311 Synergy Group
Comparative Survey

2014 Data
April 26, 2015
WIIFM?
(What’s in it for me?)

• How do we compare to other centers?
• What are others doing?
• What can we learn from peer organizations?
Survey Team

- Bobbie Almariento – Virginia Beach
- Halima Arias – Norfolk
- Cheryl Jones – Dallas
- Margaret Wright – Dallas
- Lisa Collins – CS Week Survey Administrator
Survey Story

• Sixth year for the survey
• 46 participants
• Data gathering period: February 3 – March 6, 2015
• Question categories

<table>
<thead>
<tr>
<th>General characteristics</th>
<th>Functions supported</th>
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<td>Operations</td>
<td>Performance levels</td>
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<td>Staffing</td>
<td>Budget/costs</td>
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<tr>
<td>Communication Channels</td>
<td>New initiatives</td>
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</table>
New Information This Year

More details on:
• Training content
• Recognition programs
• Quality monitoring elements
• Emergency Operations Center participation
• Outsourcing
General Characteristics

Reporting Alignment

- City Manager's Office: 32%
- Communications/Public Information: 18%
- Corporate Support Services: 18%
- Finance: 8%
- IT: 5%
- Mayors Office: 5%
- Utility: 8%
- Other: 5%
- Other—Public Works, Emergency Communications: 6%
Population Served

- 1 - 50,000
- 50,001 - 150,000
- 150,001 - 300,000
- 300,001 - 600,000
- 600,001 - 1 million
- Over 1 million
Population vs Number of Calls Received

Number of Calls Received

- Population Served
  - Population (0-100,000)
  - Population (100,001-200,000)
  - Population (200,001-300,000)
  - Population (300,001-400,000)
  - Population (400,001-500,000)
  - Population (500,001-600,000)

- Number of Calls (0-50,000, 50,001-100,000, 100,001-150,000, 150,001-200,000, 200,001-250,000, 250,001-300,000, 300,001-350,000, 350,001-400,000, 400,001-450,000, 450,001-500,000, 500,001-550,000, 550,001-600,000)
Population vs Number of Calls Received

Chart does not include NYC: 20.9m calls and 8.5m residents
When Did Your Center Open?

- 1995 or Before: 14%
- 1996 - 2000: 9%
- 2001 - 2005: 32%
- 2006 - 2010: 4%
- 2011 - 2014: 41%
Are Your Hours of Operation 24/7/365? (by population)
Hours of Operation

• 33% of centers are open 24/7
• 53% of centers have some level of weekend hours
• Three centers report a change in hours in 2014 (one expanded hours, two reduced)
• Five centers considering expanding hours in 2015
Functions Supported

Most common
• street maintenance
• garbage & recycling
• sewer & stormwater operations
• construction code & permitting
• traffic management & signals

“Other” responses
• internal facilities maintenance
• City Manager’s Office
• reporting of missing individuals
• internal directory
• county sheriff/jails
• motor vehicle
• treasury
What Functions Do You Support?

- 211
- 511
- Airport
- Animal Care & Control
- Assessor / Property Taxes
- Attorney / Legal Office
- Business Licensing
- Construction Code & Permitting
- Convention Center/Visitors
- Courts
- Dispatching
- Elections
- Environmental & Food Safety
- Health & Family Services
- Human Services
- Garbage & Recycling
- Housing Inspections
- Impound Lot
- Libraries
- Non-Emergency Police Reports
- Parks & Recreation
- Parking
- Public Transit
- Sewer & Stormwater
- Street Lighting
- Street Maintenance
- Traffic Control
- Traffic Management/Traffic Signals
- Utilities Billing
- Water Quality & Distribution Services
- All Of The Above
Social Media

- 41% of respondents are in the social media world
- 68% take inbound service requests via social media
- Every center that’s active in social media are on Facebook & Twitter
Outsourcing

• 17% of respondents outsource some of call center activities
  – After-hours and/or weekend calls
  – Peak time overflow
Role in Emergency Operations Center Activation

- Point of communication for residents
- Participating department in EOC activation ("seat at the table")
- Provide a liaison to the EOC
- Extend call center hours to handle calls

Pie chart showing percentages:
- 24% for Point of communication for residents
- 24% for Participating department in EOC activation
- 19% for Provide a liaison to the EOC
- 9% for Extend call center hours to handle calls
- 2% for Other roles
- 22% for General participation
# Staffing Levels

