

# GOVERNMENTAL OPERATIONS

## RVA311 UPDATE FEBRUARY 26, 2025

PETER BREIL

DIRECTOR OF CITIZEN SERVICE & RESPONSE

CITY OF RICHMOND, VIRGINIA

[peter.breil@rva.gov](mailto:peter.breil@rva.gov)



# RVA311 IS FOUNDATIONAL FOR GREAT CUSTOMER SERVICE

## The RVA311 team

- Easy to request services.
- Provides information.
- Empathetic, Professional Service.

## The RVA311 tool

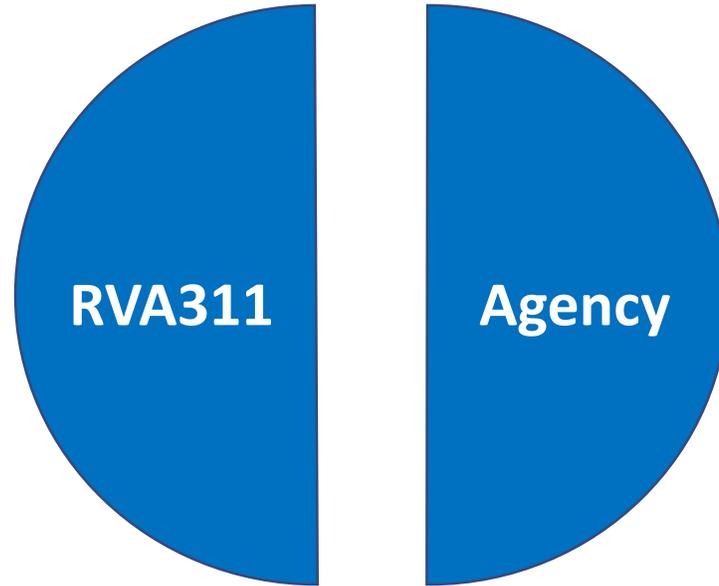
- Submit and track requests.
- City staff use to manage requests.
- Robust data source for predictive analysis.



# GREAT CUSTOMER SERVICE REQUIRES EMPATHY AND EXECUTION

## Intake

- Empathy
- Professionalism
- Knowledge



## Fulfillment

- Assessment
- Decision
- Action, if appropriate
- Communication

With clear expectation setting throughout

# 2024 VOLUMES: THE CITY RECEIVES A HIGH VOLUME OF REQUESTS

Activity	Indicator
<b>Calls Received</b>	<ul style="list-style-type: none"><li>• 203,000</li></ul>
<b>Calls Answered</b>	<ul style="list-style-type: none"><li>• 163,000</li><li>• Additional staffing will increase calls answered in 2025</li><li>• Call quality of 95/100</li></ul>
<b>Call Reasons</b>	<ul style="list-style-type: none"><li>• ~40% Social Services</li><li>• ~30% Finance</li><li>• ~20% Public Works</li></ul>
<b>Requests Created</b>	<ul style="list-style-type: none"><li>• 75,200 in RVA311</li><li>• 29% submitted online or through mobile apps</li><li>• Additional requests submitted in RVAPay</li></ul>
<b>Requests Closed</b>	<ul style="list-style-type: none"><li>• 75,800 in RVA311</li><li>• Additional requests in RVAPay</li><li>• Includes requests completed that were opened in prior years</li></ul>

# USING RVA311 ENABLES RESPONSIVE GOVERNMENT

Area	Indicators
<b>Traceability</b>	<ul style="list-style-type: none"><li>• Permanent, Time Stamped Record</li><li>• Clock starts for response when request is entered into RVA311</li></ul>
<b>Management</b>	<ul style="list-style-type: none"><li>• Manage and respond to requests</li><li>• Used to track response performance</li></ul>
<b>Process Improvement</b>	<ul style="list-style-type: none"><li>• We can only fix what we can see</li></ul>

# RVA311 IS AVAILABLE AND FLEXIBLE

## Service

## Activity

### Available

- Onsite and remote for any contingency
- Open during inclement weather and emergencies

