

CITY OF PHILADELPHIA PENNSYLVANIA

OFFICE OF THE CONTROLLER

Promoting honest, efficient, and fully accountable government

REPORT ON THE PHILLY

311 SYSTEM

AUGUST 2011



City Controller
ALAN BUTKOVITZ



CITY OF PHILADELPHIA

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ALAN BUTKOVITZ
City Controller

GERALD V. MICCIULLA
Deputy City Controller

August 25, 2011

Mr. Richard Negrin, Esq., Managing Director
Office of the Managing Director
1401 John F. Kennedy Boulevard, Suite 1430
Philadelphia, PA 19102

A special review of the City of Philadelphia's 311 Program was performed with the assistance of WithumSmith+Brown, PC (WS+B). The purpose of the review was to evaluate the operations of the 311 Program for the year ended December 31, 2010. This review was conducted pursuant to Section 6-400 (d) of the Home Rule Charter. A synopsis of the results of this review is provided in the executive summary of the independent accountant's report (Section I).

The findings contained in this report were discussed with 311 Program management and representatives of the Office of the Managing Director at an exit conference. We included management's written response to the findings in Section II; however, we disagree with several of the comments. Our full evaluation of management's written response can be found in Section III, but I am addressing comments you made in your transmittal letter of 311 Program management's response here:

- Your claim that the Controller's Office and WS+B had not shared the agreed-upon procedures with 311 management or the Office of the Managing Director until the report was final is completely untrue. At an initial entrance meeting held on July 22, 2010, the City Controller's Office and WS+B shared information about plans for the engagement with 311 management, members of your staff and you. WS+B followed up this meeting with a detailed letter of information requests on August 2, 2010. Prior to the August 1, 2011 final exit meeting, on April 7, 2011 the Controller's Office and WS+B apprised management of the tentative results of the specific procedures applied during the engagement. The goal of the April 7 meeting was twofold: (1) to share with 311 Program management and the Office of the Managing Director the tentative findings; and (2) to request any additional information that had not been provided and / or would refute the findings.

C I T Y O F P H I L A D E L P H I A
OFFICE OF THE CONTROLLER

- In regard to your objection of our releasing this report to the public, please be advised that the Controller's Office releases all of its completed reports to the mayor, City Council, department heads, and to the public.
- You encourage the City Controller's Office to issue a "Request for Proposals" for all such work to ensure the best cost for taxpayers as well as to guarantee qualified firms. As required by city policies and procedures, the City Controller's Office posted a Request for Proposals on the Philly e-contracts web site from May 24, 2010 to June 10, 2010. Four firms responded to the request and submitted proposals. After careful evaluation of the four proposals, the City Controller's Office selected WS+B. Among our reasons for selecting WS+B were the firm's superior ability to meet the particular requirements of the engagement, its superior skill and reputation, and lower cost.

The recommendations in the attached report, if implemented, will improve management's ability to report, operate and monitor the 311 Program.

In closing, we would like to express our thanks to your office, as well as the management and staff of the 311 Program for the courtesy and cooperation shown during the conduct of this review.

Very truly yours,



ALAN BUTKOVITZ
City Controller

cc: Honorable Michael A. Nutter, Mayor
Honorable Anna C. Verna, President
and Honorable Members of City Council
Members of the Mayor's Cabinet

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SECTION I

**INDEPENDENT ACCOUNTANT'S REPORT ON APPLYING
AGREED-UPON PROCEDURES**



WithumSmith+Brown
A Professional Corporation
Certified Public Accountants and Consultants



**Independent Accountant's Report
On Applying Agreed-Upon Procedures
For the year ended December 31, 2010**

**City of Philadelphia 311 Program
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Executive Summary:

Introduction:

WithumSmith+Brown (WS+B) has been engaged by the Office of the City Controller to perform specific agreed-upon procedures enumerated in this report, of the financial and program operations of the City of Philadelphia 311 Program for the year ended December 31, 2010, in accordance with attestation standards established by the American Institute of Certified Public Accountants and in accordance with Generally Accepted Government Auditing Standards. WS+B was not engaged to, and did not, conduct an examination, the objective of which would be the expression of an opinion on the financial and program operations of the 311 Program, and accordingly did not express such an opinion.

Description of 311 program:

The Managing Director's Office describes the 311 program as a "Mayoral/Programmatic Initiative" and its self-promulgated Program Mission is as follows:

- Provide the public with quick, easy access to all City of Philadelphia government services and information while maintaining the highest possible level of customer service.
- Assist agencies and departments improve service delivery by allowing them to focus on their core missions and manage their workload efficiently.
- Provide recommendation into ways to improve City government through accurate, consistent measurement and analysis of service delivery citywide.

Overview of Conditions Found:

The City of Philadelphia 311 Program has not achieved the goals of its stated Program Mission, although operating for in excess of two years. As more fully reported upon in the body of this report the following conditions exist:

- The 311 Program does not have a formal set of financial or performance guidelines in place, by which to monitor its program and as a result effective monitoring is not taking place.
- 311 Program management does not provide City Council or the Administration with complete programmatic or financial information for the overall cost of the 311 Program. While the city's accounting system is not designed to capture total cost information on a program basis, 311 Program management does have the ability to compile full cost reports from other sources of information maintained by the city's Finance Office.
- The 311 Program operating budget and its reports of expenditures do not accurately report the "all inclusive cost" of the program. As a prime example, the reported projected budgeted cost of the program for FY 2011 in the amount of approximately \$2.8 million, neglects to include other direct and indirect program costs in an amount approximating \$3 million, more than doubling the true cost of the program. The true cost of the 311 Program is not approximately \$2.8 million but rather \$5.8 million annually. It should be noted that this statistic is prior to any planned expansion of the program. Additionally, the underreported and budgeted \$3 million of costs are captured in other city department budgets.
- Statistics have not been captured by the 311 Program to determine if in fact, the citizens are aware of the existence of the 311 call-in number, and therefore stakeholders are unable to accurately determine if the system is being used to its maximum potential.
- One significant factor raised during the initial justification process for opening the 311 Program in Philadelphia was "to alleviate calls to 911" for non-emergency calls (as published and discussed in various documents). Based upon statistics available, as provided by the 911 Program, this appears to not have occurred. In addition, 311 Program management has not attempted to monitor if the number of 911 calls has been reduced, since the inception of the 311 Program.

- One-third of the service requests submitted and monitored by the 311 Program are not completed in a timely manner by the responsible City department.
- The 311 Program is not unique to the City of Philadelphia and in fact, dozens of cities across the country operate a 311 Program. Based upon our review of the description of other cities' programs, many of which have been in operation for many years, the Philadelphia 311 Program is still operating as a fledgling call-in center and not at the level of sophistication of other cities' programs.
- In order to gain an appreciation and deeper understanding of the program operations as described in the section of this report entitled: Mission Statement, Purpose and Summary of the Operations of the 311 Program, the following summary of key statistics for calendar year 2010 is presented:

<u>Category</u>	<u>Number of Calls</u>	
Calls Offered:	1,366,837	(Calls handled by program)
Self Service:	530,210	(Automated attendant, no operator)
Calls Accepted by Agent:	836,627	(Calls answered by operator)
Calls Abandoned:	90,234	(Calls dropped from system)
Calls Answered by Agent:	746,393	(Calls actually answered by agent)
Tickets Created:	90,347	(Formal Service Request ticket created)
Tickets Not Completed Timely:	25,790	(Exceeded number of days per Service Level Agreement)

An analysis of the above statistics results in the basic conclusion that other than the 90,347 calls annually that result in a Service Request, 93% or 1,276,490 calls entering the system are not monitored. Additionally, the 311 Program is unable to adhere to its mission statement "to provide recommendations to improve City government through accurate, consistent measurement and analysis of service delivery citywide" without monitoring what the purpose of 93% of its calls at a cost of approximately \$5.8 million were for.

- Monthly and annual statistical reports generated to the Public and Council may be misleading.
- In summary, in 2010 and 2009, 90,347 and 49,976 Service Requests were generated by the 311 Program, respectively. The following is a highlight of the most often generated service requests:
 1. Maintenance-residential 11,912
 2. Street light outage 7,341
 3. Abandoned automobile 6,782
 4. Rubbish collections 6,629
 5. Illegal dumping 4,167

These five categories, totaling 36,831 tickets created in 2010 represent 40% of all service requests generated. The 311 Program has not provided a cost benefit relationship of the cost of the program related to the types of Service Requests generated as highlighted above.

Summary of Recommendations:

311 Program management should strive to meet its stated mission by establishing effective systems by which it can report and monitor both financial and program results. Once established, a detailed review of its current operations and plans for the future of the 311 Program should take place. These and other proposed recommendations are more fully described in the body of the report.



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Independent Accountant's Report on Applying Agreed-Upon Procedures

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We have performed the procedures enumerated in this report, which were agreed to by the City of Philadelphia, Office of the City Controller, solely to assist you in evaluating the following aspects of the City of Philadelphia 311 Program for the year ended December 31, 2010 with comparative data to December 31, 2009 where available:

- **Financial operations:** Budgeting, tracking, reporting and monitoring of Program expenditures. Review the financial operations of the 311 Program through a series of agreed-upon procedures including inquiry of 311 Program management and other City employees providing support to the program. The procedures performed and resulting findings and recommendations related to the financial operations of the 311 Program are enumerated in the body of the report.
- **Program operations and related accomplishments:** Program mission, summary of operations, Program results and Program monitoring. Review the program operations of the 311 Program through inquiry of 311 Program management and other City employees providing support to the Program. Generate and analyze reports of meaningful performance criteria, from data supplied by the 311 Program. The procedures performed and resulting findings and recommendations related to the program operations and related accomplishments of the 311 Program are enumerated in the body of the report.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and in accordance with *Generally Accepted Government Auditing Standards* issued by the Comptroller General of the United States. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently we make no representation regarding the sufficiency of the procedures described in the report, either for which this report has been requested or for any other purpose.

We were not engaged to, and did not, conduct an examination, the objective of which would be the expression of an opinion on financial and program operations of the 311 Program. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.



This report is intended solely for the information and use of the City of Philadelphia, Office of the City Controller, the Managing Director's Office and the 311 Program and is not intended to be and should not be used by anyone other than the specified parties.

Withers Smith + Brown, PC

August 4, 2011

Introduction:

The City of Philadelphia 311 Program has been operating since January 1, 2009 under the direction of the Managing Director's Office (MDO). The mission and purpose of the 311 Program is described in detail throughout the body of this report, however most succinctly in the section entitled "Mission Statement, Purpose and Summary of the Operations of the 311 Program".

The general purpose of this report is to provide a snapshot of the financial and programmatic operations of the 311 program from inception (January 1, 2009) through December 31, 2010, with an emphasis on financial and program operations and systems in place for the year ended December 31, 2010. The report focuses on several key specific areas related to the 311 Program and include the following:

1. Mission Statement, Purpose and Summary of the Operations of the 311 Program;
2. Authorizing Legislation;
3. Financial Information including Oversight and Related Financial Highlights; and
4. Program Operations, Monitoring, and Program Accomplishments.

Several schedules have been prepared utilizing 311 Program data and are presented in an appendix to this report. These schedules of program statistical data, sorted in a variety of ways, will assist the reader in analyzing program accomplishments.

Charts reflecting the number of incoming calls into the system, those answered by an auto attendant rather than an operator (agent), those generating a Service Request Ticket under a Service Level Agreement (SLA), and items such as calls dropped are available in the appendix to this report and are sorted in a variety of ways.

Mission Statement, Purpose and Summary of the Operations of the 311 Program:

A. Agreed-Upon Procedure:

Determine through inquiry and observation the basic mission, purpose and operations of the 311 program and report in a summary format.

1. *Program Summary as provided by the 311 Program:*

The management of the 311 program has published its stated mission, goals, and anticipated outcomes on numerous occasions and in multiple publications and locations. The following description of the 311 Program has been provided by 311 management, published on the 311 website and/or has been reported by PhillyStat:

- ***The Mission of the 311 Program***
 - *Provide the public with quick, easy access to all City of Philadelphia government services and information while maintaining the highest possible level of customer service.*
 - *Assist agencies and departments improve service delivery by allowing them to focus on their core missions and manage their workload efficiently.*
 - *Provide recommendation into ways to improve City government through accurate, consistent measurement and analysis of service delivery citywide.*
- ***The initial objective of the program and the future objectives for the program (initial and future strategic plan)-August, 2010***
 - *The 311 Project Plan is still in Phase I of the project plan. The 311 Contact Center (including call center and walk-in facility) has been operational for 18 months.*
 - *We are in the process of staging the next steps to move towards implementation of Phase II - Technology Upgrades (Telephony and Customer Support Applications)*
 - *Project Launch and subsequent phases based on the original project plan are described below:*

- **311 Contact Center: What to Expect - Phase I**
 - *24/7/365 Contact Center located at City Hall with Walk-In Space*
 - Directory Assistance
 - General Information Requests
 - Customer Service Requests to Departments
 - *Service Level Performance Agreements*

- **311 Contact Center: Multi-Phase Approach**
 - *Phase I - 311 Contact Center Launch*
 - Public Launch - December 31, 2008
 - *Phase II - Expand System Automation*
 - Citizen Relationship Management (CRM) Implementation
 - Work Order Management Integration
 - *Phase II - Full System Integration*

2. Additional Program Operational Summary:

The following additional explanation of the program operations is provided in order to assist the reader in developing a more comprehensive understanding of this initiative:

The 311 Program is not unique to the City of Philadelphia and in fact, dozens of cities across the country operate a 311 Program. Based upon our review of the description of other cities programs, many of which have been in operation for many years, the Philadelphia 311 Program is still operating as a fledgling call-in center. The Administration, as described in the "Authorizing Legislation" section of this report has identified a need for a fully functional 311 program to assist the Citizens of Philadelphia with quick easy access to available government services.

Other than providing very basic information through a single designated phone number (311), for non-emergency services, the 311 Program is designed as a call-in-center to assist the government to provide the citizen assistance in accomplishing certain basic tasks; i.e. from directory assistance to dealing with an abandoned auto or a building construction matter. (Note: a partial listing of the Service Requests is contained in the appendix to this report.) The citizens of the city are able to contact the 311 Program primarily through a call-in phone number; although the program does provide access through an operational walk-in center, a website, email, fax and other means of contact.

In brief, either a call is auto answered or it is transferred to an operator/agent that provides basic information. In some cases, a call will generate a service request to a City Department. These requests are part of a "Service Level Agreement", an (SLA), which is the backbone by which the entire Program is monitored. As an example, one of the many SLA's in place, in fact a very often used Service Request is with the Streets Department, with a ticket category description of "Street Light Outage". All SLA's are assigned by the department, not 311, a maximum number of days by which a request should be resolved; in the case of Street Light Outage, it is 10 days. Although the number of days is decided upon by the department, not 311; the 311 Program monitors the completion of the task and is charged with communicating the results of the work order with the citizen.

The 311 Program accepts calls by an agent from Monday to Friday, from 8:00 am to 8:00 pm and is closed on Saturday, Sunday and Holidays. Initially the Program was accepting calls on a "24 hours per day / 7 days per week / 365 days per year" basis. In addition, the Program operates a walk-in office, located at City Hall with office hours from Monday to Friday, from 9:00 am to 5:00 pm.

During the calendar year 2010 the Program operated with approximately 60 staff, of which many have been transferred into the 311 program from other City departments, as indicated per program management.

Authorizing Legislation:

B. Agreed-Upon Procedure:

Determine through inquiry the basis by which the 311 Program is authorized to operate and report in a summary format. In addition, determine if a City Council ordinance is in place by which the program has been established and any specific financial and/or programmatic guidelines have been set by which the program must operate.

1. Condition:

The MDO describes the 311 program as a "Mayoral/Programmatic Initiative" and therefore the Program does not have any formal legislative guidelines by which it is required to operate within. The MDO, through its 311 Program Management Team has prepared a mission statement, which has been published and presented to the public and has been provided in this report for background purposes. It is therefore our conclusion the 311 Program is not regulated in any way by any financial, operational or legislative principles other than those that would be described as "best practices" as in any other city government funded program or initiative.

Recommendation:

A program that carries an approximate budget of \$5.8 million per year (as discussed in greater detail in this report), is in the public eye and is earmarked for expansion, although established through a Mayoral/Programmatic Initiative, should have specific written financial and performance guidelines for program officials to follow. These guidelines can be created internally so long as they follow best practices.

Financial Information including Oversight and Related Highlights:

C. Agreed-Upon Procedure(s):

Determine through inquiry and observation the following:

1. Does an accurate, current and complete financial budget exist for the 311 Program.
2. Is there an accurate accounting and reporting of costs of the 311 Program on a regular basis.
3. Is there a system in place that allows for a sufficient monitoring of the 311Program budget to actual and if so, is the process being performed on a timely basis.
4. Is accurate financial data being utilized when comparing performance statistics to the cost of the program.

2. Condition:

311 Program management does not provide City Council or the Administration with complete programmatic or financial information for the overall cost of the 311 Program. While the city's accounting system is not designed to capture total cost information on a program basis, 311 Program management does have the ability to compile full cost reports from other sources of information maintained by the city's Finance Office.

A financial budget prepared exclusively for the 311 Program is neither provided nor prepared for City Council or the Administration for approval on an annual basis. Therefore, a review by Council or the Administration of budget to actual expenditures on an annual basis is not possible, and clearly a monthly and/or quarterly review of this nature is unable to be performed.

During the period covered by this engagement, the costs of the 311 Program are included in the overall MDO's annual budget presented to City Council, without a specific breakout for this program, and therefore Council does not have an opportunity to review the cost of the program. In addition, only direct payroll and other consulting costs of the Program are budgeted and accounted for by the 311 Program, as described in other sections of this report.

Recommendation:

Best practices dictate management of the 311 program should prepare and monitor on a regular basis a financial budget of program operations. This budget should be available for public inspection and should include all direct and indirect costs of the 311 program.

3. Condition:

As previously reported, the budget for the 311 Program is not segregated in the Managing Directors Office annual budget. 311 Program Management does attempt to maintain on an internal basis a separate and distinct budget and summary of expenditures for the program. However, this summary of costs is not "all inclusive" of the total cost of the program. The budget essentially only tracks costs for class 100 - direct payroll.

The 311 Program Budget does not budget or track costs related to Fringe Benefits, City Overhead Allocations, IT Infrastructure Costs (hardware, operating system, networking equipment, telephony, leased lines, application software, etc) and thus in total is grossly understated when determining the actual cost of the program. The budgeting and recording of the other program related expenditures may be captured and reported in other City's Department budgets and expenditure reports, yet an allocation of these costs to the 311 Program does not exist. As a result we have not been provided with any allocation of these related expenditures to the 311 program nor has the 311 Program reported any estimate of these costs.

The operating budget for the 311 Program expenditures for fiscal year 2011 as generated by the 311 Program management is summarized as follows:

<u>Class of Expenditures</u>	<u>Amount</u>
100 – Personnel Services	\$ 2,502,437
200 – Professional Services	<u>260,000</u>
Total	<u>\$ 2,762,437</u>

As previously stated, we believe the projected and budgeted cost of operating the program in fiscal year 2011 is dramatically understated and in addition any reports of prior year actual expenditures have been understated as well. Projections of the understatement are in the range of \$1,500,000 for IT Infrastructure, \$1,000,000 for Fringe Benefits (@40%) and \$500,000 (@20%) for overhead; totaling a \$3,000,000 understatement of 311 Program costs.

Recommendation:

An accurate, current and complete budget and accounting for program costs should be utilized by program management. The budgetary and expenditure reporting systems in place, utilized to report to both internal and external entities should be modified to report the full and accurate cost of the Philadelphia 311 Program. The 311 Program management should consider if this practice is neither practical nor possible. Appropriate disclosure stating that certain expenditures have been excluded from published reports should be made. This will allow for accurate reporting of items such as the "cost per call" as a rather standard statistic in the industry. In addition, accurate reporting of program costs to decision makers is essential to allow for informed decisions to be made regarding program spending and its success.

Program Operations, Monitoring and Program Accomplishments:

D. Agreed Upon Procedure:

Has 311 Program management been able to capture statistics to determine if the general public is aware of the 311 call in system.

4. Condition:

The basic premise of developing a 311 Program in the City of Philadelphia was to notify the general public that "dialing 311" was the fastest and most efficient manner to reach out to access the City's basic core services. No

statistics have been captured by the 311 Program to verify if the citizens are aware of the Program's existence or how many calls are being directed to City Departments and thus bypassing 311.

Recommendation:

311 Program management should develop a plan to determine if they are adhering to the mission of the program which is to "provide the public with quick, easy access to all City of Philadelphia government services". This plan should include establishing a system by which to monitor its mission.

E. Agreed Upon Procedure(s):

Obtain and sort key program statistical data for the calendar year ended December 31, 2010 and 2009, where available.

1. Prepare schedules and charts for inclusion in an appendix to the report that captures these details.
2. Analyze the key program statistical data and provide a summary of the data.
3. Prepare an analysis of the key Service Requests generated by the 311 Program.
4. Review the accuracy of statistics reported to City Council, the Administration and to the Public.
5. Analyze the existing Service Level Agreements and comment.

Summary Introduction into Agreed Upon Procedures E.1 to E.5:

311 Program Management has provided us with the required data of key program deliverables which we sorted in a variety of ways to create meaningful reports which are presented as attachments in the appendices to this document. We have selected the calendar year 2010 data to sort to be reported in its entirety, with comparisons to 2009 where the data is available.

We have extracted and sorted those statistics which we believe to be significant and meaningful to the reader of this report, some of which are summarized below. The attached reports should be read in conjunction with the below summary.

In order to gain an appreciation and deeper understanding of the program operations as described in the section of this report entitled: Mission Statement, Purpose and Summary of the Operations of the 311 Program, the following summary of key statistics is presented.

