
CITY OF SAN ANTONIO

OFFICE OF THE CITY AUDITOR



Audit of 311 Customer Service

Call Center

Project No. AU17-009

September 22, 2017

Kevin W. Barthold, CPA, CIA, CISA
City Auditor

Executive Summary

As part of our annual Audit Plan approved by City Council, we conducted an audit of the 311 Customer Service Department, specifically the 311 Call Center. The audit objective and conclusion follow:

Determine if staffing is adequate and appropriately scheduled, workflow is effectively designed and functioning, and IT system controls are effective.

Overall, internal controls need improvement to ensure that the 311 call center is operating effectively and efficiently to address citizen concerns. Specifically,

- Information that is used by service representatives to answer citizen service requests was not always accurate and/or current.
- 311 online tools are difficult to use contributing to minimal use by citizens.
- 311 Management does not consistently follow up on service requests that require further action.
- Staff scheduling is not reflective of historic call volume and is not sufficient to adequately meet the peak call volume demand.
- 311 Management does not have documented/meaningful performance metrics that they are required to report for the department.
- 311 call center representatives are not being held accountable for individual key performance measures.
- Customer Relationship Management (CRM) system user access is excessive.

We recommend that 311 Management should:

- Ensure the accuracy of information communicated to citizens via 311 calls, service level agreements and information on their website and other links. A quality assurance process which includes a regular review of information should be developed and implemented.
- Redesign on-line tools to include a search feature and provide the top requested categories to choose from. Additionally, create an outreach plan to inform/teach the community about the various 311 online tools.
- Work with City departments to create a formal process for responding to customer complaints and for addressing service requests that were initially routed to the incorrect department to ensure these service requests are appropriately resolved in a timely manner. The formal process could include a requirement for adding notes to service requests or performing a periodic review of service requests that have not been completed.
- Utilize historical call volumes to create work schedules for the call center staff. Additionally, work schedules should fluctuate throughout the year to

accommodate call volume. Once schedules have been changed, 311 Management may also try implementing other schedule options and incentives such as split shifts¹ and shift bidding².

- Create performance measures and benchmarks to align with industry best practices which include first call resolution, service level/response time, and adherence to schedule. Action plans should also be documented when the call center does not meet their performance goals. The performance measures along with action plans should be documented and reported to City Management.
- Develop and implement a performance accountability model to include specific steps and measures that will be enforced for staff who fail to meet performance standards. Additionally, coaching sessions for poor performance should be documented and signed. Finally, Management should update 311's policy on individual performance standards so that it accurately reflects the performance measures and goals.
- Remove inactive users. Additionally, 311 Management should perform periodic user access reviews.

311 Customer Service Management agreed with the audit findings and has developed positive action plans to address them. Management's verbatim response is in Appendix C on page 14.

¹ Split shifts include a work schedule that has a few hours off in the middle of the shift.

² Shift bidding allows top performing call center staff to bid on work schedules first.

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Background

The City of San Antonio's 311 Call Center connects citizens with customer service representatives ready to assist with City service requests such as pothole repairs, stray animals, downed street signs, trash collection and other City requests.

Service requests can be communicated via a phone call with a 311 representative or by submitting a service request through internal or external websites or through the 311 mobile application.

The 311 Call Center is staffed with 39 authorized positions which includes 5 management positions, 2 specialists, 1 management analyst and 31 customer service representatives.

311 uses the Customer Relationship Management (CRM) system as the City-wide intake system for all customer service requests. It was designed to enhance customer service by improving communications, data tracking, and reporting. For a high level review of the data flow within the CRM system, see Appendix B on page 13.

Additionally, Animal Care Services, Transportation and Capital Improvements (TCI), Development Services Division (DSD)³, Parks and Recreation, and Solid Waste Management utilize the CRM system to receive and/or enter service requests. Below is a chart of the top ten service requests for FY 2016.

FY2016 Top Ten Citizen Service Requests			
Service Request Category		# of Requests	Department
1	Overgrown Yard/Trash	39,571	DSD
2	No Trash Pickup	37,179	Solid Waste
3	Dead Animal - Dog/Cat	21,244	Solid Waste
4	Damaged Cart	19,422	Solid Waste
5	Aggressive Animal(Non-Critical)	16,469	Animal Care Services
6	Stray Animal	13,835	Animal Care Services
7	Alley-Way Maintenance	12,784	DSD
8	Pothole Repair	12,196	TCI
9	Front Or Side Yard Parking	12,029	DSD
10	Bandit Signs	11,810	DSD

Source: Data obtained from CRM system

³ DSD includes the Code Enforcement function which is charged with regulating property use, building and premises maintenance, and other quality of life-related codes.

Audit Scope and Methodology

The audit scope was from October 1, 2015 through March 2017.

To establish our test criteria, we reviewed City Administrative Directives and 311 Call Center policies and procedures. For Customer Relationship Management (CRM) system general controls testing, we referred to the Government Accountability Office's (GAO) Federal Information System Controls Audit Manual (FISCAM).

We interviewed 311 Management and staff to gain an understanding of 311 call center operations and workflow. We also interviewed ITSD staff regarding the management of the CRM system and the data flow with department databases.

As part of our testing procedures we examined the following areas:

- Accuracy of the information provided by 311
- Customer feedback and survey results
- Staffing levels, schedules, and attendance
- Performance measures and reporting
- CRM service request work flow and service level agreements
- CRM user access, change management, and network monitoring controls

We relied on system generated reports from the Cisco Unified Intelligence Center which stores call center phone data. We relied on the accuracy of the call center phone data rather than evaluating the system's general and application controls. We do not believe that the absence of testing general and application controls had an effect on the results of our audit.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results and Recommendations

A. Workflow

Workflow processes in place to ensure citizens are receiving quality customer service are not operating effectively.