### Flexible & Adaptable

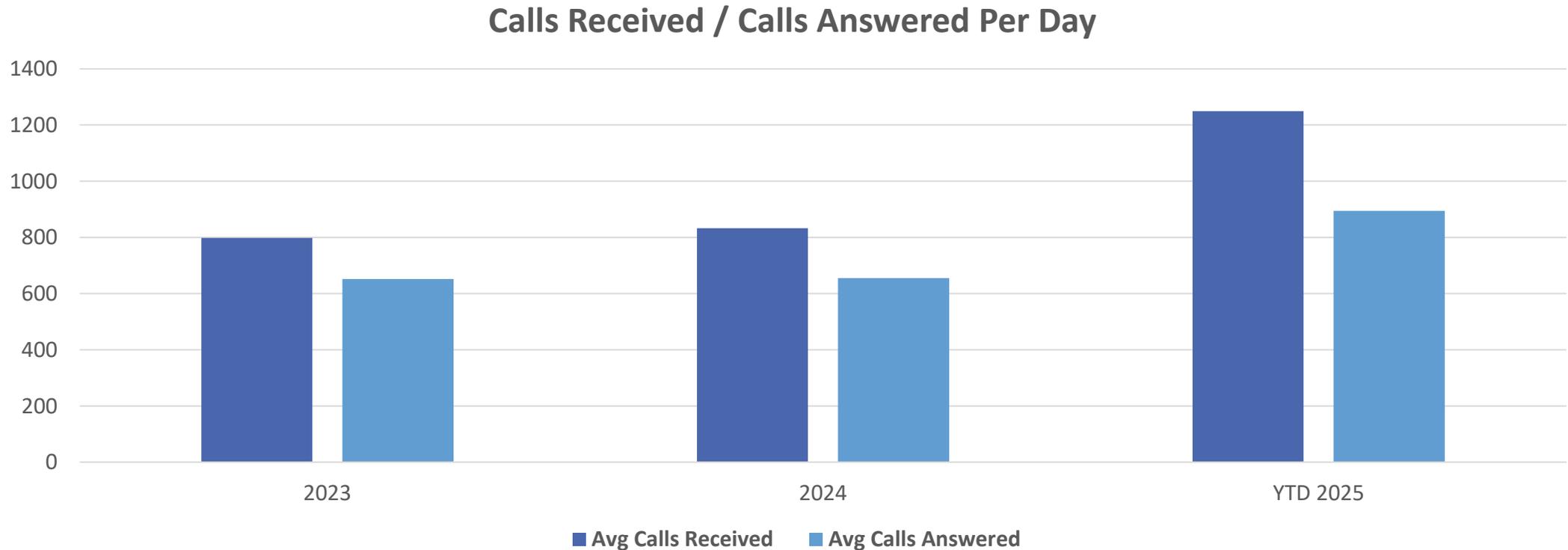
- Over 900 water delivery requests for vulnerable residents received in five days
- 2227 Family Crisis Fund requests received in four days
- Mostly online over a weekend

# WE'VE MADE MANY IMPROVEMENTS IN THE LAST YEAR

Item	Before	Now
<b>Contact Center Technology</b>	<ul style="list-style-type: none"> <li>Limited Contact Center Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Modern Contact Center Technology with more capabilities</li> </ul>
<b>Waiting in Queue</b>	<ul style="list-style-type: none"> <li>Wait on hold</li> </ul>	<ul style="list-style-type: none"> <li>Call back when it is your turn</li> </ul>
<b>Hours of Operation</b>	<ul style="list-style-type: none"> <li>Open 8 AM -5 PM Weekdays</li> <li>Closed Weekends</li> </ul>	<ul style="list-style-type: none"> <li>Open 8 AM – 7 PM Weekdays</li> <li>Open 9 AM – 1 PM Saturdays</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>16 agents in FY24 budget</li> </ul>	<ul style="list-style-type: none"> <li>24 agents now taking calls</li> </ul>
<b>Marketing &amp; Awareness</b>	<ul style="list-style-type: none"> <li>Very limited marketing</li> </ul>	<ul style="list-style-type: none"> <li>Multi-channel awareness campaign January – May 2025</li> </ul>
<b>Finance Requests</b>	<ul style="list-style-type: none"> <li>Finance forms on rva.gov</li> </ul>	<ul style="list-style-type: none"> <li>Finance requests moved to RVA311</li> </ul>
<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>No way to measure customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>RVA311 After call customer satisfaction survey</li> </ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<p>New Request Types Added:</p> <ul style="list-style-type: none"> <li>Aging &amp; Disability Care &amp; Support</li> <li>RVA Stay</li> <li>Parks</li> </ul> <p>Redirect requests to DPW to respond more quickly</p> <ul style="list-style-type: none"> <li>Illegal dumping, Graffiti investigation</li> </ul>

# CALL VOLUME IS 50% HIGHER THAN HISTORICAL TREND

- RVA311 call center staffing was increased to meet demand based on 2023-24 call volumes.
- We are still determining whether this is a long-term trend.



# GOING FORWARD: FOCUS ON RESPONSIVENESS & 911/311

<b>Process Improvement</b>	<b>Actions</b>
<b>Departmental Responsiveness</b>	<ul style="list-style-type: none"><li>• Review target times for completion</li><li>• Develop SOPs for consistent expectations, communication, and fulfillment of requests</li><li>• Determine feasibility of additional statuses</li></ul>
<b>Simplify Contacting the City: 911/311</b>	<ul style="list-style-type: none"><li>• Pilot ability to shift non-emergency calls from 646-5100 to 311</li><li>• Leverage DECPR Dispatch capability</li></ul>
<b>Build Customer Service Technology Capacity</b>	<ul style="list-style-type: none"><li>• Add two business system analysts to enhance customer service technology capabilities</li></ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"><li>• Enhance Transportation Engineering requests</li><li>• Add &amp; enhance other requests</li></ul>