Calendar Year 2010 Basic Statistical Data: (See *Calls - Master Summary* on page 13)

<u>Category</u>	<u>Number of Calls</u>	
Calls Offered:	1,366,837	(Calls handled by program)
Self Service:	530,210	(Automated attendant, no operator)
Calls Accepted by Agent:	836,627	(Calls answered by operator)
Calls Abandoned:	90,234	(Calls dropped from system)
Calls Answered by Agent:	746,393	(Calls actually answered by agent)
Tickets Created:	90,347	(Formal Service Request ticket created)
Tickets Not Completed Timely:	25,790	(Exceeded number of days per SLA)

5. Condition:

An analysis of the above statistics results in the basic conclusion that other than the 90,347 calls annually that result in a Service Request, 93% or 1,276,490 calls entering the system are not monitored. Items below labeled as 5.1 to 5.3 highlight this condition, in addition to raising other conclusions. Additionally, the 311 Program is unable to adhere to its mission statement "to provide recommendations to improve City government through accurate, consistent measurement and analysis of service delivery citywide" without monitoring what the purpose of 93% of its calls at a cost of approximately \$6,000,000 were for.

- 5.1: 39% of calls are answered by the automated attendant, which provides only one basic message daily. 311 Program Management is unable to capture the information the caller has utilized and thus unable to monitor if 39% of the calls (530,210 calls in 2010) have provided the public with an acceptable response or if the caller has simply dropped.
- 5.2: Of the 61% of calls actually accepted by an agent, 11% are abandoned for reasons which the Program is unable to specifically identify, of which there can be many. This too is not monitored.
- 5.3: Of the 746,393 calls answered, only 12%, 90,347 are generating a ticket request which falls within a Service Level Agreement, a minimal number. In order to determine if a 12% Service Request rate is acceptable, the monitoring of the purpose of all other calls would need to be known.

Recommendation:

It is apparent that numerous pieces of the 311 Program call in operations are not monitored. An automated tracking system must be put in place to provide 311 management with the tools required by which it can monitor the success of its delivery of services to the public.

6. Condition:

Reports generated to the Public and Council, such as the Philly311 Contact Center Monthly Report for December 2010 may be misleading as follows:

- a. The report states that the “percent of calls answered” equals 97%. The same report presents the number of calls offered and by inference the reader assumes 97% of calls offered are answered. The 97% statistic represents the number of calls answered versus abandoned, eliminates the number of calls going to self-service and leads the reader to a conclusion that may not be the assumption of the public. Actually, for the month of December 2010, 57% of the calls coming into the system were retrieved by an agent and 43% were answered by the auto attendant.
- b. To complete the December 2010 scenario, of the 107,062 calls entering the system, 46,494 calls were retrieved by the auto- attendant, resulting in 57%, 60,568 call accepted, 1,916 calls dropped and 58,652 calls responded to by an agent. Of the 58,652 calls answered by an agent only 6,257 resulted in a service request. Therefore the service request percentage represents 6% of the total calls entering the system. To conclude on this point, a minimal number of service requests are being generated by the 311 call in program.

Recommendation:

Program statistics should only be reported in an accurate manner. If management concludes they wish to continue to report the “number of calls answered” in the same manner as they have in the past, additional disclosure is clearly required so as to not be reporting misleading information.

7. Condition:

- a. Many Service Level Agreements/Service Requests with city departments, basic services which 311 could manage, have yet to come on line and agreements have not been reached with the departments to date. The Management of the 311 Program has been unable to identify a comprehensive listing of those other Service Requests that should be brought on-line or provide statistics related to the other city phone numbers that are being direct dialed by the public, rather than called into 311. These items appear basic to the growth of the program.
- b. We have prepared summary schedules and charts of the number of tickets created by year (2009 and 2010), sorted by City department and further analyzed by category (included in appendix to this report). To highlight a significant statistic related to the Service Requests created we have prepared a brief analysis below. In summary, in 2010 and 2009, 90,347 and 49,976 tickets were created, respectively. The following is a highlight of the most often generated service requests (See *Master Listing of Tickets by Department, by Year* on pages 25 to 29):

1. Maintenance-residential	11,912
2. Street light outage	7,341
3. Abandoned automobile	6,782
4. Rubbish collections	6,629
5. Illegal dumping	4,167

These five categories, totaling 36,831 tickets created in 2010 represent 40% of all service requests generated. The 311 Program has not provided a cost benefit relationship of the cost of the program related to the types of Service Requests generated as highlighted above.

Recommendation:

The 311 program should determine, through meetings with city departments, all of the potential service requests that it may be required to handle in the future and gather statistics on all other city phone numbers being directly called which are generating some type of service request. These types of details appear basic to the planning for the growth of the program.

Additionally, 311 Program management should review the cost of the program, approximated to be \$6,000,000 against the program outcomes summarized above.

8. Condition:

In calendar year 2010, one-third of the 311 Program service requests (tickets) were not completed in a timely manner (within the number of days in the Service Level Agreement).

As previously reported, when a service level agreement is entered into by the 311 Program with a City department, the department determines the number of days by which a service request should be completed. The 311 Program monitors the status of these requests.

Of the 88,545 service requests prepared in 2010, 25,790 were not completed within the prescribed number of days (See *Summary of Tickets Created and Completed by SLA*, pages 47 to 52, and *Master Summary of Tickets Created and Completed*, page 46).

Recommendation:

The 311 Program management should consider reviewing the prescribed number of days set by the department to complete a service request. In addition, statistics related to service request completion rates should be reported to the Public, City Council and the Administration on a regular basis.

9. Condition:

We have found that although part of the initial justification for opening a 311 program was to alleviate calls to 911 (as published and discussed in various documents), this has not occurred and the 311 Program initiative has not attempted to monitor this statistic. In addition, there are a minimal number of calls referred from 911 to 311 and vice-versa throughout the year.

Recommendation:

311 program management should re-examine, what appears to be one of the basic premises for opening the 311 call in center initially, to ease of the burden on the 911 system.

**City of Philadelphia 311 Program
Statistical Reports
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**City of Philadelphia - 311 Program
Calls - Master Summary
January 1, 2010 - December 31, 2010**

MONTH	OFFRD	SELF SERVICE	SELF SERVICE %	AGENT ACPT %	ACCPY	ANSWD	ABAND	ANSWD %	TICKETS CREATED	TKTS AS % OF ANSWD	PERCENTAGE BREAKDOWN AS NO. OF CALLS OFFERED				
											SELF SERVICE	TKT CREATION	ABAND	OTHER TALK TIME	TOTAL
2010-1	97,751	35,503	36%	64%	62,248	58,339	3,909	94%	5,051	9%	36%	5%	4%	55%	100%
2010-2	189,549	90,706	48%	52%	98,843	69,075	29,768	70%	9,687	14%	48%	5%	16%	31%	100%
2010-3	127,138	47,442	37%	63%	79,696	69,214	10,482	87%	8,314	12%	37%	7%	8%	48%	100%
2010-4	109,799	36,186	33%	67%	73,613	65,529	8,084	89%	7,008	11%	33%	6%	7%	53%	100%
2010-5	101,620	35,403	35%	65%	66,217	60,669	5,548	92%	7,231	12%	35%	7%	5%	53%	100%
2010-6	122,757	43,423	35%	65%	79,334	69,326	10,008	87%	8,887	13%	35%	7%	8%	49%	100%
2010-7	115,849	43,059	37%	63%	72,790	67,939	4,851	93%	9,359	14%	37%	8%	4%	51%	100%
2010-8	108,217	39,265	36%	64%	68,952	64,693	4,259	94%	8,832	14%	36%	8%	4%	52%	100%
2010-9	95,907	33,596	35%	65%	62,311	57,077	5,234	92%	7,542	13%	35%	8%	5%	52%	100%
2010-10	98,977	42,320	43%	57%	56,657	53,240	3,417	94%	6,117	11%	43%	6%	3%	48%	100%
2010-11	92,211	36,813	40%	60%	55,398	52,640	2,758	95%	6,062	12%	40%	7%	3%	51%	100%
2010-12	107,062	46,494	43%	57%	60,568	58,652	1,916	97%	6,257	11%	43%	6%	2%	49%	100%
TOTAL	1,366,837	530,210	39%	61%	836,627	746,393	90,234	89%	90,347	12%	39%	7%	7%	48%	100%
MAX	189,549	90,706	48%	52%	98,843	69,326	29,768	70%	9,687	14%	48%	8%	16%	55%	126%
MIN	92,211	33,596	36%	64%	55,398	52,640	1,916	95%	5,051	10%	33%	5%	2%	31%	71%
AVG	113,903	44,184	39%	61%	69,719	62,199	7,520	89%	7,529	12%	38%	7%	6%	49%	100%

Formulas for Calls

Calls Offered = Calls Handled through Self Service + Calls Accepted

Calls Accepted = Calls Answered + Calls Abandoned

Color Codes Used for Calls Answered

Greater than 90% Answered
75% to 90% Answered
60% to 75% Answered
Less than 60% Answered

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Calls by Day of the Week
January 1, 2010 - December 31, 2010**

<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
Sunday *	63,879	60,361	94%	3,518	3,360	158	96%
Monday	265,720	90,297	34%	175,423	153,800	21,623	88%
Tuesday	253,894	82,938	33%	170,956	153,592	17,364	90%
Wednesday	242,171	79,653	33%	162,518	145,223	17,295	89%
Thursday	241,274	85,255	35%	156,019	141,583	14,436	91%
Friday	225,869	78,809	35%	147,060	131,067	15,993	89%
Saturday **	74,030	52,897	71%	21,133	17,768	3,365	84%
TOTAL	1,366,837	530,210	39%	836,627	746,393	90,234	89%

MAX	265,720	90,297	34%	175,423	153,800	21,623	88%
MIN	63,879	52,897	83%	3,518	3,360	158	96%
AVG	195,262	75,744	39%	119,518	106,628	12,891	89%

Formulas for Calls

Calls Offered = Calls Handled through Self Service + Calls Accepted

Calls Accepted = Calls Answered + Calls Abandoned

Color Codes Used for Calls Answered

Greater than 90% Answered
75% to 90% Answered
60% to 75% Answered
Less than 60% Answered

Note: * - The last calls accepted on a Sunday was on 7/4/2010

** - The last calls accepted on a Saturday was on 7/17/2010

**City of Philadelphia - 311 Program
Calls by Time of the Day
January 1, 2010 - December 31, 2010**

<u>TIME INTERVAL</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCP</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
00:00:00				9	8	1	89%
00:30:00				12	12	-	100%
01:00:00				9	9	-	100%
01:30:00				13	12	1	92%
02:00:00				4	4	-	100%
02:30:00				4	3	1	75%
03:00:00				17	17	-	100%
03:30:00				9	8	1	89%
04:00:00				16	16	-	100%
04:30:00				30	27	3	90%
05:00:00				36	34	2	94%
05:30:00				58	54	4	93%
06:00:00				98	93	5	95%
06:30:00				101	98	3	97%
07:00:00				749	567	182	76%
07:30:00				952	674	278	71%
08:00:00				29,362	25,928	3,434	88%
08:30:00				34,894	30,237	4,657	87%
09:00:00				47,393	40,709	6,684	86%
09:30:00				49,318	40,488	8,830	82%
10:00:00				51,564	43,184	8,380	84%
10:30:00				50,862	43,722	7,140	86%
11:00:00				49,735	43,090	6,645	87%
11:30:00				47,482	40,103	7,379	84%
12:00:00				48,301	43,466	4,835	90%
12:30:00				44,719	42,251	2,468	94%
13:00:00				43,916	41,570	2,346	95%
13:30:00				43,015	40,254	2,761	94%
14:00:00				43,203	40,304	2,899	93%
14:30:00				42,083	40,279	1,804	96%
15:00:00				40,412	38,267	2,145	95%
15:30:00				38,731	37,071	1,660	96%
16:00:00				33,309	28,732	4,577	86%
16:30:00				27,285	24,210	3,075	89%
17:00:00				16,589	14,568	2,021	88%
17:30:00				13,853	12,637	1,216	91%
18:00:00				11,240	9,374	1,866	83%
18:30:00				9,447	8,288	1,159	88%
19:00:00				9,081	8,015	1,066	88%
19:30:00				7,650	7,012	638	92%
20:00:00				303	260	43	86%
20:30:00				220	211	9	96%
21:00:00				173	168	5	97%
21:30:00				128	122	6	95%
22:00:00				73	73	-	100%
22:30:00				70	67	3	96%
23:00:00				68	67	1	99%
23:30:00				31	30	1	97%
TOTAL	1,366,837	530,210	39%	836,627	746,393	90,234	89%

MAX				51,564	43,722	8,830	85%
MIN				4	3	-	75%
AVG				17,430	15,550	1,880	89%

Note: The data for Offered Calls was available only by date (for the period January to July, 2010) and not also by time interval.

Formulas for Calls

Calls Offered = Calls Handled through Self Service + Calls Accepted
 Calls Accepted = Calls Answered + Calls Abandoned

Color Codes Used for Calls Answered

Greater than 90% Answered
75% to 90% Answered
60% to 75% Answered
Less than 60% Answered

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
1-Jan-10	Friday	1,178	555	47%	623	598	25	96%
2-Jan-10	Saturday	1,169	638	55%	531	504	27	95%
3-Jan-10	Sunday	838	838	100%	-	-	-	
4-Jan-10	Monday	5,428	1,489	27%	3,939	3,368	571	86%
5-Jan-10	Tuesday	4,859	1,419	29%	3,440	3,113	327	90%
6-Jan-10	Wednesday	4,495	1,307	29%	3,188	2,976	212	93%
7-Jan-10	Thursday	4,130	1,203	29%	2,927	2,742	185	94%
8-Jan-10	Friday	4,275	1,335	31%	2,940	2,774	166	94%
9-Jan-10	Saturday	1,360	747	55%	613	561	52	92%
10-Jan-10	Sunday	872	872	100%	-	-	-	
11-Jan-10	Monday	4,688	1,267	27%	3,421	3,298	123	96%
12-Jan-10	Tuesday	4,286	1,267	30%	3,019	2,917	102	97%
13-Jan-10	Wednesday	4,079	1,148	28%	2,931	2,857	74	97%
14-Jan-10	Thursday	4,019	1,279	32%	2,740	2,645	95	97%
15-Jan-10	Friday	3,734	1,111	30%	2,623	2,545	78	97%
16-Jan-10	Saturday	1,399	750	54%	649	563	86	87%
17-Jan-10	Sunday	1,208	1,208	100%	-	-	-	
18-Jan-10	Monday	2,510	1,260	50%	1,250	1,223	27	98%
19-Jan-10	Tuesday	4,964	1,615	33%	3,349	3,062	287	91%
20-Jan-10	Wednesday	4,325	1,438	33%	2,887	2,780	107	96%
21-Jan-10	Thursday	4,224	1,446	34%	2,778	2,632	146	95%
22-Jan-10	Friday	3,951	1,311	33%	2,640	2,554	86	97%
23-Jan-10	Saturday	1,163	656	56%	507	484	23	95%
24-Jan-10	Sunday	799	799	100%	-	-	-	
25-Jan-10	Monday	5,600	1,839	33%	3,761	3,231	530	86%
26-Jan-10	Tuesday	4,291	1,260	29%	3,031	2,872	159	95%
27-Jan-10	Wednesday	4,012	1,228	31%	2,784	2,700	84	97%
28-Jan-10	Thursday	3,935	1,331	34%	2,604	2,523	81	97%
29-Jan-10	Friday	3,880	1,346	35%	2,534	2,390	144	94%
30-Jan-10	Saturday	1,246	707	57%	539	427	112	79%
31-Jan-10	Sunday	834	834	100%	-	-	-	
1-Feb-10	Monday	4,800	1,520	32%	3,280	3,097	183	94%
2-Feb-10	Tuesday	4,167	1,376	33%	2,791	2,709	82	97%
3-Feb-10	Wednesday	3,918	1,355	35%	2,563	2,508	55	98%
4-Feb-10	Thursday	3,920	1,300	33%	2,620	2,537	83	97%
5-Feb-10	Friday	3,790	1,213	32%	2,577	2,516	61	98%
6-Feb-10	Saturday	3,080	1,559	51%	1,521	1,423	98	94%
7-Feb-10	Sunday	3,726	1,581	42%	2,145	2,033	112	95%
8-Feb-10	Monday	8,069	3,441	43%	4,628	3,828	800	83%
9-Feb-10	Tuesday	7,495	3,404	45%	4,091	3,816	275	93%
10-Feb-10	Wednesday	7,272	4,521	62%	2,751	2,575	176	94%
11-Feb-10	Thursday	15,713	7,624	49%	8,089	5,448	2,641	67%
12-Feb-10	Friday	16,118	6,766	42%	9,352	5,008	4,344	54%
13-Feb-10	Saturday	7,437	4,271	57%	3,166	1,343	1,823	42%
14-Feb-10	Sunday	5,824	5,824	100%	-	-	-	
15-Feb-10	Monday	8,833	4,018	45%	4,815	2,458	2,357	51%
16-Feb-10	Tuesday	11,914	6,558	55%	5,356	2,613	2,743	49%

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
17-Feb-10	Wednesday	10,484	4,137	39%	6,347	2,881	3,466	45%
18-Feb-10	Thursday	9,374	3,654	39%	5,720	3,088	2,632	54%
19-Feb-10	Friday	8,507	3,699	43%	4,808	2,648	2,160	55%
20-Feb-10	Saturday	2,921	1,806	62%	1,115	997	118	89%
21-Feb-10	Sunday	1,563	1,563	100%	-	-	-	
22-Feb-10	Monday	7,514	2,516	33%	4,998	3,481	1,517	70%
23-Feb-10	Tuesday	6,702	2,579	38%	4,123	2,886	1,237	70%
24-Feb-10	Wednesday	7,861	3,106	40%	4,755	2,709	2,046	57%
25-Feb-10	Thursday	7,482	4,263	57%	3,219	2,903	316	90%
26-Feb-10	Friday	7,575	4,272	56%	3,303	2,946	357	89%
27-Feb-10	Saturday	2,110	1,400	66%	710	624	86	88%
28-Feb-10	Sunday	1,380	1,380	100%	-	-	-	
1-Mar-10	Monday	6,508	2,423	37%	4,085	3,259	826	80%
2-Mar-10	Tuesday	5,609	2,001	36%	3,608	2,919	689	81%
3-Mar-10	Wednesday	5,163	1,810	35%	3,353	2,776	577	83%
4-Mar-10	Thursday	5,238	1,743	33%	3,495	2,924	571	84%
5-Mar-10	Friday	5,258	1,804	34%	3,454	2,604	850	75%
6-Mar-10	Saturday	1,648	901	55%	747	584	163	78%
7-Mar-10	Sunday	940	940	100%	-	-	-	
8-Mar-10	Monday	5,418	1,725	32%	3,693	3,118	575	84%
9-Mar-10	Tuesday	4,965	1,577	32%	3,388	2,858	530	84%
10-Mar-10	Wednesday	4,766	1,593	33%	3,173	2,589	584	82%
11-Mar-10	Thursday	4,608	1,626	35%	2,982	2,598	384	87%
12-Mar-10	Friday	4,274	1,569	37%	2,705	2,499	206	92%
13-Mar-10	Saturday	2,645	1,846	70%	799	682	117	85%
14-Mar-10	Sunday	1,401	1,401	100%	-	-	-	
15-Mar-10	Monday	5,938	2,322	39%	3,616	3,177	439	88%
16-Mar-10	Tuesday	4,588	1,387	30%	3,201	2,854	347	89%
17-Mar-10	Wednesday	4,648	1,408	30%	3,240	2,879	361	89%
18-Mar-10	Thursday	4,383	1,300	30%	3,083	2,834	249	92%
19-Mar-10	Friday	4,207	1,240	29%	2,967	2,530	437	85%
20-Mar-10	Saturday	1,424	786	55%	638	589	49	92%
21-Mar-10	Sunday	1,014	1,014	100%	-	-	-	
22-Mar-10	Monday	5,457	1,607	29%	3,850	3,495	355	91%
23-Mar-10	Tuesday	4,774	1,386	29%	3,388	3,163	225	93%
24-Mar-10	Wednesday	4,845	1,406	29%	3,439	2,963	476	86%
25-Mar-10	Thursday	4,507	1,409	31%	3,098	2,876	222	93%
26-Mar-10	Friday	5,001	2,222	44%	2,779	2,529	250	91%
27-Mar-10	Saturday	1,370	781	57%	589	515	74	87%
28-Mar-10	Sunday	1,586	1,586	100%	-	-	-	
29-Mar-10	Monday	5,502	1,696	31%	3,806	3,400	406	89%
30-Mar-10	Tuesday	4,787	1,530	32%	3,257	3,034	223	93%
31-Mar-10	Wednesday	4,666	1,403	30%	3,263	2,966	297	91%
1-Apr-10	Thursday	5,733	1,744	30%	3,989	3,334	655	84%
2-Apr-10	Friday	4,209	1,325	31%	2,884	2,181	703	76%
3-Apr-10	Saturday	1,350	715	53%	635	605	30	95%
4-Apr-10	Sunday	1,012	1,012	100%	-	-	-	

