on Private Property	180
	Dangerous Building Open and Vacant	365
	Building Code Violation	7
	Construction Code Violation	7
	Violation of the Minimum Standards Housing Code for Single Family Buildings	180
Trash related Concerns		
	Schedule Neighborhood Clean-up	10
	Dumping in Ditches, Inlet or Bayou	30
	Heavy Trash Violation	30
Other Concerns		
	Junk/Inoperable Vehicle	180
	Nuisance on Property - Trash, Substances, Weeds	180
	Remove graffiti on Private Residential or Commercial Property	30
HPD		
Neighborhood Safety		
	Report a Break-in	1
	Report Disturbances	1
	Report Illegal Activity	30
Traffic		
	Speeding / Traffic Enforcement	30
	Truck Enforcement	30
Environmental	(Sylvia.Brumlow@HoustonPolice.Org)	
	Dumping in Drainage System	30
	Litter Removal From Esplanade/Median	14

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Measurement System (1/3)

- A staff member has been assigned the following tasks:

  – Regularly check Asana records.

  – Produce a monthly report including:

    - Number of tasks created during the month.

    - Number of tasks completed during the month.

    - Year to date aggregate.

    - Average speed of completion.

February Month to Date Tasks
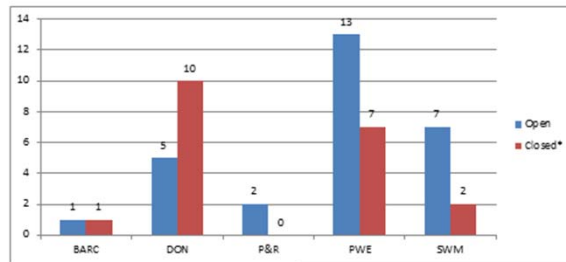
*NOTE: Tasks closed denotes tasks that were closed in the month; it does not necessarily mean that tasks were started in this month.

March Month to Date Tasks
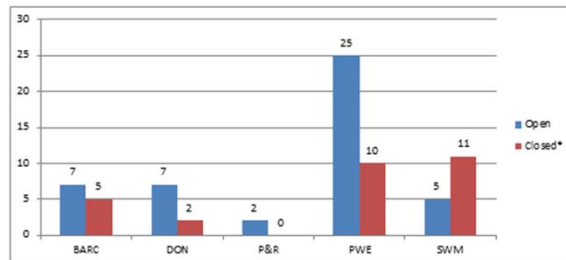
*NOTE: Tasks closed denotes tasks that were closed in the month; it does not necessarily mean that tasks were started in this month.

April Month to Date Tasks
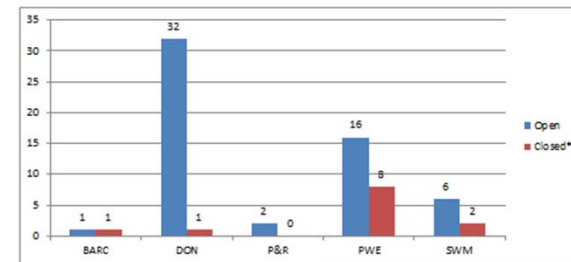
*NOTE: Tasks closed denotes tasks that were closed in the month; it does not necessarily mean that tasks were started in this month.

