



Executive Briefing Memo

Date: February 21, 2008

Department/Project: Public Works/311 Call Center

Project Overview: The City Administration desires to move towards a 311 system whereby all citizen calls are routed through a single number.

Current Operations: Call centers are currently operated by the following agencies. Staffing for each agency is indicated in parentheses.

Finance (8)

Social Services (4)

311 Call Center (13)

Total: 25

Call center functions from the Assessor's Office, Community Development and Public Works were incorporated into the 311 Call Center in early October 2007.

The Department of Public Utilities call center is staffed with 45 positions:

- 35 Customer Service Reps (22 full-time and 6 part-time phone agents, and 7 staff for face-to-face contact centers)
- 5 Senior Customer Service Representatives, 4 Customer Service Supervisors and 1 Customer Service Manager.

Issues for Discussion:

311 Call Center staff will provide updates on several issues:

- Varying performance among call center groups
- Inability to capture every call received
- Reporting system configuration (data error - % of calls answered within 120 seconds)
- 311 phased implementation
- 1st Call resolution
- Department response rate to 311 CRS tickets

Varying Performance Among Call Center Groups

Question: Is the DPU and 311 Call Center Roundtable an adequate strategy to resolve varying performance among call groups?

Data Quality Issues/reporting configuration

In the January 24 RichmondWorks meeting, it was reported that thus far in FY 08, 90% of calls to the 311 Call Center were answered within 120 seconds, while the average caller held for 10 seconds. Call Center staff indicated that these data are mathematically improbable and that one of the measures is inaccurate. Upon investigation, it was determined that the reporting system's "service level threshold" was set (apparently by the vendor) at 30 seconds, not 120 seconds. This erroneous setting has been in place since the system was implemented in March 2006. Although a threshold setting of 30 seconds would seem to indicate that 90% of calls were answered within 30 seconds, there is little confidence in that metric as well.

Questions:

- 1. Originally, DIT reported that the 30 second threshold was set at the request of DPU. At this time, the threshold setting is described as an error by the vendor. Has this been verified?*
- 2. If the threshold setting is in fact a vendor error, are there any avenues of recourse with the vendor?*
- 3. What controls are in place to manage the threshold settings of the reporting system? How can incidents like this be avoided in the future?*

1st Call Resolution

311 Call Center data indicates that since November 2007, the 1st call resolution rate is 69%.

Question: Is there an industry standard for 1st call resolution rates? If so, how does our performance compare?

Department Response Rate to 311 CRS tickets

Across all departments, more than 14,700 CRS tickets were logged from November 2007 through February 20, 2008. Of those tickets, 429 or 2.9% were in late status.

Question: What accounts for the increase in late tickets during January & February 2008?