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
5-Apr-10	Monday	5,715	1,582	28%	4,133	3,495	638	85%
6-Apr-10	Tuesday	5,142	1,519	30%	3,623	3,105	518	86%
7-Apr-10	Wednesday	4,980	1,460	29%	3,520	3,071	449	87%
8-Apr-10	Thursday	5,139	1,485	29%	3,654	3,258	396	89%
9-Apr-10	Friday	4,775	1,686	35%	3,089	2,689	400	87%
10-Apr-10	Saturday	1,443	746	52%	697	591	106	85%
11-Apr-10	Sunday	880	880	100%	-	-	-	
12-Apr-10	Monday	5,628	1,539	27%	4,089	3,440	649	84%
13-Apr-10	Tuesday	4,524	1,211	27%	3,313	2,918	395	88%
14-Apr-10	Wednesday	4,709	1,423	30%	3,286	2,845	441	87%
15-Apr-10	Thursday	4,541	1,388	31%	3,153	2,929	224	93%
16-Apr-10	Friday	4,166	1,190	29%	2,976	2,724	252	92%
17-Apr-10	Saturday	1,193	664	56%	529	472	57	89%
18-Apr-10	Sunday	856	856	100%	-	-	-	
19-Apr-10	Monday	5,074	1,302	26%	3,772	3,202	570	85%
20-Apr-10	Tuesday	4,575	1,353	30%	3,222	3,012	210	93%
21-Apr-10	Wednesday	4,398	1,259	29%	3,139	2,829	310	90%
22-Apr-10	Thursday	4,306	1,303	30%	3,003	2,688	315	90%
23-Apr-10	Friday	4,132	1,381	33%	2,751	2,581	170	94%
24-Apr-10	Saturday	1,225	626	51%	599	586	13	98%
25-Apr-10	Sunday	875	875	100%	-	-	-	
26-Apr-10	Monday	2,727	832	31%	1,895	1,804	91	95%
27-Apr-10	Tuesday	4,287	1,207	28%	3,080	2,949	131	96%
28-Apr-10	Wednesday	4,250	1,246	29%	3,004	2,916	88	97%
29-Apr-10	Thursday	4,058	1,213	30%	2,845	2,790	55	98%
30-Apr-10	Friday	3,897	1,164	30%	2,733	2,515	218	92%
1-May-10	Saturday	1,381	798	58%	583	557	26	96%
2-May-10	Sunday	919	919	100%	-	-	-	
3-May-10	Monday	5,469	1,635	30%	3,834	3,204	630	84%
4-May-10	Tuesday	4,816	1,393	29%	3,423	3,115	308	91%
5-May-10	Wednesday	4,791	1,423	30%	3,368	2,694	674	80%
6-May-10	Thursday	4,321	1,364	32%	2,957	2,727	230	92%
7-May-10	Friday	3,815	1,109	29%	2,706	2,544	162	94%
8-May-10	Saturday	1,323	789	60%	534	501	33	94%
9-May-10	Sunday	780	780	100%	-	-	-	
10-May-10	Monday	4,750	1,236	26%	3,514	3,272	242	93%
11-May-10	Tuesday	4,408	1,288	29%	3,120	2,915	205	93%
12-May-10	Wednesday	3,982	1,222	31%	2,760	2,552	208	92%
13-May-10	Thursday	4,070	1,143	28%	2,927	2,798	129	96%
14-May-10	Friday	3,852	1,144	30%	2,708	2,601	107	96%
15-May-10	Saturday	1,269	767	60%	502	469	33	93%
16-May-10	Sunday	934	934	100%	-	-	-	
17-May-10	Monday	5,376	1,453	27%	3,923	3,413	510	87%
18-May-10	Tuesday	4,658	1,406	30%	3,252	3,077	175	95%
19-May-10	Wednesday	4,259	1,213	28%	3,046	2,847	199	93%
20-May-10	Thursday	4,423	1,383	31%	3,040	2,810	230	92%
21-May-10	Friday	4,065	1,242	31%	2,823	2,556	267	91%

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**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
22-May-10	Saturday	1,152	678	59%	474	448	26	95%
23-May-10	Sunday	847	847	100%	-	-	-	
24-May-10	Monday	4,996	1,396	28%	3,600	3,228	372	90%
25-May-10	Tuesday	4,591	1,292	28%	3,299	2,944	355	89%
26-May-10	Wednesday	4,389	1,230	28%	3,159	2,998	161	95%
27-May-10	Thursday	4,572	1,552	34%	3,020	2,817	203	93%
28-May-10	Friday	3,724	1,090	29%	2,634	2,591	43	98%
29-May-10	Saturday	1,102	641	58%	461	454	7	98%
30-May-10	Sunday	920	920	100%	-	-	-	
31-May-10	Monday	1,666	1,116	67%	550	537	13	98%
1-Jun-10	Tuesday	5,856	2,040	35%	3,816	3,318	498	87%
2-Jun-10	Wednesday	5,405	1,984	37%	3,421	3,215	206	94%
3-Jun-10	Thursday	5,199	1,921	37%	3,278	2,988	290	91%
4-Jun-10	Friday	5,040	2,010	40%	3,030	2,720	310	90%
5-Jun-10	Saturday	1,338	769	57%	569	559	10	98%
6-Jun-10	Sunday	1,470	1,470	100%	-	-	-	
7-Jun-10	Monday	5,455	1,427	26%	4,028	3,568	460	89%
8-Jun-10	Tuesday	4,736	1,383	29%	3,353	3,194	159	95%
9-Jun-10	Wednesday	4,299	1,170	27%	3,129	2,821	308	90%
10-Jun-10	Thursday	4,377	1,273	29%	3,104	2,995	109	96%
11-Jun-10	Friday	4,015	1,172	29%	2,843	2,742	101	96%
12-Jun-10	Saturday	1,148	626	55%	522	493	29	94%
13-Jun-10	Sunday	1,264	1,264	100%	-	-	-	
14-Jun-10	Monday	5,531	1,484	27%	4,047	3,551	496	88%
15-Jun-10	Tuesday	4,793	1,296	27%	3,497	2,964	533	85%
16-Jun-10	Wednesday	4,787	1,301	27%	3,486	2,673	813	77%
17-Jun-10	Thursday	4,556	1,279	28%	3,277	3,000	277	92%
18-Jun-10	Friday	4,246	1,239	29%	3,007	2,797	210	93%
19-Jun-10	Saturday	1,235	676	55%	559	526	33	94%
20-Jun-10	Sunday	877	877	100%	-	-	-	
21-Jun-10	Monday	5,702	1,592	28%	4,110	3,267	843	79%
22-Jun-10	Tuesday	5,033	1,386	28%	3,647	3,001	646	82%
23-Jun-10	Wednesday	5,380	1,607	30%	3,773	2,795	978	74%
24-Jun-10	Thursday	5,593	1,614	29%	3,979	3,282	697	82%
25-Jun-10	Friday	5,452	1,676	31%	3,776	3,053	723	81%
26-Jun-10	Saturday	1,358	827	61%	531	511	20	96%
27-Jun-10	Sunday	2,176	2,176	100%	-	-	-	
28-Jun-10	Monday	6,482	2,656	41%	3,826	3,430	396	90%
29-Jun-10	Tuesday	5,128	1,714	33%	3,414	2,895	519	85%
30-Jun-10	Wednesday	4,826	1,514	31%	3,312	2,968	344	90%
1-Jul-10	Thursday	4,690	1,551	33%	3,139	2,945	194	94%
2-Jul-10	Friday	4,002	1,334	33%	2,668	2,597	71	97%
3-Jul-10	Saturday	1,309	761	58%	548	527	21	96%
4-Jul-10	Sunday	2,280	1,875	82%	405	400	5	99%
5-Jul-10	Monday	2,074	886	43%	1,188	1,158	30	97%
6-Jul-10	Tuesday	5,799	2,002	35%	3,797	3,564	233	94%
7-Jul-10	Wednesday	5,012	1,689	34%	3,323	3,127	196	94%

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**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
8-Jul-10	Thursday	4,889	1,670	34%	3,219	3,003	216	93%
9-Jul-10	Friday	4,584	1,599	35%	2,985	2,862	123	96%
10-Jul-10	Saturday	1,569	936	60%	633	578	55	91%
11-Jul-10	Sunday	1,019	1,019	100%	-	-	-	
12-Jul-10	Monday	5,597	1,691	30%	3,906	3,564	342	91%
13-Jul-10	Tuesday	5,439	1,635	30%	3,804	3,110	694	82%
14-Jul-10	Wednesday	4,848	1,506	31%	3,342	3,040	302	91%
15-Jul-10	Thursday	4,526	1,348	30%	3,178	2,958	220	93%
16-Jul-10	Friday	4,103	1,229	30%	2,874	2,745	129	96%
17-Jul-10	Saturday	2,136	1,504	70%	632	595	37	94%
18-Jul-10	Sunday	1,037	1,037	100%	-	-	-	
19-Jul-10	Monday	5,265	1,465	28%	3,800	3,481	319	92%
20-Jul-10	Tuesday	4,598	1,300	28%	3,298	3,034	264	92%
21-Jul-10	Wednesday	4,645	1,376	30%	3,269	2,939	330	90%
22-Jul-10	Thursday	4,421	1,243	28%	3,178	3,049	129	96%
23-Jul-10	Friday	4,156	1,198	29%	2,958	2,848	110	96%
24-Jul-10	Saturday	1,684	1,684	100%	-	-	-	
25-Jul-10	Sunday	1,930	1,930	100%	-	-	-	
26-Jul-10	Monday	5,675	1,666	29%	4,009	3,636	373	91%
27-Jul-10	Tuesday	4,673	1,272	27%	3,401	3,301	100	97%
28-Jul-10	Wednesday	4,503	1,211	27%	3,292	3,181	111	97%
29-Jul-10	Thursday	4,417	1,265	29%	3,152	3,004	148	95%
30-Jul-10	Friday	3,858	1,066	28%	2,792	2,693	99	96%
31-Jul-10	Saturday	1,111	1,111	100%	-	-	-	
1-Aug-10	Sunday	792	792	100%	-	-	-	
2-Aug-10	Monday	5,562	1,441	26%	4,121	3,535	586	86%
3-Aug-10	Tuesday	4,450	1,228	28%	3,222	3,033	189	94%
4-Aug-10	Wednesday	4,576	1,328	29%	3,248	3,108	140	96%
5-Aug-10	Thursday	4,315	1,302	30%	3,013	2,856	157	95%
6-Aug-10	Friday	3,843	1,171	30%	2,672	2,608	64	98%
7-Aug-10	Saturday	1,011	1,011	100%	-	-	-	
8-Aug-10	Sunday	1,497	1,497	100%	-	-	-	
9-Aug-10	Monday	5,923	2,226	38%	3,697	3,321	376	90%
10-Aug-10	Tuesday	4,574	1,196	26%	3,378	3,146	232	93%
11-Aug-10	Wednesday	4,513	1,282	28%	3,231	3,156	75	98%
12-Aug-10	Thursday	4,137	1,142	28%	2,995	2,880	115	96%
13-Aug-10	Friday	3,912	1,160	30%	2,752	2,617	135	95%
14-Aug-10	Saturday	1,010	1,010	100%	-	-	-	
15-Aug-10	Sunday	708	708	100%	-	-	-	
16-Aug-10	Monday	4,995	1,308	26%	3,687	3,009	678	82%
17-Aug-10	Tuesday	4,366	1,217	28%	3,149	2,953	196	94%
18-Aug-10	Wednesday	4,079	1,138	28%	2,941	2,835	106	96%
19-Aug-10	Thursday	3,941	1,067	27%	2,874	2,829	45	98%
20-Aug-10	Friday	3,719	1,017	27%	2,702	2,557	145	95%
21-Aug-10	Saturday	1,157	1,157	100%	-	-	-	
22-Aug-10	Sunday	3,429	3,429	100%	-	-	-	
23-Aug-10	Monday	4,945	1,294	26%	3,651	3,448	203	94%

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**City of Philadelphia - 311 Program
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January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
24-Aug-10	Tuesday	4,080	1,136	28%	2,944	2,883	61	98%
25-Aug-10	Wednesday	3,889	1,080	28%	2,809	2,688	121	96%
26-Aug-10	Thursday	3,773	1,051	28%	2,722	2,601	121	96%
27-Aug-10	Friday	3,687	1,009	27%	2,678	2,569	109	96%
28-Aug-10	Saturday	988	988	100%	-	-	-	
29-Aug-10	Sunday	1,402	1,402	100%	-	-	-	
30-Aug-10	Monday	4,780	1,327	28%	3,453	3,225	228	93%
31-Aug-10	Tuesday	4,164	1,151	28%	3,013	2,836	177	94%
1-Sep-10	Wednesday	3,964	1,106	28%	2,858	2,726	132	95%
2-Sep-10	Thursday	3,715	1,068	29%	2,647	2,561	86	97%
3-Sep-10	Friday	3,607	1,022	28%	2,585	2,251	334	87%
4-Sep-10	Saturday	1,003	1,003	100%	-	-	-	
5-Sep-10	Sunday	717	717	100%	-	-	-	
6-Sep-10	Monday	1,563	1,563	100%	-	-	-	
7-Sep-10	Tuesday	5,380	1,519	28%	3,861	3,336	525	86%
8-Sep-10	Wednesday	4,585	1,271	28%	3,314	3,033	281	92%
9-Sep-10	Thursday	4,234	1,155	27%	3,079	2,763	316	90%
10-Sep-10	Friday	4,210	1,461	35%	2,749	2,374	375	86%
11-Sep-10	Saturday	975	975	100%	-	-	-	
12-Sep-10	Sunday	750	750	100%	-	-	-	
13-Sep-10	Monday	4,959	1,328	27%	3,631	3,011	620	83%
14-Sep-10	Tuesday	4,143	1,161	28%	2,982	2,809	173	94%
15-Sep-10	Wednesday	4,096	1,163	28%	2,933	2,749	184	94%
16-Sep-10	Thursday	3,755	1,083	29%	2,672	2,539	133	95%
17-Sep-10	Friday	3,642	1,105	30%	2,537	2,458	79	97%
18-Sep-10	Saturday	1,068	1,068	100%	-	-	-	
19-Sep-10	Sunday	694	694	100%	-	-	-	
20-Sep-10	Monday	4,474	1,205	27%	3,269	3,047	222	93%
21-Sep-10	Tuesday	4,087	1,130	28%	2,957	2,831	126	96%
22-Sep-10	Wednesday	3,959	1,174	30%	2,785	2,631	154	94%
23-Sep-10	Thursday	3,915	1,132	29%	2,783	2,664	119	96%
24-Sep-10	Friday	3,687	1,102	30%	2,585	2,250	335	87%
25-Sep-10	Saturday	1,068	1,068	100%	-	-	-	
26-Sep-10	Sunday	728	728	100%	-	-	-	
27-Sep-10	Monday	4,502	1,205	27%	3,297	2,762	535	84%
28-Sep-10	Tuesday	4,187	1,270	30%	2,917	2,666	251	91%
29-Sep-10	Wednesday	3,984	1,084	27%	2,900	2,796	104	96%
30-Sep-10	Thursday	4,256	1,286	30%	2,970	2,820	150	95%
1-Oct-10	Friday	4,316	1,768	41%	2,548	2,359	189	93%
2-Oct-10	Saturday	1,214	1,214	100%	-	-	-	
3-Oct-10	Sunday	718	717	100%	1	-	1	0%
4-Oct-10	Monday	4,586	1,343	29%	3,243	3,006	237	93%
5-Oct-10	Tuesday	4,180	1,259	30%	2,921	2,648	273	91%
6-Oct-10	Wednesday	4,040	1,220	30%	2,820	2,661	159	94%
7-Oct-10	Thursday	3,921	1,109	28%	2,812	2,693	119	96%
8-Oct-10	Friday	3,822	1,149	30%	2,673	2,567	106	96%
9-Oct-10	Saturday	1,135	1,135	100%	-	-	-	

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**City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010**

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10-Oct-10	Sunday	1,016	1,016	100%	-	-	-	
11-Oct-10	Monday	6,966	6,966	100%	-	-	-	
12-Oct-10	Tuesday	5,645	1,729	31%	3,916	3,185	731	81%
13-Oct-10	Wednesday	4,512	1,487	33%	3,025	2,756	269	91%
14-Oct-10	Thursday	4,200	1,359	32%	2,841	2,688	153	95%
15-Oct-10	Friday	3,827	1,237	32%	2,590	2,466	124	95%
16-Oct-10	Saturday	963	963	100%	-	-	-	
17-Oct-10	Sunday	675	675	100%	-	-	-	
18-Oct-10	Monday	4,556	1,189	26%	3,367	2,987	380	89%
19-Oct-10	Tuesday	3,985	1,144	29%	2,841	2,662	179	94%
20-Oct-10	Wednesday	3,931	1,255	32%	2,676	2,623	53	98%
21-Oct-10	Thursday	3,772	1,277	34%	2,495	2,469	26	99%
22-Oct-10	Friday	3,460	1,125	33%	2,335	2,312	23	99%
23-Oct-10	Saturday	987	987	100%	-	-	-	
24-Oct-10	Sunday	656	656	100%	-	-	-	
25-Oct-10	Monday	4,513	1,347	30%	3,166	2,967	199	94%
26-Oct-10	Tuesday	4,114	1,386	34%	2,728	2,666	62	98%
27-Oct-10	Wednesday	4,056	1,401	35%	2,655	2,622	33	99%
28-Oct-10	Thursday	3,901	1,233	32%	2,668	2,608	60	98%
29-Oct-10	Friday	3,506	1,170	33%	2,336	2,295	41	98%
30-Oct-10	Saturday	1,075	1,075	100%	-	-	-	
31-Oct-10	Sunday	729	729	100%	-	-	-	
1-Nov-10	Monday	5,192	1,596	31%	3,596	3,495	101	97%
2-Nov-10	Tuesday	5,055	1,771	35%	3,284	3,203	81	98%
3-Nov-10	Wednesday	4,015	1,285	32%	2,730	2,677	53	98%
4-Nov-10	Thursday	4,113	1,488	36%	2,625	2,548	77	97%
5-Nov-10	Friday	3,401	1,034	30%	2,367	2,306	61	97%
6-Nov-10	Saturday	970	970	100%	-	-	-	
7-Nov-10	Sunday	666	666	100%	-	-	-	
8-Nov-10	Monday	4,505	1,221	27%	3,284	2,856	428	87%
9-Nov-10	Tuesday	3,715	986	27%	2,729	2,611	118	96%
10-Nov-10	Wednesday	4,674	1,807	39%	2,867	2,776	91	97%
11-Nov-10	Thursday	4,380	4,380	100%	-	-	-	
12-Nov-10	Friday	4,246	1,423	34%	2,823	2,566	257	91%
13-Nov-10	Saturday	953	953	100%	-	-	-	
14-Nov-10	Sunday	612	612	100%	-	-	-	
15-Nov-10	Monday	4,536	1,251	28%	3,285	2,967	318	90%
16-Nov-10	Tuesday	3,883	1,150	30%	2,733	2,565	168	94%
17-Nov-10	Wednesday	3,986	1,161	29%	2,825	2,621	204	93%
18-Nov-10	Thursday	3,685	1,076	29%	2,609	2,459	150	94%
19-Nov-10	Friday	3,413	1,019	30%	2,394	2,336	58	98%
20-Nov-10	Saturday	968	967	100%	1	-	1	0%
21-Nov-10	Sunday	708	708	100%	-	-	-	
22-Nov-10	Monday	4,127	1,069	26%	3,058	2,939	119	96%
23-Nov-10	Tuesday	3,548	976	28%	2,572	2,500	72	97%
24-Nov-10	Wednesday	3,000	989	33%	2,011	1,974	37	98%
25-Nov-10	Thursday	981	981	100%	-	-	-	

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**City of Philadelphia - 311 Program
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January 1, 2010 - December 31, 2010**

<u>DATE</u>	<u>DAY OF WEEK</u>	<u>OFFRD</u>	<u>SELF SERVICE</u>	<u>SELF SERVICE %</u>	<u>ACCPT</u>	<u>ANSWD</u>	<u>ABAND</u>	<u>ANSWD %</u>
26-Nov-10	Friday	2,545	1,126	44%	1,419	1,376	43	97%
27-Nov-10	Saturday	981	981	100%	-	-	-	
28-Nov-10	Sunday	684	684	100%	-	-	-	
29-Nov-10	Monday	4,507	1,307	29%	3,200	2,981	219	93%
30-Nov-10	Tuesday	4,162	1,176	28%	2,986	2,884	102	97%
1-Dec-10	Wednesday	4,569	1,426	31%	3,143	3,010	133	96%
2-Dec-10	Thursday	3,695	1,049	28%	2,646	2,590	56	98%
3-Dec-10	Friday	3,192	932	29%	2,260	2,197	63	97%
4-Dec-10	Saturday	944	944	100%	-	-	-	
5-Dec-10	Sunday	581	581	100%	-	-	-	
6-Dec-10	Monday	4,041	1,066	26%	2,975	2,742	233	92%
7-Dec-10	Tuesday	3,494	951	27%	2,543	2,455	88	97%
8-Dec-10	Wednesday	3,606	986	27%	2,620	2,552	68	97%
9-Dec-10	Thursday	3,216	891	28%	2,325	2,292	33	99%
10-Dec-10	Friday	3,088	905	29%	2,183	2,156	27	99%
11-Dec-10	Saturday	924	924	100%	-	-	-	
12-Dec-10	Sunday	900	900	100%	-	-	-	
13-Dec-10	Monday	3,911	1,115	29%	2,796	2,721	75	97%
14-Dec-10	Tuesday	3,562	1,014	28%	2,548	2,513	35	99%
15-Dec-10	Wednesday	3,398	950	28%	2,448	2,409	39	98%
16-Dec-10	Thursday	3,461	998	29%	2,463	2,421	42	98%
17-Dec-10	Friday	2,986	907	30%	2,079	2,062	17	99%
18-Dec-10	Saturday	883	883	100%	-	-	-	
19-Dec-10	Sunday	627	627	100%	-	-	-	
20-Dec-10	Monday	3,853	1,120	29%	2,733	2,674	59	98%
21-Dec-10	Tuesday	3,207	993	31%	2,214	2,195	19	99%
22-Dec-10	Wednesday	3,606	1,525	42%	2,081	2,050	31	99%
23-Dec-10	Thursday	4,113	1,921	47%	2,192	2,142	50	98%
24-Dec-10	Friday	2,030	1,283	63%	747	737	10	99%
25-Dec-10	Saturday	455	455	100%	-	-	-	
26-Dec-10	Sunday	2,529	1,562	62%	967	927	40	96%
27-Dec-10	Monday	9,277	4,729	51%	4,548	4,424	124	97%
28-Dec-10	Tuesday	9,456	5,339	56%	4,117	3,780	337	92%
29-Dec-10	Wednesday	7,136	3,841	54%	3,295	3,100	195	94%
30-Dec-10	Thursday	6,431	3,290	51%	3,141	3,035	106	97%
31-Dec-10	Friday	3,891	2,387	61%	1,504	1,468	36	98%
TOTAL		1,366,837	530,210	39%	836,627	746,393	90,234	89%