# ENSURING QUALITY CONTROL ON CLOSED REQUESTS

## Situation

## Action

## Opportunity

Code Enforcement & Zoning

- Close request to move it to EnerGov
- Include case number, inspector and their contact information in comments
- Investigation & action follows

Integrate with future system

Duplicate request

- Add comment that duplicate
- Provide existing request ID
- Close request

Ensure procedure is followed

Investigation shows no action warranted

- Add comment with explanation
- Close request

Ensure procedure is followed

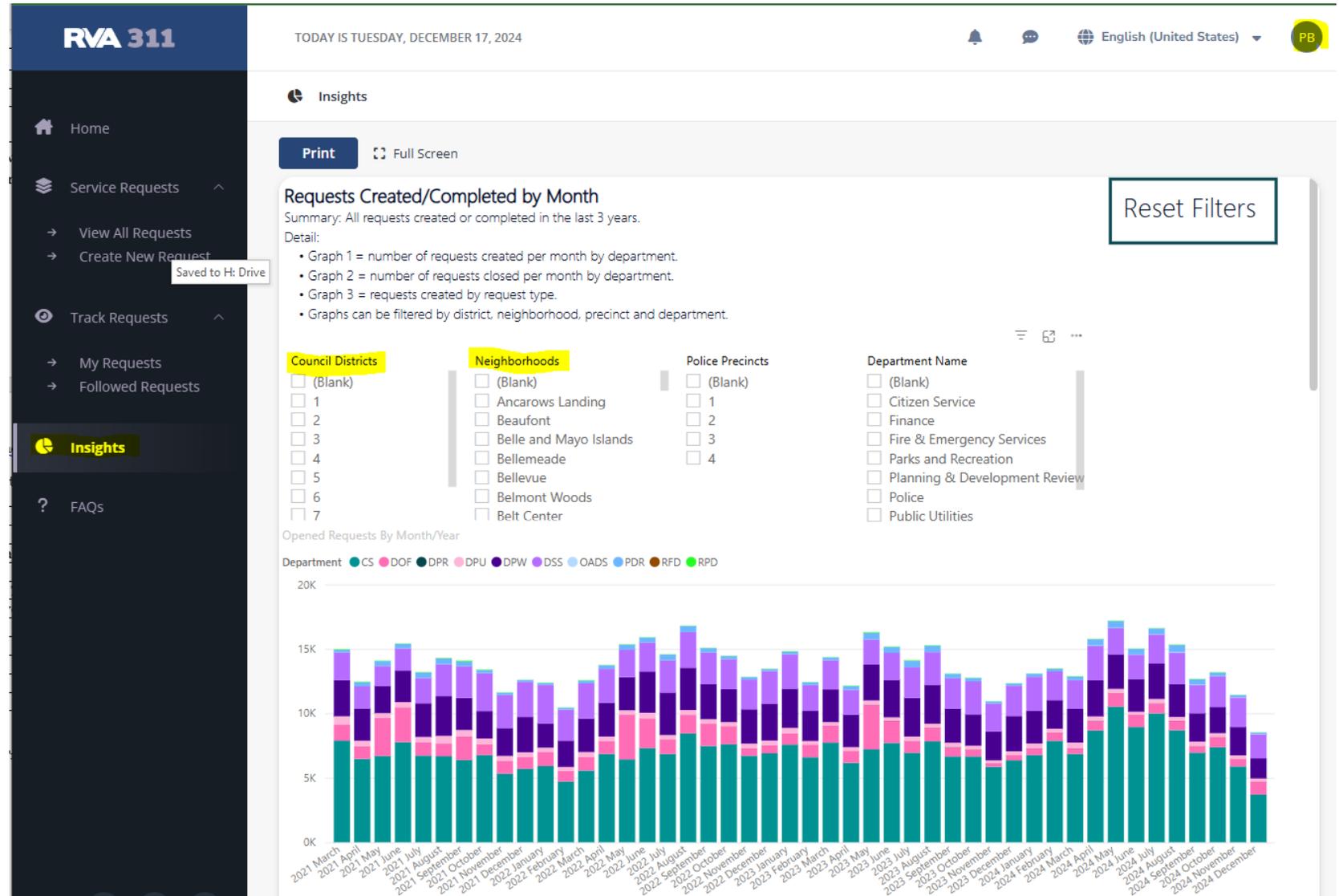
Unable to contact requester

- Request requires additional information
- Contact attempted but unsuccessful
- Close request with comment

Ensure procedure is followed

# COUNCIL AND THE PUBLIC HAVE REPORTING AT THEIR FINGERTIPS

- Reporting by district and neighborhood is built into RVA311 for you and your constituents
- Just create a profile to access Insights



# THREE WAYS TO REQUEST SERVICE

- Call us at 3-1-1 or 804-646-7000.
- Go to [RVA311.com](http://RVA311.com).
- Download the RVA311 mobile app for Apple or Android.
- We can provide training to your liaisons and are happy to attend district meetings if desired.