TOTAL Tasks

Greater Heights
Population: 14,764

Washington Avenue Coalition/Memorial
Population: 7,419

Northside/Northline
Population: 58,837

Independence Heights
Population: 12,913

Northside Village
Population: 26,789

Second Ward
Population: 13,469

Denver Harbor
Population: 17,088

Eastex-Jensen
Population: 17,739
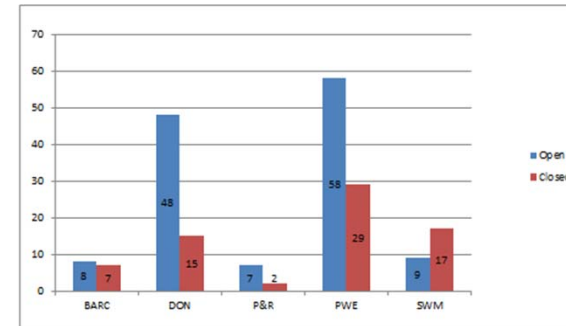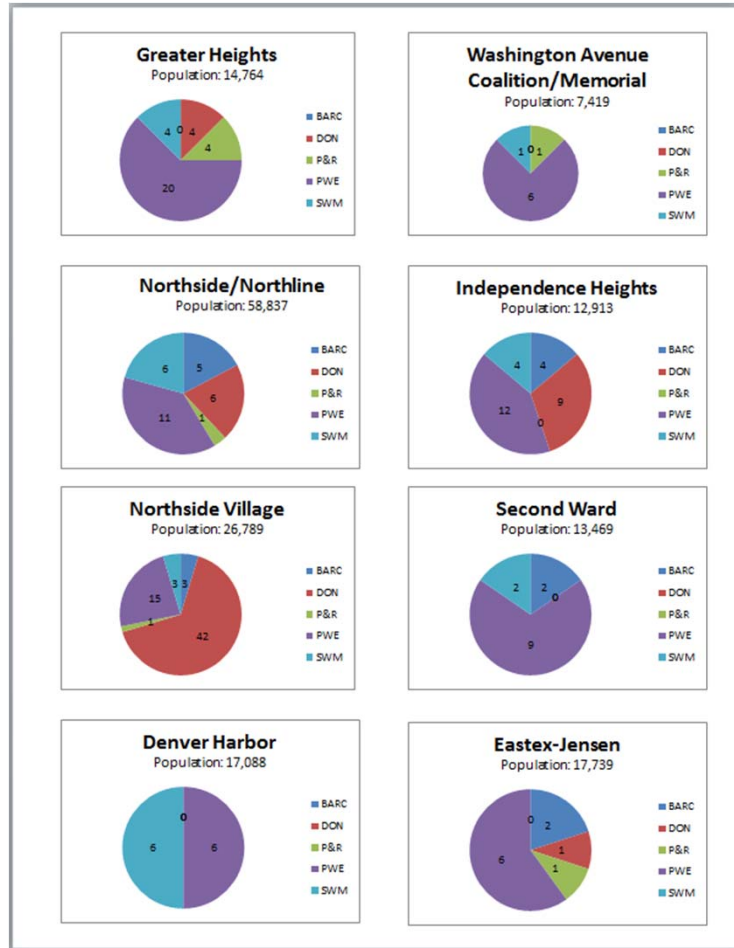
Time to Complete Task from Call in Date to Letter Sent (March 30)

Overall Time to Complete:

Mean: 20.36 days
Median: 20.5 days

BARC Time to Complete:

Mean: 21.8 days
Median: 19 days

DON Time to Complete:

Mean: 21.3 days
Median: 21 days

P&R Time to Complete:

Mean: 14.5 days
Median: 14.5 days

PWE Time to Complete:

Mean: 19.16 days
Median: 17.5 days

SWM Time to Complete:

Mean: 21.46 days
Median: 15 days

Future State Process Map

Constituent Services – Future State Process Map

District H

Start → Receives a call, e-mail, fax, or letter from constituent with a need → Takes information from constituent and fills out Constituent input form → Searches address of concern in MyCityMap → Is this the correct district?

Is this the correct district? → No → Refer to the correct district

Is this the correct district? → Has the constituent called 311? → No → Advise constituent to call 311 → Does constituent call 311? → No → Call 311

Does constituent call 311? → Yes

Has the constituent called 311? → Yes → Collect SR# and finish filling out form/save → Search address of concern in Asana → Does case exist in Asana?

Does case exist in Asana? → No → Send form to appropriate department liaison

Does case exist in Asana? → Yes → Delete BCC and send form → Place task in appropriate dept, project, tag and add due date → Upon task completion write letter and print task → Put in OPEN evelope and leave in CM box → Send letter and mark task as complete → End

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Recommendations

- In view of the upcoming implementation of InFor citywide, we recommend that Council offices request the following functionalities:

  – Direct access to case reports.

  – A way for Council staff members to follow cases referred to them without having to contact department liaisons and wait for their answers.

  – A way to see who else is following the case to avoid duplication of efforts.

  – A way to extract reports.

InFor (1/3)

- Provides a great mechanism for entering work orders.

- Automated tracking of work orders

- Follow up on work orders is simplified

- Reporting is of a broad scope based on departmental needs

- Creates consistency throughout all districts.

- City Of Houston owns INFOR currently using in Houston Airport System.

INFOR (2/3)

Work Orders

INFOR (3/3)

Reports

Control Plan

- **<u>InFor:</u>** We started discussing the early implementation of InFor throughout Council Offices with the Finance Department, as well as with the other Council Offices.

Lesson Learned

- There is opportunity for improvement in the way that information is received and processed by multiple city departments.

- Using one unified system with equal access to data for all process participants would eliminate redundancies and allow for faster flow of information.

- Elected offices should influence software/OS decisions based on usability by not only their offices, but also those responsible for process.

Questions?