MAX		16,118	7,624	47%	9,352	5,448	4,344	58%
MIN		455	455	100%	-	-	-	
AVG		3,745	1,453	39%	2,292	2,045	247	89%

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City of Philadelphia - 311 Program
Calls by Date
January 1, 2010 - December 31, 2010

Color Codes Used

Weekend
Holiday

Formulas for Calls

Calls Offered = Calls Handled through Self Service + Calls Accepted

Calls Accepted = Calls Answered + Calls Abandoned

Color Codes Used for Calls Answered

Grater than 90% Answered
75% to 90% Answered
60% to 75% Answered
Less than 60% Answered

**City of Philadelphia - 311 Program
Master Listing of Tickets by Department, by Year
January, 2009 - December, 2010**

<u>DEPARTMENT NAME / CATEGORY</u>	<u>TOTAL</u> <u>2009</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>	<u>TOTAL</u> <u>2010</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>	<u>GRAND</u> <u>TOTAL</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>
Fire Department	44	100%	0%	92	100%	0%	136	100%	0%
	3	7%	0%	0	0%	0%	3	2%	0%
Complaint against Fire or EMS Personnel	35	80%	0%	91	99%	0%	126	93%	0%
Employee Behavior	2	5%	0%	0	0%	0%	2	1%	0%
Fire Residential	1	2%	0%	0	0%	0%	1	1%	0%
Other	3	7%	0%	0	0%	0%	3	2%	0%
Other Safety (Must Specify)	0	0%	0%	1	1%	0%	1	1%	0%
First Judicial District	1	100%	0%	0	0%	0%	1	100%	0%
Directory Assistance	1	100%	0%	0	0%	0%	1	100%	0%
Health Department	3	100%	0%	1	100%	0%	4	100%	0%
	1	33%	0%	0	0%	0%	1	25%	0%
General Information	1	33%	0%	0	0%	0%	1	25%	0%
Service Request	1	33%	0%	0	0%	0%	1	25%	0%
Vector Control	0	0%	0%	1	100%	0%	1	25%	0%
Licenses and Inspections	10,883	100%	22%	29,382	100%	33%	40,265	100%	29%
Boarding Room House	125	1%	0%	333	1%	0%	458	1%	0%
Building Construction	755	7%	2%	2,140	7%	2%	2,895	7%	2%
Building Dangerous Historical	2	0%	0%	8	0%	0%	10	0%	0%
Building Dangerous Occupied	215	2%	0%	488	2%	1%	703	2%	1%
Building Dangerous Vacant	563	5%	1%	1,636	6%	2%	2,199	5%	2%
Cave-in Repair	1	0%	0%	0	0%	0%	1	0%	0%
Certificates	3	0%	0%	0	0%	0%	3	0%	0%
Complaint Management	1	0%	0%	0	0%	0%	1	0%	0%
Contractor Working Too Late/Early	4	0%	0%	0	0%	0%	4	0%	0%
Contractor Worksite Clean Up	19	0%	0%	0	0%	0%	19	0%	0%
Dangerous Tree	431	4%	1%	837	3%	1%	1,268	3%	1%
Daycare Commercial	10	0%	0%	40	0%	0%	50	0%	0%
Daycare Residential	13	0%	0%	47	0%	0%	60	0%	0%
Demolition	60	1%	0%	318	1%	0%	378	1%	0%
Department/Agency	2	0%	0%	0	0%	0%	2	0%	0%
Ditch Repair	1	0%	0%	0	0%	0%	1	0%	0%
Drainage Maintenance Commercial	84	1%	0%	73	0%	0%	157	0%	0%
Drainage Maintenance Residential	499	5%	1%	1,561	5%	2%	2,060	5%	1%
Dumpster Violation	1	0%	0%	0	0%	0%	1	0%	0%

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**City of Philadelphia - 311 Program
Master Listing of Tickets by Department, by Year
January, 2009 - December, 2010**

DEPARTMENT NAME / CATEGORY	TOTAL	% OF	% OF	TOTAL	% OF	% OF	GRAND	% OF	% OF
	2009	DEPT TOTAL	OVERALL TOTAL	2010	DEPT TOTAL	OVERALL TOTAL	TOTAL	DEPT TOTAL	OVERALL TOTAL
Electrical Construction	12	0%	0%	65	0%	0%	77	0%	0%
Emergency air Conditioning	0	0%	0%	5	0%	0%	5	0%	0%
EMERGENCY FACADE REPAIR	1	0%	0%	0	0%	0%	1	0%	0%
Fire Commercial	61	1%	0%	213	1%	0%	274	1%	0%
Fire Residential	175	2%	0%	459	2%	1%	634	2%	0%
General Information	16	0%	0%	0	0%	0%	16	0%	0%
Infestation Residential	290	3%	1%	582	2%	1%	872	2%	1%
License Application	6	0%	0%	0	0%	0%	6	0%	0%
License Contractor	24	0%	0%	117	0%	0%	141	0%	0%
License Residential	53	0%	0%	416	1%	0%	469	1%	0%
Licenses & Inspections	7	0%	0%	0	0%	0%	7	0%	0%
Maintenance Commercial	155	1%	0%	750	3%	1%	905	2%	1%
Maintenance Residential	4,617	42%	9%	11,912	41%	13%	16,529	41%	12%
No Heat (Residential)	472	4%	1%	1,095	4%	1%	1,567	4%	1%
Nuisance Task Force	8	0%	0%	32	0%	0%	40	0%	0%
Other	5	0%	0%	0	0%	0%	5	0%	0%
Other Dangerous	81	1%	0%	170	1%	0%	251	1%	0%
Plumbing Construction	21	0%	0%	104	0%	0%	125	0%	0%
Service Request	5	0%	0%	0	0%	0%	5	0%	0%
Street Trees	0	0%	0%	1	0%	0%	1	0%	0%
Vacant Commercial	40	0%	0%	104	0%	0%	144	0%	0%
Vacant House	1,383	13%	3%	3,625	12%	4%	5,008	12%	4%
vacant lot inquiry	17	0%	0%	66	0%	0%	83	0%	0%
Work without Permit	37	0%	0%	0	0%	0%	37	0%	0%
Zoning Business	492	5%	1%	1,491	5%	2%	1,983	5%	1%
Zoning Construction	29	0%	0%	307	1%	0%	336	1%	0%
Zoning Residential	87	1%	0%	387	1%	0%	474	1%	0%
Neighborhood Services	3,571	100%	7%	5,199	100%	6%	8,770	100%	6%
Graffiti Removal	961	27%	2%	1,691	33%	2%	2,652	30%	2%
Paint Voucher	4	0%	0%	3	0%	0%	7	0%	0%
Vacant Lot Clean-up	2,606	73%	5%	3,505	67%	4%	6,111	70%	4%
Parks & Recreation	2,096	100%	4%	3,525	100%	4%	5,621	100%	4%
Grass Cutting	45	2%	0%	34	1%	0%	79	1%	0%
Hazardous playground issues	25	1%	0%	50	1%	0%	75	1%	0%

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**City of Philadelphia - 311 Program
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<u>DEPARTMENT NAME / CATEGORY</u>	<u>TOTAL</u> <u>2009</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>	<u>TOTAL</u> <u>2010</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>	<u>GRAND</u> <u>TOTAL</u>	<u>% OF</u> <u>DEPT</u> <u>TOTAL</u>	<u>% OF</u> <u>OVERALL</u> <u>TOTAL</u>
Housekeeping	25	1%	0%	42	1%	0%	67	1%	0%
Maintenance mechanical problems	47	2%	0%	92	3%	0%	139	2%	0%
Other (Parks)	66	3%	0%	168	5%	0%	234	4%	0%
Other (Recreation)	14	1%	0%	42	1%	0%	56	1%	0%
Park Conditions (Safety & Maintenance)	140	7%	0%	217	6%	0%	357	6%	0%
Street Trees	1,720	82%	3%	2,880	82%	3%	4,600	82%	3%
Trash Removal	14	1%	0%	0	0%	0%	14	0%	0%
PECO - Electric Company	0	0%	0%	2	100%	0%	2	100%	0%
Other Non-City (Must Specify)	0		0%	2	100%	0%	2	100%	0%
Police Department	4,751	100%	10%	6,782	100%	8%	11,533	100%	8%
Abandoned Automobile	4,735	100%	9%	6,782	100%	8%	11,517	100%	8%
Other (Police)	16	0%	0%	0	0%	0%	16	0%	0%
PPA - Philadelphia Parking Authority	3	100%	0%	0	0%	0%	3	100%	0%
General Information	1	33%	0%	0	0%	0%	1	33%	0%
Service Request	2	67%	0%	0	0%	0%	2	67%	0%
Public Property/ Historical Commission	76	100%	0%	1	100%	0%	77	100%	0%
	1	1%	0%	0	0%	0%	1	1%	0%
Complaint Management	1	1%	0%	0	0%	0%	1	1%	0%
Main Office Number	0	0%	0%	1	100%	0%	1	1%	0%
Manhole Cover	1	1%	0%	0	0%	0%	1	1%	0%
Other (Streets)	1	1%	0%	0	0%	0%	1	1%	0%
Property Ownership / Acquisition inquiries	70	92%	0%	0	0%	0%	70	91%	0%
Public Property	1	1%	0%	0	0%	0%	1	1%	0%
Service Request	1	1%	0%	0	0%	0%	1	1%	0%
Revenue/ Water Revenue	1	100%	0%	6	100%	0%	7	100%	0%
Complaint Management	1	100%	0%	0	0%	0%	1	14%	0%
Water Revenue	0	0%	0%	6	100%	0%	6	86%	0%
SEPTA	0	0%	0%	1	100%	0%	1	100%	0%
Fairmont Park Commission	0		0%	1	100%	0%	1	100%	0%
Streets Department	27,445	100%	55%	44,286	100%	49%	71,731	100%	51%
	310	1%	1%	0	0%	0%	310	0%	0%
Alley Light Outage	1,542	6%	3%	2,305	5%	3%	3,847	5%	3%
Building Construction	1	0%	0%	0	0%	0%	1	0%	0%
Cave-in Repair	669	2%	1%	1,407	3%	2%	2,076	3%	1%

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**City of Philadelphia - 311 Program
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January, 2009 - December, 2010**

DEPARTMENT NAME / CATEGORY	TOTAL	% OF	% OF	TOTAL	% OF	% OF	GRAND	% OF	% OF
	2009	DEPT TOTAL	OVERALL TOTAL	2010	DEPT TOTAL	OVERALL TOTAL	TOTAL	DEPT TOTAL	OVERALL TOTAL
Complaint (Streets)	197	1%	0%	2,229	5%	2%	2,426	3%	2%
Complaint Management	7	0%	0%	0	0%	0%	7	0%	0%
Dangerous Sidewalk	302	1%	1%	520	1%	1%	822	1%	1%
Dangerous Tree	1	0%	0%	0	0%	0%	1	0%	0%
Dead Animal	1,010	4%	2%	831	2%	1%	1,841	3%	1%
Department Not Responding	6	0%	0%	0	0%	0%	6	0%	0%
Department/Agency	11	0%	0%	0	0%	0%	11	0%	0%
Directory Assistance	9	0%	0%	0	0%	0%	9	0%	0%
Ditch Repair	1,084	4%	2%	1,180	3%	1%	2,264	3%	2%
Drainage Maintenance Commercial	1	0%	0%	0	0%	0%	1	0%	0%
Dumpster Violation	208	1%	0%	316	1%	0%	524	1%	0%
Emergency Transfer	1	0%	0%	0	0%	0%	1	0%	0%
Employee Behavior	5	0%	0%	0	0%	0%	5	0%	0%
Fairmont Park Commission	1	0%	0%	0	0%	0%	1	0%	0%
General Information	7	0%	0%	0	0%	0%	7	0%	0%
Hydrant Knocked Down (no water)	7	0%	0%	0	0%	0%	7	0%	0%
Illegal Dumping	2,861	10%	6%	4,167	9%	5%	7,028	10%	5%
Inlet Cleaning	6	0%	0%	0	0%	0%	6	0%	0%
Leaf Collection	179	1%	0%	1	0%	0%	180	0%	0%
Licenses & Inspections	2	0%	0%	0	0%	0%	2	0%	0%
Line Striping	53	0%	0%	91	0%	0%	144	0%	0%
Maintenance Residential	7	0%	0%	0	0%	0%	7	0%	0%
Manhole Cover	62	0%	0%	207	0%	0%	269	0%	0%
Newsstand/Outdoor Cafe	13	0%	0%	44	0%	0%	57	0%	0%
Opinion/Feedback	3	0%	0%	0	0%	0%	3	0%	0%
Other	4	0%	0%	0	0%	0%	4	0%	0%
Other (Streets)	1,091	4%	2%	675	2%	1%	1,766	2%	1%
Other Follow-up (Must Specify)	1	0%	0%	0	0%	0%	1	0%	0%
Other Water Issue	1	0%	0%	0	0%	0%	1	0%	0%
Police	1	0%	0%	0	0%	0%	1	0%	0%
Pothole Repair	833	3%	2%	1,638	4%	2%	2,471	3%	2%
Recyclables Collection	1,147	4%	2%	1,488	3%	2%	2,635	4%	2%
Rubbish Collection	3,732	14%	7%	6,629	15%	7%	10,361	14%	7%
Salting	1,485	5%	3%	2,921	7%	3%	4,406	6%	3%

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**City of Philadelphia - 311 Program
Master Listing of Tickets by Department, by Year
January, 2009 - December, 2010**

DEPARTMENT NAME / CATEGORY	TOTAL	% OF	% OF	TOTAL	% OF	% OF	GRAND	% OF	% OF
	2009	DEPT TOTAL	OVERALL TOTAL	2010	DEPT TOTAL	OVERALL TOTAL	TOTAL	DEPT TOTAL	OVERALL TOTAL
Sanitation Violation	1,092	4%	2%	2,848	6%	3%	3,940	5%	3%
Service Request	91	0%	0%	0	0%	0%	91	0%	0%
Service Request Follow-up	1	0%	0%	0	0%	0%	1	0%	0%
Shoveling	50	0%	0%	1,468	3%	2%	1,518	2%	1%
Stop Sign Repair	730	3%	1%	690	2%	1%	1,420	2%	1%
Street Light - Other	318	1%	1%	888	2%	1%	1,206	2%	1%
Street Light Outage	5,474	20%	11%	7,341	17%	8%	12,815	18%	9%
Street Paving	244	1%	0%	392	1%	0%	636	1%	0%
Street Trees	3	0%	0%	0	0%	0%	3	0%	0%
Streets	128	0%	0%	0	0%	0%	128	0%	0%
Traffic - Other	155	1%	0%	1,367	3%	2%	1,522	2%	1%
Traffic Signal Emergency	2,297	8%	5%	2,643	6%	3%	4,940	7%	4%
Vacant House	1	0%	0%	0	0%	0%	1	0%	0%
Weather/ Snow Related	1	0%	0%	0	0%	0%	1	0%	0%
Water Department	1,100	100%	2%	1,069	100%	1%	2,169	100%	2%
Cave-in Repair	15	1%	0%	0	0%	0%	15	1%	0%
Cement Repair Hydrant/Inlet	0	0%	0%	21	2%	0%	21	1%	0%
Ditch Repair	6	1%	0%	0	0%	0%	6	0%	0%
Hydrant Knocked Down (no water)	380	35%	1%	162	15%	0%	542	25%	0%
Inlet Cleaning	587	53%	1%	881	82%	1%	1,468	68%	1%
Leak in the street	40	4%	0%	0	0%	0%	40	2%	0%
Manhole Cover	4	0%	0%	1	0%	0%	5	0%	0%
Request for vacant broken pipe	12	1%	0%	0	0%	0%	12	1%	0%
Service Request	0	0%	0%	3	0%	0%	3	0%	0%
Water Department	0	0%	0%	1	0%	0%	1	0%	0%
Water in Cellar	56	5%	0%	0	0%	0%	56	3%	0%
zNon-City Agency (Must Specify)	2	100%	0%	0	0%	0%	2	100%	0%
Complaint (Streets)	1	50%	0%	0	0%	0%	1	50%	0%
Dangerous Tree	1	50%	0%	0	0%	0%	1	50%	0%
zTraining Purposes Only	0	0%	0%	1	100%	0%	1	100%	0%
Maintenance Residential	0	0%	0%	1	100%	0%	1	100%	0%
Grand Total	49,976	100%	100%	90,347	100%	100%	140,323	100%	100%

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**City of Philadelphia - 311 Program
 Tickets Listing SLA Days - Master List
 January, 2010 - December, 2010**

<u>DEPARTMENT NAME</u>	<u>TICKET CATEGORY</u>	<u>SLA LIMIT</u>
Fire Department		NA
Fire Department	Complaint against Fire or EMS Personnel	2
Fire Department	Employee Behavior	NA
Fire Department	Fire Residential	NA
Fire Department	Other	NA
Fire Department	Other Safety (Must Specify)	NA
First Judicial District	Directory Assistance	NA
Health Department		NA
Health Department	General Information	NA
Health Department	Service Request	NA
Health Department	Vector Control	NA
Licenses and Inspections	Boarding Room House	30
Licenses and Inspections	Building Construction	10
Licenses and Inspections	Building Dangerous Historical	15
Licenses and Inspections	Building Dangerous Occupied	5
Licenses and Inspections	Building Dangerous Vacant	15
Licenses and Inspections	Cave-in Repair	NA
Licenses and Inspections	Certificates	NA
Licenses and Inspections	Complaint Management	NA
Licenses and Inspections	Contractor Working Too Late/Early	NA
Licenses and Inspections	Contractor Worksite Clean Up	NA
Licenses and Inspections	Dangerous Tree	15
Licenses and Inspections	Daycare Commercial	30
Licenses and Inspections	Daycare Residential	30
Licenses and Inspections	Demolition	45
Licenses and Inspections	Department/Agency	NA
Licenses and Inspections	Ditch Repair	NA
Licenses and Inspections	Drainage Maintenance Commercial	30
Licenses and Inspections	Drainage Maintenance Residential	30
Licenses and Inspections	Dumpster Violation	NA
Licenses and Inspections	EMERGENCY FACADE REPAIR	5
Licenses and Inspections	Electrical Construction	10
Licenses and Inspections	Emergency air Conditioning	1
Licenses and Inspections	Fire Commercial	30
Licenses and Inspections	Fire Residential	30
Licenses and Inspections	General Information	NA
Licenses and Inspections	Infestation Residential	30
Licenses and Inspections	License Application	NA
Licenses and Inspections	License Contractor	10
Licenses and Inspections	License Residential	30
Licenses and Inspections	Licenses & Inspections	NA
Licenses and Inspections	Maintenance Commercial	30
Licenses and Inspections	Maintenance Residential	30
Licenses and Inspections	No Heat (Residential)	3
Licenses and Inspections	Nuisance Task Force	NA

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**City of Philadelphia - 311 Program
 Tickets Listing SLA Days - Master List
 January, 2010 - December, 2010**

<u>DEPARTMENT NAME</u>	<u>TICKET CATEGORY</u>	<u>SLA LIMIT</u>
Licenses and Inspections	Other	NA
Licenses and Inspections	Other Dangerous	15
Licenses and Inspections	Plumbing Construction	10
Licenses and Inspections	Service Request	NA
Licenses and Inspections	Street Trees	NA
Licenses and Inspections	Vacant Commercial	30
Licenses and Inspections	Vacant House	30
Licenses and Inspections	Work without Permit	NA
Licenses and Inspections	Zoning Business	30
Licenses and Inspections	Zoning Construction	10
Licenses and Inspections	Zoning Residential	30
Licenses and Inspections	vacant lot inquiry	NA
Neighborhood Services	Graffiti Removal	7
Neighborhood Services	Paint Voucher	NA
Neighborhood Services	Vacant Lot Clean-up	90
PECO - Electric Company	Other Non-City (Must Specify)	NA
PPA - Philadelphia Parking Authority	General Information	NA
PPA - Philadelphia Parking Authority	Service Request	NA
Parks & Recreation	Grass Cutting	3
Parks & Recreation	Hazardous playground issues	5
Parks & Recreation	Housekeeping	3
Parks & Recreation	Maintenance mechanical problems	5
Parks & Recreation	Other (Parks)	5
Parks & Recreation	Other (Recreation)	5
Parks & Recreation	Park Conditions (Safety & Maintenance)	10
Parks & Recreation	Street Trees	10
Parks & Recreation	Trash Removal	NA
Police Department	Abandoned Automobile	30
Police Department	Other (Police)	NA
Public Property/ Historical Commission		NA
Public Property/ Historical Commission	Complaint Management	NA
Public Property/ Historical Commission	Main Office Number	NA
Public Property/ Historical Commission	Manhole Cover	NA
Public Property/ Historical Commission	Other (Streets)	NA
Public Property/ Historical Commission	Property Ownership / Acquisition inquiries	NA
Public Property/ Historical Commission	Public Property	NA
Public Property/ Historical Commission	Service Request	NA
Revenue/ Water Revenue	Complaint Management	NA
Revenue/ Water Revenue	Water Revenue	NA
SEPTA	Fairmont Park Commission	NA
Streets Department		NA
Streets Department	Alley Light Outage	NA
Streets Department	Building Construction	NA
Streets Department	Cave-in Repair	45
Streets Department	Complaint (Streets)	5

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**City of Philadelphia - 311 Program
 Tickets Listing SLA Days - Master List
 January, 2010 - December, 2010**

<u>DEPARTMENT NAME</u>	<u>TICKET CATEGORY</u>	<u>SLA LIMIT</u>
Streets Department	Complaint Management	NA
Streets Department	Dangerous Sidewalk	5
Streets Department	Dangerous Tree	NA
Streets Department	Dead Animal	3
Streets Department	Department Not Responding	NA
Streets Department	Department/Agency	NA
Streets Department	Directory Assistance	NA
Streets Department	Ditch Repair	46
Streets Department	Drainage Maintenance Commercial	NA
Streets Department	Dumpster Violation	3
Streets Department	Emergency Transfer	NA
Streets Department	Employee Behavior	NA
Streets Department	Fairmont Park Commission	NA
Streets Department	General Information	NA
Streets Department	Hydrant Knocked Down (no water)	NA
Streets Department	Illegal Dumping	5
Streets Department	Inlet Cleaning	NA
Streets Department	Leaf Collection	NA
Streets Department	Licenses & Inspections	NA
Streets Department	Line Striping	NA
Streets Department	Maintenance Residential	NA
Streets Department	Manhole Cover	2
Streets Department	Newsstand/Outdoor Cafe	2
Streets Department	Opinion/Feedback	NA
Streets Department	Other	NA
Streets Department	Other (Streets)	5
Streets Department	Other Follow-up (Must Specify)	NA
Streets Department	Other Water Issue	NA
Streets Department	Police	NA
Streets Department	Pothole Repair	3
Streets Department	Recyclables Collection	2
Streets Department	Rubbish Collection	2
Streets Department	Salting	1
Streets Department	Sanitation Violation	5
Streets Department	Service Request	NA
Streets Department	Service Request Follow-up	NA
Streets Department	Shoveling	1
Streets Department	Stop Sign Repair	4
Streets Department	Street Light - Other	NA
Streets Department	Street Light Outage	10
Streets Department	Street Paving	NA
Streets Department	Street Trees	NA
Streets Department	Streets	NA
Streets Department	Traffic - Other	NA
Streets Department	Traffic Signal Emergency	4

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
 Tickets Listing SLA Days - Master List
 January, 2010 - December, 2010**

<u>DEPARTMENT NAME</u>	<u>TICKET CATEGORY</u>	<u>SLA LIMIT</u>
Streets Department	Vacant House	NA
Streets Department	Weather/ Snow Related	NA
Water Department	Cave-in Repair	NA
Water Department	Cement Repair Hydrant/Inlet	NA
Water Department	Ditch Repair	NA
Water Department	Hydrant Knocked Down (no water)	45
Water Department	Inlet Cleaning	3
Water Department	Leak in the street	NA
Water Department	Manhole Cover	NA
Water Department	Request for vacant broken pipe	NA
Water Department	Service Request	NA
Water Department	Water Department	NA
Water Department	Water in Cellar	NA
zNon-City Agency (Must Specify)	Complaint (Streets)	NA
zNon-City Agency (Must Specify)	Dangerous Tree	NA
zTraining Purposes Only	Maintenance Residential	NA

Note: This SLA list has almost 60% of the SLA Limits as "NA" and hence has not been used to determine how many tickets were closed within the SLA limit.