<table>
<thead>
<tr>
<th>Average Number of Positions</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Over 1 million</td>
</tr>
<tr>
<td>Contact Center Supervisors</td>
<td>9</td>
</tr>
<tr>
<td>Support Staff (non-IT)</td>
<td>20</td>
</tr>
<tr>
<td>Full-Time Agents</td>
<td>60</td>
</tr>
<tr>
<td>Part-Time Agents</td>
<td>31</td>
</tr>
<tr>
<td>Temps/Contractors</td>
<td>13</td>
</tr>
<tr>
<td>Work from Home Agents</td>
<td>3</td>
</tr>
</tbody>
</table>

Median Supervisor to Agent ratio is 1:10
Do You Use Screening Tests for Applicants? 65% Say “Yes”

<table>
<thead>
<tr>
<th>What type of test?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic PC Skills</td>
<td>67%</td>
</tr>
<tr>
<td>Writing/Grammar</td>
<td>57%</td>
</tr>
<tr>
<td>Keyboarding</td>
<td>53%</td>
</tr>
<tr>
<td>Reading Comprehension</td>
<td>47%</td>
</tr>
<tr>
<td>Customer Service Orientation</td>
<td>47%</td>
</tr>
<tr>
<td>Spelling</td>
<td>47%</td>
</tr>
<tr>
<td>Call simulation</td>
<td>40%</td>
</tr>
<tr>
<td>Listening/retaining information</td>
<td>40%</td>
</tr>
<tr>
<td>Personality</td>
<td>23%</td>
</tr>
<tr>
<td>Math Skills</td>
<td>23%</td>
</tr>
<tr>
<td>Role play</td>
<td>17%</td>
</tr>
<tr>
<td>Map reading skills</td>
<td>3%</td>
</tr>
</tbody>
</table>
Agent Compensation

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Centers Median Hourly Rates</td>
<td>$15.29</td>
<td>$21.41</td>
</tr>
<tr>
<td>Canadian Centers Median Hourly Rates</td>
<td>$21.55</td>
<td>$25.55</td>
</tr>
</tbody>
</table>

Most common other pay elements
- Language skills pay
- Shift differential
- Skill-based pay
Agent Training

• Training periods range from 1 week to 16-20 weeks

• Most common length of agent classroom training: 3-4 weeks

• Most common length of agent on-the-job training: 3-4 weeks

• Field visits, side-by-sides, and job shadowing are popular training methods
Most Popular Recognition & Morale Builders

- Holiday celebrations (decorating contest, pot luck)
- Birthday celebrations
- Staff appreciation lunches
- Non-monetary rewards (extra time off, points on performance evaluation)
- Customer Service Week events
- Service awards
- Gift cards
83% of respondents score agents’ calls for quality
2014 Metrics

Abandonment Rate
2014 Metrics

Abandonment Rate

- >15%: 3%
- 0-5%: 37%
- 10-15%: 33%
- 5-10%: 27%
2014 Metrics

Average Speed of Answer
2014 Metrics
Average Speed of Answer in seconds

- 15% <15 seconds
- 10% 15-20 seconds
- 13% 20-25 seconds
- 8% 30-35 seconds
- 18% 50-60 seconds
- 10% 70-100 seconds
- 5% 100-150 seconds
- 8% >150 seconds
2014 Metrics

Average Talk-Handle Time/After Call Work

- <100: 9%
- 100-150: 14%
- 150-200: 31%
- 200-250: 29%
- >250: 17%
# 2015 Service Goals

## Median responses

<table>
<thead>
<tr>
<th>Metric</th>
<th>Goal</th>
</tr>
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<tbody>
<tr>
<td>Average Speed of Answer</td>
<td>30 seconds</td>
</tr>
<tr>
<td>Abandonment Rate</td>
<td>5%</td>
</tr>
<tr>
<td>Average Talk-Handle Time/After Call Work</td>
<td>180 seconds</td>
</tr>
</tbody>
</table>
Cost per Call

• The question we don’t want to answer?
  – Only 54% of respondents provided info
  – Response range: $.44 - $7.50
  – Median cost per call: $2.44

• Difficult to get an apples-to-apples comparison

• Salary cost per call vs. full cost per call
What’s Happening in 2015?

• CRM systems
  – Three centers implementing a new CRM
  – One center finalizing new CRM contract
  – One center sending out RFP
  – One center piloting a case management system

• Adding additional call types
What’s Happening in 2015?

• Community outreach:
  – 311 ambassadors
  – 311 mobile van

• Expanding:
  – Work from home
  – Self-service options
  – Social media & text
What’s Happening in 2015?

• New technology:
  – Speech analytics
  – Work force management
  – Dashboards
  – Open data tools

• One city implementing 311!