**City of Philadelphia - 311 Program
Summary of Tickets Created by Department, by Category, by Month
January, 2009 - December, 2009**

Sum of TICKETS	2009 Periods												TOTAL	%
DEPARTMENT NAME / CATEGORY	2009- 1	2009- 2	2009- 3	2009- 4	2009- 5	2009- 6	2009- 7	2009- 8	2009- 9	2009-10	2009-11	2009-12	2009	2009
Fire Department	8	4	3	2	4	3	5	3	3	2	1	6	44	0%
Complaint against Fire or EMS Personnel	1		1		1								3	7%
Employee Behavior	6	4	2	2	2	2	5	2	2	1	1	6	35	80%
Fire Residential						1		1					2	5%
Other	1				1					1			3	7%
Other Safety (Must Specify)													-	0%
First Judicial District					1								1	0%
Directory Assistance					1								1	100%
Health Department			2							1			3	0%
General Information			1										1	33%
Service Request			1										1	33%
Vector Control										1			-	0%
Licenses and Inspections	100	132	190	150	355	214	886	2,229	2,098	1,584	1,351	1,594	10,883	22%
Boarding Room House							12	17	33	20	20	23	125	1%
Building Construction	2	9	18	8	8	7	59	105	100	155	149	135	755	7%
Building Dangerous Historical									1	1			2	0%
Building Dangerous Occupied					1		19	55	53	26	34	27	215	2%
Building Dangerous Vacant		1			1	1	56	141	123	89	78	73	563	5%
Cave-in Repair	1												1	0%
Certificates								3					3	0%
Complaint Management								1					1	0%
Contractor Working Too Late/Early								4					4	0%
Contractor Worksite Clean Up		1	5	3			5	5					19	0%
Dangerous Tree	20	21	20	19	7	8	44	87	79	48	48	30	431	4%
Daycare Commercial							1		2	4	2	1	10	0%
Daycare Residential								2	5	3	1	2	13	0%
Demolition							5	6	14	6	15	14	60	1%
Department/Agency							1		1				2	0%
Ditch Repair									1				1	0%
Drainage Maintenance Commercial	5	4	7	3	14	14	5	6	11	4	4	7	84	1%
Drainage Maintenance Residential		1			1	1	33	115	109	74	55	110	499	5%
Dumpster Violation								1					1	0%
Electrical Construction								1			5	6	12	0%
Emergency air Conditioning													-	0%
Emergency Facade Repair										1			1	0%
Fire Commercial		1		1	1	3	4	11	11	9	6	14	61	1%
Fire Residential	3	1	5	2	5	1	13	34	26	33	19	33	175	2%
General Information								16					16	0%
Infestation Residential					1		24	63	77	49	39	37	290	3%
License Application								6					6	0%
License Contractor									2	5	4	13	24	0%
License Residential								2	8	11	6	26	53	0%
Licenses & Inspections								6	1				7	0%

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**City of Philadelphia - 311 Program
 Summary of Tickets Created by Department, by Category, by Month
 January, 2009 - December, 2009**

Sum of TICKETS DEPARTMENT NAME / CATEGORY	2009 Periods												TOTAL	%
	2009- 1	2009- 2	2009- 3	2009- 4	2009- 5	2009- 6	2009- 7	2009- 8	2009- 9	2009-10	2009-11	2009-12	2009	2009
Maintenance Commercial	1					1	1	7	21	43	37	44	155	1%
Maintenance Residential	25	47	65	33	237	136	434	1,068	986	585	486	515	4,617	42%
No Heat (Residential)	12	2	3		1			3	9	110	120	212	472	4%
Nuisance Task Force								1	1	3	1	2	8	0%
Other								5					5	0%
Other Dangerous							1	17	25	13	15	10	81	1%
Plumbing Construction								1	4	3	2	11	21	0%
Service Request	1	1	2				1						5	0%
Street Trees													-	0%
Vacant Commercial							1	6	14	5	5	9	40	0%
Vacant House	23	36	52	74	69	37	114	281	262	185	117	133	1,383	13%
vacant lot inquiry							1	6	4	3		3	17	0%
Work without Permit	2	1	4	1	1	1	4	23					37	0%
Zoning Business	5	6	9	6	8	4	39	115	92	77	62	69	492	5%
Zoning Construction								2	1	5	5	16	29	0%
Zoning Residential							9	7	22	14	16	19	87	1%
Neighborhood Services	72	114	214	278	428	543	508	452	387	271	160	144	3,571	7%
Graffiti Removal	36	59	100	100	83	75	82	77	86	110	78	75	961	27%
Paint Voucher						2	1			1			4	0%
Vacant Lot Clean-up	36	55	114	178	345	466	425	375	301	160	82	69	2,606	73%
Parks & Recreation	113	109	99	157	191	215	275	315	282	187	82	71	2,096	4%
Grass Cutting				1	13	11	6	5	8	1			45	2%
Hazardous playground issues	1	1	2	3	3	4	3			2	2	4	25	1%
Housekeeping	1	1	4		1	1	7	2	1	2	2	3	25	1%
Maintenance mechanical problems	2	3	3	2	7	6	8	1	4	2	1	8	47	2%
Other (Parks)	4	8	3	1	4	5	7	14	5	8	3	4	66	3%
Other (Recreation)			1		1	2	3	3	2	1	1		14	1%
Park Conditions (Safety & Maintenance)	6	6	6	13	16	10	22	22	14	12	5	8	140	7%
Street Trees	98	87	77	133	146	174	218	268	248	159	68	44	1,720	82%
Trash Removal	1	3	3	4		2	1						14	1%
PECO - Electric Company													0	0%
Other Non-City (Must Specify)													-	
Police Department	389	361	503	474	444	415	406	378	442	325	302	312	4,751	10%
Abandoned Automobile	384	358	502	474	444	414	405	377	441	322	302	312	4,735	100%
Other (Police)	5	3	1			1	1	1	1	3			16	0%
PPA - Philadelphia Parking Authority					1					2			3	0%
General Information					1								1	33%
Service Request										2			2	67%
Public Property/ Historical Commission	57	13		2	1	1	1			1			76	0%
		1											1	1%
Complaint Management										1			1	1%
Main Office Number													-	0%
Manhole Cover					1								1	1%
Other (Streets)				1									1	1%
Property Ownership / Acquisition inquiries	57	12		1									70	92%

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**City of Philadelphia - 311 Program
Summary of Tickets Created by Department, by Category, by Month
January, 2009 - December, 2009**

Sum of TICKETS DEPARTMENT NAME / CATEGORY	2009 Periods												TOTAL	%
	2009- 1	2009- 2	2009- 3	2009- 4	2009- 5	2009- 6	2009- 7	2009- 8	2009- 9	2009-10	2009-11	2009-12	2009	2009
Public Property							1						1	1%
Service Request						1							1	1%
Revenue/ Water Revenue							1						1	0%
Complaint Management							1						1	100%
Water Revenue													-	0%
SEPTA													0	0%
Fairmont Park Commission													-	
Streets Department	1,882	1,684	1,954	1,941	2,084	2,562	2,559	2,702	2,266	2,127	1,986	3,698	27,445	55%
	33	80	65	7	6							119	310	1%
Alley Light Outage	95	95	99	111	120	163	176	180	142	142	119	100	1,542	6%
Building Construction										1			1	0%
Cave-in Repair	41	29	36	39	63	81	93	87	57	57	37	49	669	2%
Complaint (Streets)	2				3	15	32	28	21	29	31	36	197	1%
Complaint Management	2	1		2				2					7	0%
Dangerous Sidewalk	2	1	1	35	33	42	41	41	39	21	25	21	302	1%
Dangerous Tree					1								1	0%
Dead Animal	60	62	85	80	116	107	124	118	81	86	45	46	1,010	4%
Department Not Responding	1	2	1	1				1					6	0%
Department/Agency	1			1	4	2	1		2				11	0%
Directory Assistance	1	1		3	4								9	0%
Ditch Repair	55	79	137	196	153	121	80	73	41	46	37	66	1,084	4%
Drainage Maintenance Commercial	1												1	0%
Dumpster Violation				1	13	31	42	41	28	24	11	17	208	1%
Emergency Transfer		1											1	0%
Employee Behavior					1		1	1	2				5	0%
Fairmont Park Commission				1									1	0%
General Information					1	4	1		1				7	0%
Hydrant Knocked Down (no water)		1		1	2		1	2					7	0%
Illegal Dumping	193	162	208	217	247	268	293	340	280	253	218	182	2,861	10%
Inlet Cleaning				1	4		1						6	0%
Leaf Collection											68	111	179	1%
Licenses & Inspections	1						1						2	0%
Line Striping					3	3	10	8	9	8	6	6	53	0%
Maintenance Residential	2	2			3								7	0%
Manhole Cover	1				5	12	13	8	5	5	7	6	62	0%
Newsstand/Outdoor Cafe					2	5	2		2	1	1		13	0%
Opinion/Feedback								2	1				3	0%
Other	2		2										4	0%
Other (Streets)	168	100	135	105	84	101	88	83	67	52	49	59	1,091	4%
Other Follow-up (Must Specify)		1											1	0%
Other Water Issue												1	1	0%
Police	1												1	0%
Pothole Repair	48	78	63	113	107	134	66	45	38	49	29	63	833	3%
Recyclables Collection	157	111	81	66	79	121	95	74	101	53	77	132	1,147	4%
Rubbish Collection	396	220	207	222	272	348	357	404	360	266	280	400	3,732	14%

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**City of Philadelphia - 311 Program
Summary of Tickets Created by Department, by Category, by Month
January, 2009 - December, 2009**

Sum of TICKETS DEPARTMENT NAME / CATEGORY	2009 Periods												TOTAL	%
	2009- 1	2009- 2	2009- 3	2009- 4	2009- 5	2009- 6	2009- 7	2009- 8	2009- 9	2009-10	2009-11	2009-12	2009	2009
Salting	10	49	235		1							1,190	1,485	5%
Sanitation Violation	5	2	3	31	96	120	157	173	164	116	119	106	1,092	4%
Service Request	32	14	20	2	16		4	1	2				91	0%
Service Request Follow-up												1	1	0%
Shoveling		1										49	50	0%
Stop Sign Repair	68	53	56	84	108	48	64	55	58	54	43	39	730	3%
Street Light - Other						1		1	5	32	190	89	318	1%
Street Light Outage	253	320	286	330	239	597	600	723	563	632	414	517	5,474	20%
Street Paving	3	2	1	22	37	54	28	23	18	25	14	17	244	1%
Street Trees	1						1	1					3	0%
Streets	48	15	23	22	14		2		4				128	0%
Traffic - Other					1	2	2	1	4	43	51	51	155	1%
Traffic Signal Emergency	199	202	210	247	246	182	183	186	171	132	115	224	2,297	8%
Vacant House				1									1	0%
Weather/ Snow Related												1	1	0%
Water Department	194	72	72	68	98	111	117	134	102	54	41	37	1,100	2%
Cave-in Repair	4	2			2	5	1			1			15	1%
Cement Repair Hydrant/Inlet													-	0%
Ditch Repair		1	3	1					1				6	1%
Hydrant Knocked Down (no water)	105	27	23	26	22	29	38	35	33	14	14	14	380	35%
Inlet Cleaning	22	23	36	31	69	76	76	98	67	39	27	23	587	53%
Leak in the street	21	10	7	2									40	4%
Manhole Cover							2	1	1				4	0%
Request for vacant broken pipe	10			1	1								12	1%
Service Request													-	0%
Water Department													-	0%
Water in Cellar	32	9	3	7	4	1							56	5%
zNon-City Agency (Must Specify)										2			2	0%
Complaint (Streets)										1			1	50%
Dangerous Tree										1			1	50%
zTraining Purposes Only													0	0%
Maintenance Residential													-	
Grand Total	2,815	2,489	3,037	3,072	3,607	4,064	4,758	6,213	5,580	4,556	3,923	5,862	49,976	100%

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**City of Philadelphia - 311 Program
Summary of Tickets Created by Department, by Category, by Month
January, 2010 - December, 2010**

Sum of TICKETS	2010 Periods												TOTAL	%	Total
DEPARTMENT NAME / CATEGORY	2010-1	2010-2	2010-3	2010-4	2010-5	2010-6	2010-7	2010-8	2010-9	2010-10	2010-11	2010-12	2010	2010	2009 and 2010
Fire Department	7	1	12	7	6	6	6	10	10	19	2	6	92	0%	136
Complaint against Fire or EMS Personnel	6	1	12	7	6	6	6	10	10	19	2	6	91	99%	126
Employee Behavior													-	0%	2
Fire Residential													-	0%	1
Other													-	0%	3
Other Safety (Must Specify)	1												1	1%	1
First Judicial District													0	0%	1
Directory Assistance													-		1
Health Department					1								1	0%	4
General Information													-	0%	1
Service Request													-	0%	1
Vector Control					1								1	100%	1
Licenses and Inspections	1,704	1,217	2,463	2,438	2,714	3,391	3,506	3,344	2,522	2,151	2,096	1,836	29,382	33%	40,265
Boarding Room House	14	15	37	18	36	41	39	41	37	21	19	15	333	1%	458
Building Construction	113	78	148	190	198	223	232	228	225	193	176	136	2,140	7%	2,895
Building Dangerous Historical		3			1		1	1	2				8	0%	10
Building Dangerous Occupied	34	34	41	43	40	35	61	50	39	43	42	26	488	2%	703
Building Dangerous Vacant	102	91	175	154	137	176	191	162	94	113	137	104	1,636	6%	2,199
Cave-in Repair													-	0%	1
Certificates													-	0%	3
Complaint Management													-	0%	1
Contractor Working Too Late/Early													-	0%	4
Contractor Worksite Clean Up													-	0%	19
Dangerous Tree	45	34	96	65	85	144	121	79	56	47	37	28	837	3%	1,268
Daycare Commercial	3		5	3	2	1	3	9	6	4	2	2	40	0%	50
Daycare Residential		1	2	2	10	5	5	5	3	6	3	5	47	0%	60
Demolition	18	9	33	33	28	42	34	33	24	24	21	19	318	1%	378
Department/Agency													-	0%	2
Ditch Repair													-	0%	1
Drainage Maintenance Commercial	7	7	5	5	7	7	14	7	5	2	3	4	73	0%	157
Drainage Maintenance Residential	98	77	163	154	118	141	230	159	112	127	97	85	1,561	5%	2,060
Dumpster Violation													-	0%	1
Electrical Construction	3	5	3	5	8	5	3	5	7	4	5	12	65	0%	77
Emergency air Conditioning							5						5	0%	5
EMERGENCY FACADE REPAIR													-	0%	1
Fire Commercial	14	13	15	27	13	16	15	20	21	21	10	28	213	1%	274
Fire Residential	34	33	27	48	36	43	38	42	40	41	33	44	459	2%	634
General Information													-	0%	16
Infestation Residential	31	17	37	45	32	41	83	70	78	59	53	36	582	2%	872
License Application													-	0%	6
License Contractor	4	5	15	22	17	15	3	14	9	8	3	2	117	0%	141
License Residential	32	8	31	42	37	39	44	38	51	40	28	26	416	1%	469
Licenses & Inspections													-	0%	7

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**City of Philadelphia - 311 Program
Summary of Tickets Created by Department, by Category, by Month
January, 2010 - December, 2010**

Sum of TICKETS	2010 Periods												TOTAL	%	Total
DEPARTMENT NAME / CATEGORY	2010-1	2010-2	2010-3	2010-4	2010-5	2010-6	2010-7	2010-8	2010-9	2010-10	2010-11	2010-12	2010	2010	2009 and 2010
Maintenance Commercial	45	22	65	58	69	110	95	93	76	44	39	34	750	3%	905
Maintenance Residential	552	360	950	953	1,249	1,605	1,656	1,608	1,084	802	589	504	11,912	41%	16,529
No Heat (Residential)	199	148	82	14	9	1	3		2	94	210	333	1,095	4%	1,567
Nuisance Task Force	4	4	3	1	2	1		4		2	5	6	32	0%	40
Other													-	0%	5
Other Dangerous	8	10	18	18	17	23	16	15	15	12	7	11	170	1%	251
Plumbing Construction	6	3	10	7	11	14	9	9	6	7	7	15	104	0%	125
Service Request													-	0%	5
Street Trees							1						1	0%	1
Vacant Commercial	7	5	10	5	7	8	12	12	11	9	9	9	104	0%	144
Vacant House	231	139	337	285	294	395	366	410	295	242	402	229	3,625	12%	5,008
vacant lot inquiry	4		2	6	6	8	17	6	7	5	3	2	66	0%	83
Work without Permit													-	0%	37
Zoning Business	69	65	115	159	161	173	125	152	140	127	109	96	1,491	5%	1,983
Zoning Construction	8	14	14	35	39	38	41	32	38	19	20	9	307	1%	336
Zoning Residential	19	17	24	41	45	41	43	40	39	35	27	16	387	1%	474
Neighborhood Services	195	107	401	456	607	745	644	681	509	307	333	214	5,199	6%	8,770
Graffiti Removal	124	77	220	179	170	153	116	134	145	142	131	100	1,691	33%	2,652
Paint Voucher				1		2							3	0%	7
Vacant Lot Clean-up	71	30	181	276	437	590	528	547	364	165	202	114	3,505	67%	6,111
Parks & Recreation	83	304	283	242	330	534	552	380	304	246	152	115	3,525	4%	5,621
Grass Cutting			1	2	4	1	10	11	3		2		34	1%	79
Hazardous playground issues		7	3	4	8	8	3	8	4		3	2	50	1%	75
Housekeeping	2	8	8	6	2	2	3	5	4		4		42	1%	67
Maintenance mechanical problems	4	17	4	9	5	7	12	7	9	3	6	9	92	3%	139
Other (Parks)	2	107	3	8	10	10	9	5	8	2	2	2	168	5%	234
Other (Recreation)	1	3	2	1	2	6	9	3	4	4	2	5	42	1%	56
Park Conditions (Safety & Maintenance)	8	6	24	15	20	23	32	32	22	16	11	8	217	6%	357
Street Trees	66	156	238	197	281	477	474	309	250	221	122	89	2,880	82%	4,600
Trash Removal													-	0%	14
PECO - Electric Company					2								2	0%	2
Other Non-City (Must Specify)					2								2	100%	2
Police Department	432	276	658	639	566	651	652	710	644	594	523	437	6,782	8%	11,533
Abandoned Automobile	432	276	658	639	566	651	652	710	644	594	523	437	6,782	100%	11,517
Other (Police)													-	0%	16
PPA - Philadelphia Parking Authority													0	0%	3
General Information													-		1
Service Request													-		2
Public Property/ Historical Commission							1						1	0%	77
Complaint Management													-	0%	1
Main Office Number							1						1	100%	1
Manhole Cover													-	0%	1
Other (Streets)													-	0%	1
Property Ownership / Acquisition inquiries													-	0%	70

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**City of Philadelphia - 311 Program
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January, 2010 - December, 2010**

Sum of TICKETS	2010 Periods												TOTAL	%	Total
DEPARTMENT NAME / CATEGORY	2010-1	2010-2	2010-3	2010-4	2010-5	2010-6	2010-7	2010-8	2010-9	2010-10	2010-11	2010-12	2010	2010	2009 and 2010
Public Property													-	0%	1
Service Request													-	0%	1
Revenue/ Water Revenue					6								6	0%	7
Complaint Management													-	0%	1
Water Revenue					6								6	100%	6
SEPTA					1								1	0%	1
Fairmont Park Commission					1								1	100%	1
Streets Department	2,593	7,752	4,387	3,174	2,928	3,453	3,813	3,557	3,410	2,726	2,898	3,595	44,286	49%	71,731
													-	0%	310
Alley Light Outage	127	44	186	229	187	248	233	229	264	183	208	167	2,305	5%	3,847
Building Construction													-	0%	1
Cave-in Repair	36	51	125	113	121	158	244	163	159	117	74	46	1,407	3%	2,076
Complaint (Streets)	39	421	177	141	125	139	152	194	212	194	173	262	2,229	5%	2,426
Complaint Management													-	0%	7
Dangerous Sidewalk	32	11	56	49	36	54	38	70	60	52	37	25	520	1%	822
Dangerous Tree													-	0%	1
Dead Animal	64	20	70	58	97	96	102	84	75	75	52	38	831	2%	1,841
Department Not Responding													-	0%	6
Department/Agency													-	0%	11
Directory Assistance													-	0%	9
Ditch Repair	88	100	201	151	136	90	100	85	45	65	64	55	1,180	3%	2,264
Drainage Maintenance Commercial													-	0%	1
Dumpster Violation	10	16	29	29	24	37	55	43	31	12	15	15	316	1%	524
Emergency Transfer													-	0%	1
Employee Behavior													-	0%	5
Fairmont Park Commission													-	0%	1
General Information													-	0%	7
Hydrant Knocked Down (no water)													-	0%	7
Illegal Dumping	263	137	409	347	326	428	427	449	432	280	378	291	4,167	9%	7,028
Inlet Cleaning													-	0%	6
Leaf Collection	1												1	0%	180
Licenses & Inspections													-	0%	2
Line Striping	5	1	3	13	6	10	6	11	12	9	8	7	91	0%	144
Maintenance Residential													-	0%	7
Manhole Cover	9	9	27	14	14	16	17	25	16	16	28	16	207	0%	269
Newsstand/Outdoor Cafe	2		2	6	8	5	7	3	5	1	5		44	0%	57
Opinion/Feedback													-	0%	3
Other													-	0%	4
Other (Streets)	48	48	69	61	57	47	76	70	65	48	49	37	675	2%	1,766
Other Follow-up (Must Specify)													-	0%	1
Other Water Issue													-	0%	1
Police													-	0%	1
Pothole Repair	135	163	423	217	167	118	98	91	62	69	48	47	1,638	4%	2,471
Recyclables Collection	120	257	151	59	70	79	135	105	117	89	136	170	1,488	3%	2,635
Rubbish Collection	349	2,082	839	357	308	339	418	395	378	324	312	528	6,629	15%	10,361

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
 Summary of Tickets Created by Department, by Category, by Month
 January, 2010 - December, 2010**

Sum of TICKETS	2010 Periods												TOTAL	%	Total
DEPARTMENT NAME / CATEGORY	2010- 1	2010- 2	2010- 3	2010- 4	2010- 5	2010- 6	2010- 7	2010- 8	2010- 9	2010-10	2010-11	2010-12	2010	2010	2009 and 2010
Salting	48	2,534	2									337	2,921	7%	4,406
Sanitation Violation	162	116	317	218	202	286	321	370	265	226	200	165	2,848	6%	3,940
Service Request													-	0%	91
Service Request Follow-up													-	0%	1
Shoveling	1	1,106	7									354	1,468	3%	1,518
Stop Sign Repair	69	34	85	78	77	58	49	35	46	40	53	66	690	2%	1,420
Street Light - Other	129	65	166	103	88	52	49	44	56	62	38	36	888	2%	1,206
Street Light Outage	613	314	650	604	539	808	924	721	636	480	581	471	7,341	17%	12,815
Street Paving	13	12	24	35	40	55	30	36	52	39	29	27	392	1%	636
Street Trees													-	0%	3
Streets													-	0%	128
Traffic - Other	61	51	88	76	83	117	108	109	207	141	165	161	1,367	3%	1,522
Traffic Signal Emergency	169	160	281	216	217	213	224	225	215	204	245	274	2,643	6%	4,940
Vacant House													-	0%	1
Weather/ Snow Related													-	0%	1
Water Department	37	30	110	52	70	107	184	150	143	74	58	54	1,069	1%	2,169
Cave-in Repair													-	0%	15
Cement Repair Hydrant/Inlet									6	7	3	5	21	2%	21
Ditch Repair													-	0%	6
Hydrant Knocked Down (no water)	14	12	20	13	11	23	22	17	6	12	8	4	162	15%	542
Inlet Cleaning	23	18	90	39	59	84	162	133	130	55	45	43	881	82%	1,468
Leak in the street													-	0%	40
Manhole Cover									1				1	0%	5
Request for vacant broken pipe													-	0%	12
Service Request											1	2	3	0%	3
Water Department											1		1	0%	1
Water in Cellar													-	0%	56
zNon-City Agency (Must Specify)													0	0%	2
Complaint (Streets)													-		1
Dangerous Tree													-		1
zTraining Purposes Only							1						1	0%	1
Maintenance Residential							1						1	100%	1
Grand Total	5,051	9,687	8,314	7,008	7,231	8,887	9,359	8,832	7,542	6,117	6,062	6,257	90,347	100%	140,323

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

City of Philadelphia - 311 Program Definition of Selected Service Requests

Service Request Definitions

- **Abandoned Auto:** Vehicle that appears to be abandoned
- **Building Construction:** Problems with building construction including no permits
- **Building Dangerous:** Building causing a possible dangerous situation
- **Dangerous Tree:** Live tree causing damage to adjoining property
- **Ditch:** Man-made hole in street needing repair
- **Drainage Maintenance:** Property with external sewage issues
- **Illegal Dumping:** Dumping of debris on street or public area
- **Graffiti Removal:** Building or other surface needing graffiti removed
- **Maintenance Residential:** Residence with interior or external maintenance issues
- **Rubbish Collection:** Trash that was not picked up on designated trash day
- **Sanitation Violation:** Trash that was not put out correctly
- **Street Light - Other:** Street light needing wiring or other type of work
- **Street Light Outage:** Street light needing bulb replacement
- **Street Tree:** Tree between sidewalk and curb needing maintenance
- **Traffic Other:** Traffic light request where immediate repair is not needed
- **Traffic Signal Emergency:** Traffic signal needing immediate repair
- **Vacant House:** Building that needs to be cleaned and sealed
- **Vacant Lot Clean-up:** Vacant lot needing clean-up or debris removal
- **Zoning Business:** A business operating without proper licenses or zoning

City of Philadelphia - 311 Program
Listing of Tickets Created by Department, by Month
January, 2009 - December, 2010

Period	Fire Department	First Judicial District	Health Department	Licenses and Inspections	Neighborhood Services	Parks & Recreation	PECO - Electric Company	Police Department	PPA - Philadelphia Parking Authority	Public Property/ Historical Commission	Revenue/ Water Revenue	SEPTA	Streets Department	Water Department	zNon-City Agency (Must Specify)	Total
2009- 1	8			100	72	113		389		57			1,882	194		2,815
2009- 2	4			132	114	109		361		13			1,684	72		2,489
2009- 3	3		2	190	214	99		503					1,954	72		3,037
2009- 4	2			150	278	157		474		2			1,941	68		3,072
2009- 5	4	1		355	428	191		444	1	1			2,084	98		3,607
2009- 6	3			214	543	215		415		1			2,562	111		4,064
2009- 7	5			886	508	275		406		1	1		2,559	117		4,758
2009- 8	3			2,229	452	315		378					2,702	134		6,213
2009- 9	3			2,098	387	282		442					2,266	102		5,580
2009-10	2		1	1,584	271	187		325	2	1			2,127	54	2	4,556
2009-11	1			1,351	160	82		302					1,986	41		3,923
2009-12	6			1,594	144	71		312					3,698	37		5,862
2010- 1	7			1,704	195	83		432					2,593	37		5,051
2010- 2	1			1,217	107	304		276					7,752	30		9,687
2010- 3	12			2,463	401	283		658					4,387	110		8,314
2010- 4	7			2,438	456	242		639					3,174	52		7,008
2010- 5	6		1	2,714	607	330	2	566			6	1	2,928	70		7,231
2010- 6	6			3,391	745	534		651					3,453	107		8,887
2010- 7	6			3,506	644	552		652		1			3,813	184		9,359
2010- 8	10			3,344	681	380		710					3,557	150		8,832
2010- 9	10			2,522	509	304		644					3,410	143		7,542
2010-10	19			2,151	307	246		594					2,726	74		6,117
2010-11	2			2,096	333	152		523					2,898	58		6,062
2010-12	6			1,836	214	115		437					3,595	54		6,257
TOTAL 2009	44	1	3	10,883	3,571	2,096	-	4,751	3	76	1	-	27,445	1,100	2	49,976
TOTAL 2010	92	-	1	29,382	5,199	3,525	2	6,782	-	1	6	1	44,286	1,069	-	90,347
CHANGE %	109%	-100%	-67%	170%	46%	68%		43%	-100%	-99%	500%		61%	-3%	-100%	81%
GRAND TOTAL	136	1	4	40,265	8,770	5,621	2	11,533	3	77	7	1	71,731	2,169	2	140,323

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Listing of Tickets Closed by Department, by Month
January, 2009 - December, 2010**

Period	Fire Department	First Judicial District	Health Department	Licenses and Inspections	Neighborhood Services	Parks & Recreation	PECO - Electric Company	Police Department	PPA - Philadelphia Parking Authority	Public Property/ Historical Commission	Revenue/ Water Revenue	SEPTA	Streets Department	Water Department	Grand Total
2009- 1	3				18	12		178		4			1,242	86	1,543
2009- 2	5				69	59		290		12				147	582
2009- 3	1				115	20		536		47			1,718	58	2,495
2009- 4	2		1		220	300		436					1,558	68	2,585
2009- 5	1	1		126	244	123		465		1			1,961	96	3,018
2009- 6	2			263	273	182		494	1	1			2,485	111	3,812
2009- 7	2			628	356	296		442					2,442	125	4,291
2009- 8	2			822	459	222		355		5			2,593	122	4,580
2009- 9	13		1	1,671	454	375		387		3	1		2,186	126	5,217
2009-10			1	1,237	404	134		397	1	1			2,136	63	4,374
2009-11				987	413	107		293					1,936	45	3,781
2009-12				2,543	267	161		267	1	1			3,514	29	6,783
2010- 1	1			1,934	252	134		417					2,327	44	5,109
2010- 2	1			1,438	126	298		265					6,979	21	9,128
2010- 3	13			2,526	401	268		570					4,381	96	8,255
2010- 4	1			2,380	343	248		598		1			3,295	78	6,944
2010- 5	1		1	2,236	270	311	1	587			6	1	2,877	63	6,354
2010- 6	2			3,250	390	435	1	595					3,320	97	8,090
2010- 7	1			3,017	507	546		585					3,554	185	8,395
2010- 8	1			3,373	480	519		444		1			3,491	142	8,451
2010- 9				3,440	537	193		629					3,299	155	8,253
2010-10	1			2,759	432	324		653					2,679	87	6,935
2010-11				2,733	393	199		573					2,731	54	6,683
2010-12	2			2,007	581	135		443					3,260	53	6,481
TOTAL 2009	31	1	3	8,277	3,292	1,991	-	4,540	3	75	1	-	23,771	1,076	43,061
TOTAL 2010	24	-	1	31,093	4,712	3,610	2	6,359	-	2	6	1	42,193	1,075	89,078
CHANGE %	-23%	-100%	-67%	276%	43%	81%		40%	-100%	-97%	500%		77%	0%	107%
GRAND TOTAL	55	1	4	39,370	8,004	5,601	2	10,899	3	77	7	1	65,964	2,151	132,139

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

City of Philadelphia - 311 Program
Source of Tickets Generated
January, 2009 - December, 2010

Sum of TICKETS	Contact Type			Police			Web Self	
Period	E-mail	Fax	None	Observation	Telephone	Walk-in	Service	Grand Total
2009- 1	4		1		2,795	15		2,815
2009- 2	2				2,477	8	2	2,489
2009- 3	3				2,956	12	66	3,037
2009- 4	6				3,018	21	27	3,072
2009- 5	3				3,545	7	52	3,607
2009- 6	52		3		3,923	18	68	4,064
2009- 7	28		1		4,640	42	47	4,758
2009- 8	108				5,972	98	35	6,213
2009- 9	97				5,288	183	12	5,580
2009-10	85				4,311	127	33	4,556
2009-11	59				3,766	85	13	3,923
2009-12	166	1			5,560	80	55	5,862
2010- 1	125		1		4,788	112	25	5,051
2010- 2	239	16			9,270	129	33	9,687
2010- 3	254				7,858	160	42	8,314
2010- 4	240	10			6,582	125	51	7,008
2010- 5	304	1		25	6,669	105	127	7,231
2010- 6	286			78	8,253	149	121	8,887
2010- 7	286	1		56	8,787	114	115	9,359
2010- 8	411	1		54	8,124	151	91	8,832
2010- 9	325	3		70	6,896	141	107	7,542
2010-10	372			55	5,494	111	85	6,117
2010-11	267	5		401	5,213	93	83	6,062
2010-12	301			249	5,578	65	64	6,257
Grand Total	4,023	38	6	988	131,763	2,151	1,354	140,323
Total 2009	613	1	5	-	48,251	696	410	49,976
Type % 2009	1%	0%	0%	0%	97%	1%	1%	100%
Total 2010	3,410	37	1	988	83,512	1,455	944	90,347
Type % 2010	4%	0%	0%	1%	92%	2%	1%	100%
Change %	456%	3600%	-80%		73%	109%	130%	81%

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

City of Philadelphia - 311 Program

Master Summary of Tickets Created and Completed

For the Years Ended December 31, 2010 and 2009

Year	Summary	Tickets with no		Tickets	Completed	Not Complete
		SLA	with SLA	w/SLA	w/SLA	w/SLA
2009	Summary	49,976	3,503	46,473	45,468	1,005
2010	Summary	90,347	5,185	85,162	83,854	1,308
Total	Summary	140,323	8,688	131,635	129,322	2,313

YEAR	DEPARTMENT NAME	Completed					Not Complete					Total					
		Completed w/SLA		Tickets with No SLA	Total Tickets	% Within SLA	Not Complete w/SLA		Tickets with No SLA	Total Tickets	% Not Within SLA	Completed		Completed/Not		Undetermined	Total Tickets
		Tickets Within SLA	Tickets Not Within SLA				Tickets Still Within SLA	Tickets Not Within SLA				Tickets Within SLA	% Within SLA	Tickets with No SLA	Tickets Not Within SLA		
2009	Fire Department	1	34	8	43	2.33%	0	0	1	1	0.00%	1	2.27%	9	34	0	44
2009	First Judicial District	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2009	Health Department	0	0	3	3	0.00%	0	0	0	0	0.00%	0	0.00%	3	0	0	3
2009	Licenses and Inspections	4,241	6,301	130	10,672	39.74%	0	208	3	211	98.58%	4,241	38.97%	133	6,509	0	10,883
2009	Neighborhood Services	2,436	1,130	4	3,570	68.24%	0	1	0	1	100.00%	2,436	68.22%	4	1,131	0	3,571
2009	PPA - Philadelphia Parking Authority	0	0	3	3	0.00%	0	0	0	0	0.00%	0	0.00%	3	0	0	3
2009	Parks & Recreation	837	1,245	14	2,096	39.93%	0	0	0	0	0.00%	837	39.93%	14	1,245	0	2,096
2009	Police	3,951	784	16	4,751	83.16%	0	0	0	0	0.00%	3,951	83.16%	16	784	0	4,751
2009	Public Property/Historical Commission	0	0	76	76	0.00%	0	0	0	0	0.00%	0	0.00%	76	0	0	76
2009	Revenue/Water Revenue	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2009	Streets	15,406	8,138	2,886	26,430	58.29%	0	793	222	1,015	78.13%	15,406	56.13%	3,108	8,931	0	27,445
2009	Water	617	347	133	1,097	56.24%	0	3	0	3	100.00%	617	56.09%	133	350	0	1,100
2009	zNon-City Agency (Must Specify)	0	0	1	1	0.00%	0	0	1	1	0.00%	0	0.00%	2	0	0	2
2009	TOTAL	27,489	17,979	3,276	48,744	56.39%	0	1,005	227	1,232	81.57%	27,489	55.00%	3,503	18,984	0	49,976
		55%	36%	7%	98%		0%	2%	0%	2%		55%		7%	38%	0%	100%
2010	Fire Department	6	85	1	92	6.52%	0	0	0	0	0.00%	6	6.52%	1	85	0	92
2010	First Judicial District	0	0	0	0	0.00%	0	0	0	0	0.00%	0	0.00%	0	0	0	0
2010	Health Department	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2010	Licenses and Inspections	21,620	7,625	83	29,328	73.72%	10	28	16	54	51.85%	21,620	73.58%	99	7,653	10	29,382
2010	Neighborhood Services	3,350	1,817	3	5,170	64.80%	29	0	0	29	0.00%	3,350	64.44%	3	1,817	29	5,199
2010	PECO - Electric Company	0	0	2	2	0.00%	0	0	0	0	0.00%	0	0.00%	2	0	0	2
2010	PPA - Philadelphia Parking Authority	0	0	0	0	0.00%	0	0	0	0	0.00%	0	0.00%	0	0	0	0
2010	Parks & Recreation	2,237	1,288	0	3,525	63.46%	0	0	0	0	0.00%	2,237	63.46%	0	1,288	0	3,525
2010	Police	5,077	1,697	0	6,774	74.95%	6	2	0	8	25.00%	5,077	74.86%	0	1,699	6	6,782
2010	Public Property/Historical Commission	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2010	Revenue/Water Revenue	0	0	6	6	0.00%	0	0	0	0	0.00%	0	0.00%	6	0	0	6
2010	SEPTA	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2010	Streets	25,066	12,943	4,566	42,575	58.87%	45	1,188	478	1,711	69.43%	25,066	56.60%	5,044	14,131	45	44,286
2010	Water	708	335	26	1,069	66.23%	0	0	0	0	0.00%	708	66.23%	26	335	0	1,069
2010	zNon-City Agency (Must Specify)	0	0	0	0	0.00%	0	0	0	0	0.00%	0	0.00%	0	0	0	0
2010	zTravel Purposes Only	0	0	1	1	0.00%	0	0	0	0	0.00%	0	0.00%	1	0	0	1
2010	TOTAL	58,064	25,790	4,691	88,545	65.58%	90	1,218	494	1,802	67.59%	58,064	64.27%	5,185	27,008	90	90,347
		64%	29%	5%	98%		0%	1%	1%	2%		64%		6%	30%	0%	100%
2009 and 2010 GRAND TOTAL		85,553	43,769	7,967	137,289		90	2,223	721	3,034		85,553		8,688	45,992	90	140,323
		61%	31%	6%	98%		0%	2%	1%	2%		61%		6%	33%	0%	100%

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

**City of Philadelphia - 311 Program
Summary of Tickets Created and Completed by SLA
For the Years Ended December 31, 2010 and 2009**

		COMPLETED											
DEPARTMENT NAME	TICKET CATEGORY	YEAR	TICKETS	% BY CAT	TICKETS WITHIN SLA		TICKETS NOT WITHIN SLA		TICKETS WITH NO SLA		SLA BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% NOT WITHIN SLA	SLA	% WITH NO SLA			
Fire Department		2009	3	7%		0%		0%	3	100%	NA		
Fire Department	Complaint against Fire or EMS Personnel	2009	35	81%	1	3%	34	97%		0%	2	181	9050%
Fire Department	Employee Behavior	2009	2	5%		0%		0%	2	100%	NA		
Fire Department	Fire Residential	2009	1	2%		0%		0%	1	100%	NA		
Fire Department	Other	2009	2	5%		0%		0%	2	100%	NA		
Fire Department Total			43	100%	1	2%	34	79%	8	19%			
First Judicial District	Directory Assistance	2009	1	100%		0%		0%	1	100%	NA		
First Judicial District Total			1	100%	0	0%	0	0%	1	100%			
Health Department		2009	1	33%		0%		0%	1	100%	NA		
Health Department	General Information	2009	1	33%		0%		0%	1	100%	NA		
Health Department	Service Request	2009	1	33%		0%		0%	1	100%	NA		
Health Department Total			3	100%	0	0%	0	0%	3	100%			
Licenses and Inspections	Boarding Room House	2009	118	1%	77	65%	41	35%		0%	30	47	157%
Licenses and Inspections	Building Construction	2009	750	7%	103	14%	647	86%		0%	10	77	770%
Licenses and Inspections	Building Dangerous Historical	2009	2	0%		0%	2	100%		0%	15	298	1987%
Licenses and Inspections	Building Dangerous Occupied	2009	214	2%	45	21%	169	79%		0%	5	28	560%
Licenses and Inspections	Building Dangerous Vacant	2009	562	5%	267	48%	295	52%		0%	15	35	233%
Licenses and Inspections	Cave-in Repair	2009	1	0%		0%		0%	1	100%	NA		
Licenses and Inspections	Certificates	2009	2	0%		0%		0%	2	100%	NA		
Licenses and Inspections	Complaint Management	2009	1	0%		0%		0%	1	100%	NA		
Licenses and Inspections	Contractor Working Too Late/Early	2009	4	0%		0%		0%	4	100%	NA		
Licenses and Inspections	Contractor Worksite Clean Up	2009	19	0%		0%		0%	19	100%	NA		
Licenses and Inspections	Dangerous Tree	2009	428	4%	195	46%	233	54%		0%	15	54	360%
Licenses and Inspections	Daycare Commercial	2009	8	0%	5	63%	3	38%		0%	30	65	217%
Licenses and Inspections	Daycare Residential	2009	10	0%	4	40%	6	60%		0%	30	45	150%
Licenses and Inspections	Demolition	2009	59	1%	53	90%	6	10%		0%	45	19	42%
Licenses and Inspections	Department/Agency	2009	2	0%		0%		0%	2	100%	NA		
Licenses and Inspections	Ditch Repair	2009	1	0%		0%		0%	1	100%	NA		
Licenses and Inspections	Drainage Maintenance Commercial	2009	79	1%	42	53%	37	47%		0%	30	70	233%
Licenses and Inspections	Drainage Maintenance Residential	2009	490	5%	289	59%	201	41%		0%	30	46	153%
Licenses and Inspections	Dumpster Violation	2009	1	0%		0%		0%	1	100%	NA		
Licenses and Inspections	Electrical Construction	2009	11	0%	2	18%	9	82%		0%	10	60	600%
Licenses and Inspections	Emergency Facade Repair	2009	1	0%		0%	1	100%		0%	5	13	260%
Licenses and Inspections	Fire Commercial	2009	59	1%	22	37%	37	63%		0%	30	94	313%
Licenses and Inspections	Fire Residential	2009	158	1%	62	39%	96	61%		0%	30	105	350%
Licenses and Inspections	General Information	2009	16	0%		0%		0%	16	100%	NA		
Licenses and Inspections	Infestation Residential	2009	287	3%	151	53%	136	47%		0%	30	55	183%
Licenses and Inspections	License Application	2009	6	0%		0%		0%	6	100%	NA		
Licenses and Inspections	License Contractor	2009	23	0%	2	9%	21	91%		0%	10	153	1530%
Licenses and Inspections	License Residential	2009	49	0%	12	24%	37	76%		0%	30	78	260%
Licenses and Inspections	Licenses & Inspections	2009	7	0%		0%		0%	7	100%	NA		
Licenses and Inspections	Maintenance Commercial	2009	152	1%	93	61%	59	39%		0%	30	45	150%

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**City of Philadelphia - 311 Program
Summary of Tickets Created and Completed by SLA
For the Years Ended December 31, 2010 and 2009**

		COMPLETED											
DEPARTMENT NAME	TICKET CATEGORY	YEAR	TICKETS	% BY CAT	TICKETS WITHIN		TICKETS NOT WITHIN		TICKETS WITH NO SLA		SLA BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% WITHIN SLA	SLA	% WITH NO SLA			
Licenses and Inspections	Maintenance Residential	2009	4,517	42%	1,892	42%	2,625	58%		0%	30	70	233%
Licenses and Inspections	No Heat (Residential)	2009	469	4%	78	17%	391	83%		0%	3	35	1167%
Licenses and Inspections	Nuisance Task Force	2009	7	0%		0%		0%	7	100%	NA		
Licenses and Inspections	Other	2009	5	0%		0%		0%	5	100%	NA		
Licenses and Inspections	Other Dangerous	2009	81	1%	44	54%	37	46%		0%	15	36	240%
Licenses and Inspections	Plumbing Construction	2009	19	0%		0%	19	100%		0%	10	89	890%
Licenses and Inspections	Service Request	2009	5	0%		0%		0%	5	100%	NA		
Licenses and Inspections	Vacant Commercial	2009	40	0%	24	60%	16	40%		0%	30	74	247%
Licenses and Inspections	Vacant House	2009	1,370	13%	636	46%	734	54%		0%	30	69	230%
Licenses and Inspections	vacant lot inquiry	2009	16	0%		0%		0%	16	100%	NA		
Licenses and Inspections	Work without Permit	2009	37	0%		0%		0%	37	100%	NA		
Licenses and Inspections	Zoning Business	2009	477	4%	99	21%	378	79%		0%	30	91	303%
Licenses and Inspections	Zoning Construction	2009	29	0%	18	62%	11	38%		0%	10	33	330%
Licenses and Inspections	Zoning Residential	2009	80	1%	26	33%	54	68%		0%	30	85	283%
Licenses and Inspections Total			10,672	100%	4,241	40%	6,301	59%	130	1%			
Neighborhood Services	Graffiti Removal	2009	961	27%	720	75%	241	25%		0%	7	7	100%
Neighborhood Services	Paint Voucher	2009	4	0%		0%		0%	4	100%	NA		
Neighborhood Services	Vacant Lot Clean-up	2009	2,605	73%	1,716	66%	889	34%		0%	90	65	72%
Neighborhood Services Total			3,570	100%	2,436	68%	1,130	32%	4	0%			
Parks & Recreation	Grass Cutting	2009	45	2%	3	7%	42	93%		0%	3	86	2867%
Parks & Recreation	Hazardous playground issues	2009	25	1%	1	4%	24	96%		0%	5	111	2220%
Parks & Recreation	Housekeeping	2009	25	1%	2	8%	23	92%		0%	3	108	3600%
Parks & Recreation	Maintenance mechanical problems	2009	47	2%	11	23%	36	77%		0%	5	101	2020%
Parks & Recreation	Other (Parks)	2009	66	3%	30	45%	36	55%		0%	5	26	520%
Parks & Recreation	Other (Recreation)	2009	14	1%		0%	14	100%		0%	5	129	2580%
Parks & Recreation	Park Conditions (Safety & Maintenance)	2009	140	7%	81	58%	59	42%		0%	10	23	230%
Parks & Recreation	Street Trees	2009	1,720	82%	709	41%	1011	59%		0%	10	24	240%
Parks & Recreation	Trash Removal	2009	14	1%		0%		0%	14	100%	NA		
Parks & Recreation Total			2,096	100%	837	40%	1,245	59%	14	1%			
Police Department	Abandoned Automobile	2009	4735	100%	3951	83%	784	17%		0%	30	17	57%
Police Department	Other (Police)	2009	16	0%		0%		0%	16	100%	NA		
Police Department Total			4,751	100%	3,951	83%	784	17%	16	0%			
PPA - Philadelphia Parking Authority	General Information	2009	1	33%		0%		0%	1	100%	NA		
PPA - Philadelphia Parking Authority	Service Request	2009	2	67%		0%		0%	2	100%	NA		
PPA - Philadelphia Parking Authority Total			3	100%	0	0%	0	0%	3	100%			
Public Property/ Historical Commission		2009	1	1%		0%		0%	1	100%	NA		
Public Property/ Historical Commission	Complaint Management	2009	1	1%		0%		0%	1	100%	NA		
Public Property/ Historical Commission	Manhole Cover	2009	1	1%		0%		0%	1	100%	NA		
Public Property/ Historical Commission	Other (Streets)	2009	1	1%		0%		0%	1	100%	NA		
Public Property/ Historical Commission	Property Ownership / Acquisition inquiries	2009	70	92%		0%		0%	70	100%	NA		
Public Property/ Historical Commission	Public Property	2009	1	1%		0%		0%	1	100%	NA		
Public Property/ Historical Commission	Service Request	2009	1	1%		0%		0%	1	100%	NA		

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**City of Philadelphia - 311 Program
Summary of Tickets Created and Completed by SLA
For the Years Ended December 31, 2010 and 2009**

		COMPLETED											
DEPARTMENT NAME	TICKET CATEGORY	YEAR	TICKETS	% BY CAT	TICKETS WITHIN SLA		TICKETS NOT WITHIN SLA		TICKETS WITH NO SLA		SLA BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% WITHIN SLA	SLA	% WITH NO SLA			
Public Property/ Historical Commission Total			76	100%	0	0%	0	0%	76	100%			
Revenue/ Water Revenue	Complaint Management	2009	1	100%		0%		0%	1	100%	NA		
Revenue/ Water Revenue Total			1	100%	0	0%	0	0%	1	100%			
Streets Department		2009	273	1%		0%		0%	273	100%	NA		
Streets Department	Alley Light Outage	2009	1,501	6%		0%		0%	1501	100%	NA		
Streets Department	Cave-in Repair	2009	621	2%	273	44%	348	56%		0%	45	120	267%
Streets Department	Complaint (Streets)	2009	109	0%	60	55%	49	45%		0%	5	45	900%
Streets Department	Complaint Management	2009	5	0%		0%		0%	5	100%	NA		
Streets Department	Dangerous Sidewalk	2009	255	1%	73	29%	182	71%		0%	5	53	1060%
Streets Department	Dangerous Tree	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Dead Animal	2009	993	4%	723	73%	270	27%		0%	3	4	133%
Streets Department	Department Not Responding	2009	5	0%		0%		0%	5	100%	NA		
Streets Department	Department/Agency	2009	9	0%		0%		0%	9	100%	NA		
Streets Department	Directory Assistance	2009	6	0%		0%		0%	6	100%	NA		
Streets Department	Ditch Repair	2009	1,046	4%	610	58%	436	42%		0%	46	65	141%
Streets Department	Drainage Maintenance Commercial	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Dumpster Violation	2009	201	1%	139	69%	62	31%		0%	3	5	167%
Streets Department	Emergency Transfer	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Employee Behavior	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	General Information	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Hydrant Knocked Down (no water)	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Illegal Dumping	2009	2,815	11%	2,161	77%	654	23%		0%	5	6	120%
Streets Department	Leaf Collection	2009	177	1%		0%		0%	177	100%	NA		
Streets Department	Licenses & Inspections	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Line Striping	2009	50	0%		0%		0%	50	100%	NA		
Streets Department	Maintenance Residential	2009	3	0%		0%		0%	3	100%	NA		
Streets Department	Manhole Cover	2009	56	0%	14	25%	42	75%		0%	2	42	2100%
Streets Department	Newsstand/Outdoor Cafe	2009	4	0%	1	25%	3	75%		0%	2	95	4750%
Streets Department	Opinion/Feedback	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Other	2009	2	0%		0%		0%	2	100%	NA		
Streets Department	Other (Streets)	2009	937	4%	417	45%	520	55%		0%	5	38	760%
Streets Department	Other Follow-up (Must Specify)	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Other Water Issue	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Police	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Pothole Repair	2009	813	3%	576	71%	237	29%		0%	3	8	267%
Streets Department	Recyclables Collection	2009	1,120	4%	553	49%	567	51%		0%	2	5	250%
Streets Department	Rubbish Collection	2009	3,660	14%	1,852	51%	1808	49%		0%	2	4	200%
Streets Department	Salting	2009	1,382	5%	800	58%	582	42%		0%	1	2	200%
Streets Department	Sanitation Violation	2009	1,075	4%	883	82%	192	18%		0%	5	5	100%
Streets Department	Service Request	2009	84	0%		0%		0%	84	100%	NA		
Streets Department	Service Request Follow-up	2009	1	0%		0%		0%	1	100%	NA		
Streets Department	Shoveling	2009	43	0%	18	42%	25	58%		0%	1	13	1300%

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DEPARTMENT NAME	TICKET CATEGORY	YEAR	COMPLETED										
			TICKETS	% BY CAT	TICKETS WITHIN SLA		TICKETS NOT WITHIN SLA		TICKETS WITH NO SLA		SLA BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% NOT WITHIN SLA	SLA	% WITH NO SLA			
Streets Department	Stop Sign Repair	2009	715	3%	89	12%	626	88%		0%	4		
Streets Department	Street Light - Other	2009	316	1%		0%		0%	316	100%	NA		
Streets Department	Street Light Outage	2009	5,438	21%	4,464	82%	974	18%		0%	10	7	70%
Streets Department	Street Paving	2009	183	1%		0%		0%	183	100%	NA		
Streets Department	Streets	2009	119	0%		0%		0%	119	100%	NA		
Streets Department	Traffic - Other	2009	141	1%		0%		0%	141	100%	NA		
Streets Department	Traffic Signal Emergency	2009	2,261	9%	1,700	75%	561	25%		0%	4	7	175%
Streets Department Total			26,430	100%	15,406	58%	8,138	31%	2,886	11%			
Water Department	Cave-in Repair	2009	15	1%		0%		0%	15	100%	NA		
Water Department	Ditch Repair	2009	6	1%		0%		0%	6	100%	NA		
Water Department	Hydrant Knocked Down (no water)	2009	377	34%	331	88%	46	12%		0%	45	20	44%
Water Department	Inlet Cleaning	2009	587	54%	286	49%	301	51%		0%	3	10	333%
Water Department	Leak in the street	2009	40	4%		0%		0%	40	100%	NA		
Water Department	Manhole Cover	2009	4	0%		0%		0%	4	100%	NA		
Water Department	Request for vacant broken pipe	2009	12	1%		0%		0%	12	100%	NA		
Water Department	Water in Cellar	2009	56	5%		0%		0%	56	100%	NA		
Water Department Total			1,097	100%	617	56%	347	32%	133	12%			
zNon-City Agency (Must Specify)	Dangerous Tree	2009	1	100%		0%		0%	1	100%	NA		
zNon-City Agency (Must Specify) Total			1	100%	0	0%	0	0%	1	100%			
Fire Department	Complaint against Fire or EMS Personnel	2010	91	99%	6	7%	85	93%		0%	2	167	8350%
Fire Department	Other Safety (Must Specify)	2010	1	1%		0%		0%	1	100%	NA		
Fire Department Total			92	100%	6	7%	85	92%	1	1%			
Health Department	Vector Control	2010	1	100%		0%		0%	1	100%	NA		
Health Department Total			1	100%	0	0%	0	0%	1	100%			
Licenses and Inspections	Boarding Room House	2010	333	1%	215	65%	118	35%		0%	30	29	97%
Licenses and Inspections	Building Construction	2010	2,139	7%	1,545	72%	594	28%		0%	10	12	120%
Licenses and Inspections	Building Dangerous Historical	2010	8	0%	5	63%	3	38%		0%	15	19	127%
Licenses and Inspections	Building Dangerous Occupied	2010	488	2%	316	65%	172	35%		0%	5	6	120%
Licenses and Inspections	Building Dangerous Vacant	2010	1,636	6%	1,510	92%	126	8%		0%	15	6	40%
Licenses and Inspections	Dangerous Tree	2010	837	3%	771	92%	66	8%		0%	15	6	40%
Licenses and Inspections	Daycare Commercial	2010	40	0%	25	63%	15	38%		0%	30	53	177%
Licenses and Inspections	Daycare Residential	2010	47	0%	21	45%	26	55%		0%	30	65	217%
Licenses and Inspections	Demolition	2010	317	1%	315	99%	2	1%		0%	45	5	11%
Licenses and Inspections	Drainage Maintenance Commercial	2010	72	0%	57	79%	15	21%		0%	30	21	70%
Licenses and Inspections	Drainage Maintenance Residential	2010	1,560	5%	1,235	79%	325	21%		0%	30	19	63%
Licenses and Inspections	Electrical Construction	2010	65	0%	39	60%	26	40%		0%	10	19	190%
Licenses and Inspections	Emergency air Conditioning	2010	5	0%	2	40%	3	60%		0%	1	10	1000%
Licenses and Inspections	Fire Commercial	2010	212	1%	190	90%	22	10%		0%	30	13	43%
Licenses and Inspections	Fire Residential	2010	459	2%	376	82%	83	18%		0%	30	20	67%
Licenses and Inspections	Infestation Residential	2010	582	2%	421	72%	161	28%		0%	30	24	80%
Licenses and Inspections	License Contractor	2010	116	0%	44	38%	72	62%		0%	10	46	460%
Licenses and Inspections	License Residential	2010	416	1%	302	73%	114	27%		0%	30	24	80%

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DEPARTMENT NAME	TICKET CATEGORY	YEAR	TICKETS	% BY CAT	TICKETS WITHIN		TICKETS NOT WITHIN		TICKETS WITH NO SLA		SLA BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% NOT WITHIN SLA	SLA	% WITH NO SLA			
Licenses and Inspections	Maintenance Commercial	2010	740	3%	681	92%	59	8%		0%	30	11	37%
Licenses and Inspections	Maintenance Residential	2010	11,903	41%	8,192	69%	3711	31%		0%	30	27	90%
Licenses and Inspections	No Heat (Residential)	2010	1,095	4%	441	40%	654	60%		0%	3	8	267%
Licenses and Inspections	Nuisance Task Force	2010	17	0%		0%		0%	17	100%	NA		
Licenses and Inspections	Other Dangerous	2010	170	1%	159	94%	11	6%		0%	15	6	40%
Licenses and Inspections	Plumbing Construction	2010	104	0%	44	42%	60	58%		0%	10		
Licenses and Inspections	Street Trees	2010	1	0%		0%		0%	1	100%	NA		
Licenses and Inspections	Vacant Commercial	2010	104	0%	97	93%	7	7%		0%	30	8	27%
Licenses and Inspections	Vacant House	2010	3,625	12%	2,846	79%	779	21%		0%	30	19	63%
Licenses and Inspections	vacant lot inquiry	2010	65	0%		0%		0%	65	100%	NA		
Licenses and Inspections	Zoning Business	2010	1,481	5%	1,253	85%	228	15%		0%	30	17	57%
Licenses and Inspections	Zoning Construction	2010	307	1%	220	72%	87	28%		0%	10	13	130%
Licenses and Inspections	Zoning Residential	2010	384	1%	298	78%	86	22%		0%	30	21	70%
Licenses and Inspections Total			29,328	100%	21,620	74%	7,625	26%	83	0%			
Neighborhood Services	Graffiti Removal	2010	1,691	33%	1,279	76%	412	24%		0%	7	6	86%
Neighborhood Services	Paint Voucher	2010	3	0%		0%		0%	3	100%	NA		
Neighborhood Services	Vacant Lot Clean-up	2010	3,476	67%	2,071	60%	1405	40%		0%	90	82	91%
Neighborhood Services Total			5,170	100%	3,350	65%	1,817	35%	3	0%			
Parks & Recreation	Grass Cutting	2010	34	1%	21	62%	13	38%		0%	3	7	233%
Parks & Recreation	Hazardous playground issues	2010	50	1%	18	36%	32	64%		0%	5	14	280%
Parks & Recreation	Housekeeping	2010	42	1%	5	12%	37	88%		0%	3	18	600%
Parks & Recreation	Maintenance mechanical problems	2010	92	3%	34	37%	58	63%		0%	5	15	300%
Parks & Recreation	Other (Parks)	2010	168	5%	92	55%	76	45%		0%	5	7	140%
Parks & Recreation	Other (Recreation)	2010	42	1%	17	40%	25	60%		0%	5	17	340%
Parks & Recreation	Park Conditions (Safety & Maintenance)	2010	217	6%	148	68%	69	32%		0%	10	10	100%
Parks & Recreation	Street Trees	2010	2,880	82%	1,902	66%	978	34%		0%	10	9	90%
Parks & Recreation Total			3,525	100%	2,237	63%	1,288	37%	0	0%			
PECO - Electric Company	Other Non-City (Must Specify)	2010	2	100%		0%		0%	2	100%	NA		
PECO - Electric Company Total			2	100%	0	0%	0	0%	2	100%			
Police Department	Abandoned Automobile	2010	6,774	100%	5,077	75%	1697	25%		0%	30	27	90%
Police Department Total			6,774	100%	5,077	75%	1,697	25%	0	0%			
Public Property/ Historical Commission	Main Office Number	2010	1	100%		0%		0%	1	100%	NA		
Public Property/ Historical Commission Total			1	100%	0	0%	0	0%	1	100%			
Revenue/ Water Revenue	Water Revenue	2010	6	100%		0%		0%	6	100%	NA		
Revenue/ Water Revenue Total			6	100%	0	0%	0	0%	6	100%			
SEPTA	Fairmont Park Commission	2010	1	100%		0%		0%	1	100%	NA		
SEPTA Total			1	100%	0	0%	0	0%	1	100%			
Streets Department	Alley Light Outage	2010	2,220	5%		0%		0%	2220	100%	NA		
Streets Department	Cave-in Repair	2010	1,261	3%	646	51%	615	49%		0%	45	69	153%
Streets Department	Complaint (Streets)	2010	1,960	5%	1,628	83%	332	17%		0%	5	5	100%
Streets Department	Dangerous Sidewalk	2010	462	1%	196	42%	266	58%		0%	5	30	600%
Streets Department	Dead Animal	2010	815	2%	628	77%	187	23%		0%	3	2	67%

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			TICKETS	% BY CAT	TICKETS WITHIN SLA		TICKETS NOT WITHIN SLA		TICKETS WITH NO SLA	% WITH NO SLA	BUSINESS DAYS	AVG. SERVICE TIME	% AVG. SERV TIME TO SLA
					SLA	% WITHIN SLA	SLA	% NOT WITHIN SLA					
Streets Department	Ditch Repair	2010	1,126	3%	716	64%	410	36%		0%	46	46	100%
Streets Department	Dumpster Violation	2010	306	1%	226	74%	80	26%		0%	3	3	100%
Streets Department	Illegal Dumping	2010	4,097	10%	3,556	87%	541	13%		0%	5	3	60%
Streets Department	Leaf Collection	2010	1	0%		0%		0%	1	100%	NA		
Streets Department	Line Striping	2010	63	0%		0%		0%	63	100%	NA		
Streets Department	Manhole Cover	2010	187	0%	66	35%	121	65%		0%	2	12	600%
Streets Department	Newsstand/Outdoor Cafe	2010	42	0%	19	45%	23	55%		0%	2	13	650%
Streets Department	Other (Streets)	2010	591	1%	314	53%	277	47%		0%	5	23	460%
Streets Department	Pothole Repair	2010	1,601	4%	842	53%	759	47%		0%	3	7	233%
Streets Department	Recyclables Collection	2010	1,468	3%	823	56%	645	44%		0%	2	3	150%
Streets Department	Rubbish Collection	2010	6,519	15%	3,444	53%	3075	47%		0%	2	3	150%
Streets Department	Salting	2010	2,854	7%	1,359	48%	1495	52%		0%	1	3	300%
Streets Department	Sanitation Violation	2010	2,795	7%	2,613	93%	182	7%		0%	5	2	40%
Streets Department	Shoveling	2010	1,423	3%	508	36%	915	64%		0%	1	4	400%
Streets Department	Stop Sign Repair	2010	657	2%	74	11%	583	89%		0%	4	19	475%
Streets Department	Street Light - Other	2010	825	2%		0%		0%	825	100%	NA		
Streets Department	Street Light Outage	2010	7,241	17%	5,395	75%	1846	25%		0%	10	8	80%
Streets Department	Street Paving	2010	289	1%		0%		0%	289	100%	NA		
Streets Department	Traffic - Other	2010	1,168	3%		0%		0%	1168	100%	NA		
Streets Department	Traffic Signal Emergency	2010	2,604	6%	2,013	77%	591	23%		0%	4	8	200%
Streets Department Total			42,575	100%	25,066	59%	12,943	30%	4,566	11%			
Water Department	Cement Repair Hydrant/Inlet	2010	21	2%		0%		0%	21	100%	NA		
Water Department	Hydrant Knocked Down (no water)	2010	162	15%	144	89%	18	11%		0%	45	17	38%
Water Department	Inlet Cleaning	2010	881	82%	564	64%	317	36%		0%	3	4	133%
Water Department	Manhole Cover	2010	1	0%		0%		0%	1	100%	NA		
Water Department	Service Request	2010	3	0%		0%		0%	3	100%	NA		
Water Department	Water Department	2010	1	0%		0%		0%	1	100%	NA		
Water Department Total			1,069	100%	708	66%	335	31%	26	2%			
zTraining Purposes Only	Maintenance Residential	2010	1	100%		0%		0%	1	100%	NA		
zTraining Purposes Only Total			1	100%	0	0%	0	0%	1	100%			
2009 Total			48,744		27,489	56%	17,979	37%	3,276	7%			
2010 Total			88,545		58,064	66%	25,790	29%	4,691	5%			
Grand Total			137,289		85,553	62%	43,769	32%	7,967	6%			

This schedule has been prepared by WithumSmith+Brown, PC using data supplied by 311 Program management.

SECTION II
MANAGEMENT'S RESPONSE



CITY OF PHILADELPHIA

OFFICE OF THE MANAGING DIRECTOR
RICHARD NEGRIN, ESQ

Managing Director & Deputy Mayor
for Administration and Coordination

1401 John F. Kennedy Boulevard
Suite 1430
Philadelphia, Pa 19102-1683

August 24, 2011

Honorable Alan Butkovitz
City Controller
1230 Municipal Services Building
1401 John F. Kennedy Blvd.
Philadelphia, PA 19102

RE: Response to the City Controller's Report on the Philly 311 System – August 2011

Dear Mr. Butkovitz:

The Office of the Managing Director is concerned by the City Controller's Office Review of the Philly 311 System – August 2011, because the entire estimated program budget was allocated to a narrow function within the 311 Program and did not take into consideration the complex customer engagement functions that are also handled within the operations.

It is also important to note that this report is not an audit but a report based on agreed upon procedures. Those procedures were agreed upon by the Controller, WithumSmith+Brown, PC and not shared with 311 Management or the Office of the Managing Director until the report was final.

A report based on agreed-upon procedures is one in which a practitioner is engaged by a client to issue a report based on specific procedures on a specific subject matter. The client engages the firm to assist other specified parties to evaluate a specific subject matter or need. In this case, the City Controller engaged WithumSmith+Brown to review Philly311.

Agreed-upon procedure reports are governed by standards set by the American Institute of Certified Public Accountants, which are available at www.aicpa.org. Among other requirements, the standards restrict the use of the report to specified parties and agreed-upon procedures are agreed-upon by all specified parties.

An accounting firm with relevant call center experience would have benefited this process and would have likely improved the report. In the future, the Office of the Managing Director would encourage the City Controller to issue a Request for Proposals for all such work to ensure the best cost for taxpayers as well as to guarantee qualified firms.

Sincerely,

A handwritten signature in blue ink that reads "Richard Negrin". The signature is written in a cursive, flowing style.

Richard Negrin, Esq.

Deputy Mayor for Administration & Coordination
and Managing Director



In response to specific conditions reported, the Office of the Managing Director provided the following comments:

Summary Findings:

Approximately 93% or 1, 276,490 calls entering the system are not monitored.

Recommendation:

It is apparent that numerous pieces of the 311 Program call in operations are not monitored. An automated tracking system must be put in place to provide 311 management with the tools required by which it can monitor the success of its delivery of services to the public.

Response:

The Office of the Managing Director disagrees with the Controller's findings that approximately 93% of the calls entering the 311 system are not monitored. These calls accepted by an agent are monitored and data is recorded as a contact log since the request from the callers are **not incident location specific**. The purpose of calls not requiring a service request are recorded and reported monthly. Therefore, data exists on over 61% of all calls received.

Explanations of the 311 Program call types and associated data have been provided to the Controller's Office on several occasions, including as recently as August 3, 2011. The admission by the Controller's Office to omit the 311 Program system customer data, which would significantly counter the final report findings, is unacceptable.

Pew Charitable Trust completed an extensive external review of the 311 Program and published their 20-page findings in *"A Work in Progress: Philadelphia's 311 System After One Year"* in March 2010. Based on 311 Program reports, review of system data and extensive review of other 311 Program peer Cities, the Pew publication outlines a more balanced and fair assessment of the 311 Program.

There are 530,210 calls resolved through the Interactive Voice Response (IVR) self-service application. The purpose of IVR is to provide customers with updated and quick self-service information to speed the caller's time to resolution and improve customer service. The use of the IVR within the 311 Program helps to reduce the cost per call since customers can easily access information in lieu of speaking to an agent. The City concedes that data to identify the type of specific messages that allowed callers to by-pass speaking to an agent is not available.



Summary Findings:

Statistics have not been captured by the 311 Program to determine if citizens are aware of the existence of the 311 call-in number.

Recommendation:

311 Program management should develop a plan to determine if they are adhering to the mission of the program which is to “provide the public with quick, easy access to all City of Philadelphia government services”. This plan should include establishing a system by which to monitor its mission.

Response:

Failing to reference the reasons for the low citizen awareness, based on previously provided documentation to the Controller’s Office, is very misleading in this report.

The Controller’s Office was given a copy the May 2008 Gartner Project Plan Implementation schedule which outlined the following Citizen Marketing/Awareness milestones:

Phase I (Launch)	Low Profile Marketing Program
Phase II (CRM System Implementation)	Marketing Planning and Implementation Plan
Phase III (CRM Implementation)	Marketing Campaign Launch

Since the 311 Program has not been able to implement Phase II – CRM System Implementation of the plan due to budgetary constraints, increased call volume could not be handled without negatively impacting customer service delivery.

Summary Findings:

Reports generated to the Public and Council for December 2010 may be misleading

Recommendation:

Program statistics should only be reported in an accurate manner. If management concludes they wish to continue to report the “number of calls answered” in the same manner as they have in the past, additional disclosure is clearly required so as to not be reporting misleading information.

Response:

An expanded 311 Program reports terminology content page will be added to reports to reduce the perception of misleading information.

Summary Findings:

There are minimal number of calls referred from 911 to 311 and vice-versa throughout the year

Recommendation:

311 program management should re-examine, what appears to be one of the basic premises for opening the 311 call in center initially, to ease of the burden on the 911 system.



Response:

Based on your findings and recommendations, the Controller's Office made an assumption that the 311 Program was primarily established to reduce the number of 911 non-emergency calls in the City of Philadelphia which is inaccurate.

Based on extensive research and interviews, in the March 2010 Pew report "A Work in Progress: Philadelphia's 311 System After One Year," Mayor Michael Nutter defined the 311 Program as: "You don't need to know anybody anymore to have service happen. You call 311."

The 311 Program remains in Phase I of a multi phased project implementation plan which was curtailed due to budgetary cuts across the City of Philadelphia. As to be expected, the City agrees that 911 calls have not been significantly reduced.

Summary Findings:

Many Service Level Agreements/Service Requests with City Departments have yet come on line and agreements have not reached the departments to date

Recommendation:

The 311 program should determine, through meetings with city departments, all of the potential service requests that it may be required to handle in the future and gather statistics on all other city phone numbers being directly called which are generating some type of service request. These types of details appear basic to the planning for the growth of the program.

Response:

The Office of the Managing Director agrees additional service requests should be explored for growth planning purposes and is listed as part of the Phase II – CRM Implementation plan in the Gartner project plan that was provided to the Controller's Office but not referenced in the final report.

Once a service request has been identified by the 311 management, the creation of the Departmental Service Level Agreement will continue to fall under the scope of responsibility of the PhillyStat Performance Management team and not the 311 Program. Additional information regarding this program should be directed to Catherine Lamb, PhillyStat Director.

Summary Findings:

In calendar year 2010, one-third of the 311 Program service requests (tickets) were not completed in a timely manner (within the number of days in the Service Level Agreement).

Recommendation:

The 311 Program management should consider reviewing the prescribed number of days set by the department to complete a service request. In addition, statistics related to service request completion rates should be reported to the Public, City Council and the Administration on a regular basis.

Response:

The Office of the Managing Director agrees statistics related to service request completion rates should be reported to the Public, City Council and Administration on a regular basis. However, as discussed with the Controller's Office, this responsibility does not fall within the scope of the 311 Program.



The PhillyStat Performance Team is responsible for oversight of the departmental Service Level Agreements (SLAs) process and is currently developing a scheduled publication plan which would reflect the recommendations outlined by the Controller's Office. Additional information regarding this program should be directed to Catherine Lamb, PhillyStat Director.

Summary Findings:

311 Program management does not provide City Council or the Administration with complete programmatic or financial information for the overall cost of the 311 Program.

Recommendation:

Best practices dictate management of the 311 program should prepare and monitor on a regular basis a financial budget of program operations. This budget should be available for public inspection and should include all direct and indirect costs of the 311 program.

Response:

Regarding the indirect costs, major items such as fringe benefits, electricity, rent, telephone and many others are budgeted centrally for all City departments. This is not unique to 311.

(For FY 10 and FY 11, 311 is included in the budget detail of the Administration Division of MDO as a Responsibility Center (and clearly identified). For FY 12, 311 is a separate division of the MDO. City of Philadelphia Operating Budget Detail is available online via the City's web-site (Phila.gov).

Financial oversight is provided during the year via the Target Budget and Quarterly Budget Update process. This process was established by the Office of Budget and Program Evaluation to provide senior management of the City with a clear and timely summary of the City's progress in implementing the financial and management goals of the City's Five-Year Financial Plan, both on a "Year to Date Actual" and "Forecast for Full Year" basis. For FY 11, 311 was included in the Target Budget Plan and Quarterly Budget Updates of the MDO.

The 311 program, like all City departments, undergoes ongoing monitoring of spending. Requests for 311 hiring must be submitted on a Position Exception Request form and approved by the applicable departmental approval authority and submitted to the City's Hiring Panel for review. Hiring is then approved or disapproved depending on the budgetary condition of the department. All non-personnel expenditures are subject to the same approval and subsequent monitoring process as any other City department.

Regarding the indirect costs, major items such as fringe benefits, electricity, rent, telephone and many others are budgeted centrally for all City departments. This is not unique to 311. Additional information on the budgeting methodology should be directed to Rob Dubow, Budget Director.



Summary Findings:

The 311 Program is not regulated in any way by any financial, operational or legislative principles other than those that would be described as “best practices” as in any other city government funded program or initiative.

Recommendation:

A program that carries an approximate budget of \$5.8 million per year is in the public eye and is earmarked for expansion, although established through a Mayoral/Programmatic Initiative, should have specific written financial and performance guidelines for program officials to follow. These guidelines can be created internally so long as they follow best practices.

Response:

The March 2010 Pew report “A Work in Progress: Philadelphia’s 311 System After One Year,” Pew outlined their 311 Program research findings and published a 311 Program peer-to-peer City comparison on several key metrics. Similar data files and operational reports provided to the Pew researcher were also provided to the Controller’s Office but were not included in the final report.

The 311 management have established best practice performance goals for the 311 program that are published and continuously monitored. A number of key customer service metrics, used by cities across the country, are in place. Philly311 reports on these metrics regularly through PhillyStat and through recurring reports that are available to the City’s executives and the public on www.phila.gov/311.

Below are examples of key performance metrics that are monitored by the 311 Program:

- | | |
|---------------------------------------|---|
| *Customer satisfaction ratings | *Average amount of time to answer a call |
| *Calls resolved through first contact | *Accuracy of call takers’ entry of service requests |
| *Callers’ average wait time | *Call volume verses email and web requests |
| *Walk-in traffic | *Self-service website service request |
| *Calls answered by the IVR | *Calls answered by a 311 call taker |

Philly311 management team provided the Controller’s Office with documented examples of daily, weekly and monthly internal operational performance reports.

Summary Findings:

The budget for the 311 Program is not segregated in the Managing Directors Office annual budget.

Recommendation:

An accurate, current and complete budget and accounting for program costs should be utilized by program management. The budgetary and expenditure reporting systems in place, utilized to report to both internal and external entities should be modified to report the full and accurate cost of the Philadelphia 311 Program.



The 311 Program management should consider if this practice is neither practical nor possible. Appropriate disclosure stating that certain expenditures have been excluded from published reports should be made. This will allow for accurate reporting of items such as the “cost per call” as a rather standard statistic in the industry. In addition, accurate reporting of program costs to decision makers is essential to allow for informed decisions to be made regarding program spending and its success.

Response:

The 311 Contact Center was set up with a dual function: as a customer service center and as a back-up 911 Emergency Call Center. The technology, telephony and other equipment identified is derived from 911-specific funds and must be accounted for separately from 311 costs. Further, but for fringe benefits, these costs are not direct operating costs but assets that are maintained by and incorporated into other centralized departments not within the direct control of 311 management.

The Controller asserts that this accounting is misleading; however, a review of other cities indicates that few, if any, calculate “all inclusive cost” when determining cost per call. Further, in the March 2010 Pew report “A Work in Progress: Philadelphia’s 311 System After One Year,” Pew calculates costs per call using operating budgets and does not incorporate other assets in the calculation.

Additional information on the budgeting methodology should be directed to Rob Dubow, Budget Director.

SECTION III

CONTROLLER'S OFFICE EVALUATION OF MANAGEMENT'S RESPONSE

We have evaluated management's response to the Agreed-Upon Procedures Report prepared by the independent accounting firm of WithumSmith+Brown, PC (WS+B). We disagree with some of management's comments because they are in conflict with the findings and recommendations made in the report. Our evaluations of management's comments are presented in the order of their response. Management's responses have been correlated to the condition numbers in the WS+B report. Where we disagree with management, we have provided reasons for our disagreements.

Management's Response (Condition 5)

City management disagrees with WS+B's finding that 93% of calls entering the system are not monitored and asserts that all calls answered by an agent are monitored and data is recorded as a contact log. It states, "The purpose of calls not requiring a service request are recorded and reported monthly." Management also suggests that the report titled "***A Work in Progress: Philadelphia's 311 System After One Year***" issued by the Pew Charitable Trust was an extensive review and outlined a more balanced and fair assessment of the 311 Program.

City Controller's Office Evaluation

In its response, management did not fully respond to the conditions cited in the report. Therefore, we reiterate condition numbers 5.1 through 5.3 reported on page 10 of the agreed-upon procedures report. Even though management asserts that all calls answered by an agent are monitored and data is recorded as a contact log, we were not provided with information that explained, nor summarized, the nature of calls not requiring a service request.

We believe that the analysis of the calls serviced by the automated attendant, as well as the calls answered by an agent but not requiring a service request, represent a potential wealth of information which should be monitored, analyzed, and summarized by management to identify and resolve emerging service issues important to 311 Program users and decision makers.

Management claims that the Pew Charitable Trust report was extensive and a more balanced and fair assessment of the 311 Program. The Pew report focused on the progress of the 311 Program after one year of operation. The WS+B engagement, which had a completely different set of objectives, was performed to ascertain whether the 311 Program had achieved the goals of its stated program mission. The engagement was performed in accordance with attestation standards established by the American Institute of Certified Public Accountants and *Government Auditing Standards* issued by the Comptroller General of the United States. Both sets of standards require that auditors obtain sufficient evidence to provide a reasonable basis for the conclusions expressed in the report. We believe the resulting report herein meets those standards.

Management's Response (Condition 4)

In responding to WS+B's finding that statistics have not been captured by the 311 Program to verify citizens are aware of the program's call-in number, management faults the report for not providing the reasons for low citizen awareness of the program. It explains that the program is still in its launch phase and, because of budgetary constraints, it has not moved into its second phase which would involve marketing the program. Management also indicates that "...increased call volume could not be handled without negatively impacting customer service delivery."

City Controller's Office Evaluation

WS+B's report does not suggest there is low citizen awareness of the 311 Program. It simply indicates that since the basic premise of developing a 311 Program in the City of Philadelphia was to notify the general public that "dialing 311" was the fastest and most efficient manner to reach out to access the City's basic core services, management needs to develop a plan to determine if the program is accomplishing this mission. The plan should include capturing statistics of how citizens are aware of the Program's existence or how many calls are being directed to City Departments and thus bypassing 311.

Management's Response (Condition 9)

City management agrees that 911 calls have not been significantly reduced. However, with regard to Condition 9 management asserts that the Controller's Office made an assumption that the 311 Program was primarily established to reduce the number of 911 non-emergency calls in the City of Philadelphia.

City Controller's Office Evaluation

No assumption was made in the report that the City's 311 Program was primarily established to reduce the number of 911 non-emergency calls. In the report on page 11, WS+B merely states that although part of the initial justification for opening a 311 Program was to alleviate calls to 911, this has not occurred. This statement parallels the finding of the Pew report, which indicates that:

"One of the goals of any 311 system is to take non-emergency calls away from 911, and the Managing Director's Office had expected a 2-to-3 percent decline in Philadelphia. As it turned out, 911 received 1.4 percent fewer calls in 2009 than in 2008, a drop that was short of expectations."

In a press release issued by the mayor of Philadelphia on February 12, 2008 the mayor indicated that the creation of a 311 call center along with other proposed improvements to the Fire Department's Emergency Operations Center "...will further help to reduce the burden on 911 and EMS medics." WS+B simply recommends that city management re-examine that part

of the initial justification for opening the 311 Program that dealt with alleviating calls to 911. It should monitor statistics to determine whether 311 is easing the burden on the 911 system.

Management's Response (Condition 7)

Management agrees that additional service requests should be explored, but indicates that once a service request has been identified by the 311 management, the creation of the Departmental Service Level Agreement will continue to fall under the scope of responsibility of the PhillyStat Performance Management team and not the 311 Program.

City Controller's Office Evaluation

WS+B did not review the functions of the PhillyStat Performance Management team as it was not within the scope of its engagement with the City Controller's Office. Information reviewed by WS+B as part of its engagement, including the Pew report, indicated that the 311 Program initiated the service level agreements with city agencies and therefore, in planning for growth of the program, believed it was appropriate for 311 management to determine all the potential service requests it may be required to handle in the future.

Management's Response (Condition 8)

Management agrees statistics related to service request completion rates should be reported to the public, City Council and the administration on a regular basis. However, it believes this responsibility falls under the oversight of the PhillyStat Performance Team and not the 311 Program. It asserts that the PhillyStat Performance Team is currently developing a scheduled publication plan which would reflect the recommendations outlined in the report.

City Controller's Office Evaluation

Again, WS+B was not engaged to review the functions of the PhillyStat Performance Management team. In the opinion of the City Controller's Office, it is not a matter of who reports the statistics to the public, City Council and the administration, but that the information is accurately and timely reported.

Management's Response (Condition 2)

With respect to WS+B's finding that management did not provide City Council or the administration with complete information on the overall cost of the 311 Program, management responds that indirect costs for major items such as fringe benefits, electricity, rent, telephone and many others are budgeted centrally for all city departments, and this is not unique to 311.

City Controller's Office Evaluation

Although the 311 Program did not involve grant funding, when such funding is available it is possible, as well as common practice, to identify the total costs of a program to maximize reimbursements. Using similar techniques, we believe that all indirect costs of the 311 Program should be allocated to the 311 Program in a reasonable and systematic manner. This would enable the City Council and the administration to make informed decisions on the true costs of the 311 Program versus the value of the program to the taxpayers.

Management's Response (Condition 1)

In response to WS+B's finding that the 311 Program is not regulated in any way by any financial, operational or legislative principles other than those that would be described as "best practices," management states, in part, that it has established best practice performance goals, and a number of key customer service metrics are available to the city's executives, and to the public on the internet at www.phila.gov/311.

City Controller's Office Evaluation

We had visited the above internet site on multiple occasions; however, there was no information available on the site about customer service metrics that report on the performance of the city's 311 Program.

Management's Response (Condition 3)

With respect to WS+B's finding that 311 Program management does not attempt to maintain a separate and distinct budget and summary of expenditures, and that it essentially only tracks direct payroll costs, management responded that the 311 Contact Center has a dual function as a customer service center and as a back-up 911 Emergency Call Center, and that few other cities calculate "all inclusive cost" when determining cost per call.

City Controller's Office Evaluation

We believe that management should follow the lead of other cities that include reporting all 311 program costs. However, if management wants to report only direct costs, then it should disclose what expenditures have been excluded. We continue to believe that accurate reporting of program costs to decision makers is essential for informed decisions to be made regarding the 311 Program's spending.