A.1 Accuracy of Information Provided

Information that is used by service representatives to answer citizen service requests was not always accurate and/or current. Specifically:

- Scripted information stored within the CRM system's Knowledge Base module used by 311 representatives to answer citizen service requests is not consistently reviewed for accuracy. We noted inconsistencies between information stored in Knowledge Base to that listed on the City's department websites. Additionally, we noted discrepancies between the information in Knowledge Base to that of other links such as the CPS Energy website.
- We also reviewed the 311's Frequently Asked Questions information and identified outdated information for the following: contact information for Women, Infant and Children (WIC) Clinics, contact information for the Development Services Department, web links for Animal Care Services and for City contracting opportunities.
- Deliverables identified in department service level agreements (SLAs) were not always current. We requested SLA information from the five City departments that utilize CRM and compared those to the data within the CRM system. Results are listed in the following table:

City Department	Sum of SLAs In CRM	Sum of Incorrect SLAs in CRM	% of Incorrect
ACS	51	0	0%
Solid Waste	66	26	39%
Parks & Recreation	150	6	4%
DSD	262	160	61%
TCI	315	7	2%

A search engine referred to as Knowledge Base was built and populated as part of the development of CRM. It provides representatives access to a comprehensive database of City information that allows them to find information requested by the caller. Additionally, the CRM system also includes the service level agreement (SLA) which specifies the respective department deliverables such as the agreed upon number of days or hours it should take to complete each service request. The SLA is

communicated to citizens when a request is made to provide the citizen with a time estimation for service completion. Finally, there is a Frequently Asked Questions page on the 311 website that citizens can navigate through to obtain information.

Knowledge Base liaisons within each City department have been designated to notify 311 call center of any changes or updates that need to be made to ensure that the system is up to date and accurate. 311 Management planned on holding quarterly meetings with liaisons as well as sending periodic surveys for any information that needs to be updated. Through conversation with 311 Management, auditors confirmed that the quarterly meetings with liaisons that would serve as a control for reviewing the accuracy of data communicated to citizens are not consistently taking place.

Due to the lack of reviews and updates to the Knowledge Base, 311 websites and SLA information, inaccurate information is being communicated to the public which could possibly generate higher call volumes and result in poor customer service.

Recommendation

311 Management should ensure the accuracy of information communicated to citizens via 311 calls, service level agreements and information on their website and other links. A quality assurance process which includes a regular review of information should be developed and implemented.

A.2 311 Online Tools

The use of 311's online tools by citizens is minimal. Contributing factors may be the difficulty to navigate and access information.

We compared the mobile application to the list of service request categories available in the CRM system and noted that not all were available. Additionally, three of the top ten citizen service requests (alley way maintenance, front/side yard parking, and bandit signs) were not available for selection on the mobile application (refer to top 10 requests on page 1). The 311 web portal contains approximately 133 service request options and an additional 172 information categories but does not include a search feature. Currently, users of the web portal have to read multiple pages of categories in order to find the service request they are looking for which makes the web portal difficult for customers to navigate and can also be time consuming. Additionally, 311 Management does not have a formal outreach plan with established goals to inform/teach the community about the various online tools which could help in marketing the online tools and increase the number of users.

As illustrated in the following table, in both fiscal years 2015 and 2016, the mobile app and online portal were utilized far less than calls to the 311 call center.

Service Request Volume by Source

	FY15		FY16	
311 Call Center	280,566	82%	285,050	81%
Online Portal	59,321	17%	59,735	17%
Mobile Application	3,982	1%	7,440	2%
Total	343,869	100%	352,225	100%

Source: CRM system

The 311 mobile app provides the opportunity for citizens to create service requests directly from their mobile phone. The citizen can designate a specific location and upload a photo of the issue which will be included in the service request details. Additionally, the 311 web portal allows citizens to report issues and enter service requests electronically. Both tools are integrated with the CRM system and database so that data can pass between the user and the City departments.

Recommendation

311 Management should redesign the online tools to include a search feature and provide the top requested categories to choose from. Additionally, create an outreach plan to inform/teach the community about the various 311 online tools.

A.3 Resolving Customer Issues

311 Management does not consistently follow up on service requests requiring further action. Instances where additional action is required include requests that were initially sent to the incorrect department and customer service complaints.

During our review, we noted that the CRM has the capability to add notes to a service request that would serve as a timeline of events for future call representatives. Additionally, CRM has the capability to link existing service requests to new requests providing representatives with a holistic view of repeat requests.

Currently, CRM uses a script based system that ensures service requests are directed to the correct departments. There are occasions where service requests are sent to incorrect departments. For example, graffiti is typically reported to the Development Services Department's Code Enforcement team. However, if the graffiti is on a stop sign, that service request should be routed to the Transportation and Capital Improvements Department's Public Works team. CRM users have the ability to add notes to each service request so the next call representative is aware of the history.

Additionally, customer complaints are reported to the 311 phone lines and can be complaints specific to the 311 call center or specific to a City department. Once a complaint is reported and entered into the CRM system, an email is automatically

generated and sent to 311 Management. The complaint is routed to the appropriate department to address the concern. Once the department resolves the complaint, they are responsible for communicating to the 311 call center management that the complaint can be closed in the CRM system.

During FY 2016, 1,501 complaints were entered into the CRM system. Of the 1,501 complaints, 1,308 complaints (87%) have not been closed. For the 193 cases that were resolved and closed in CRM, there is no way to determine how the case was resolved because notes documenting resolution are not required. Additionally, we reviewed a sample of 20 incorrectly routed service requests that were closed out in the CRM system. Through review of these service requests, there was no evidence to show that a new service request was created and forwarded to the correct department or how the original service request was resolved.

Recommendation

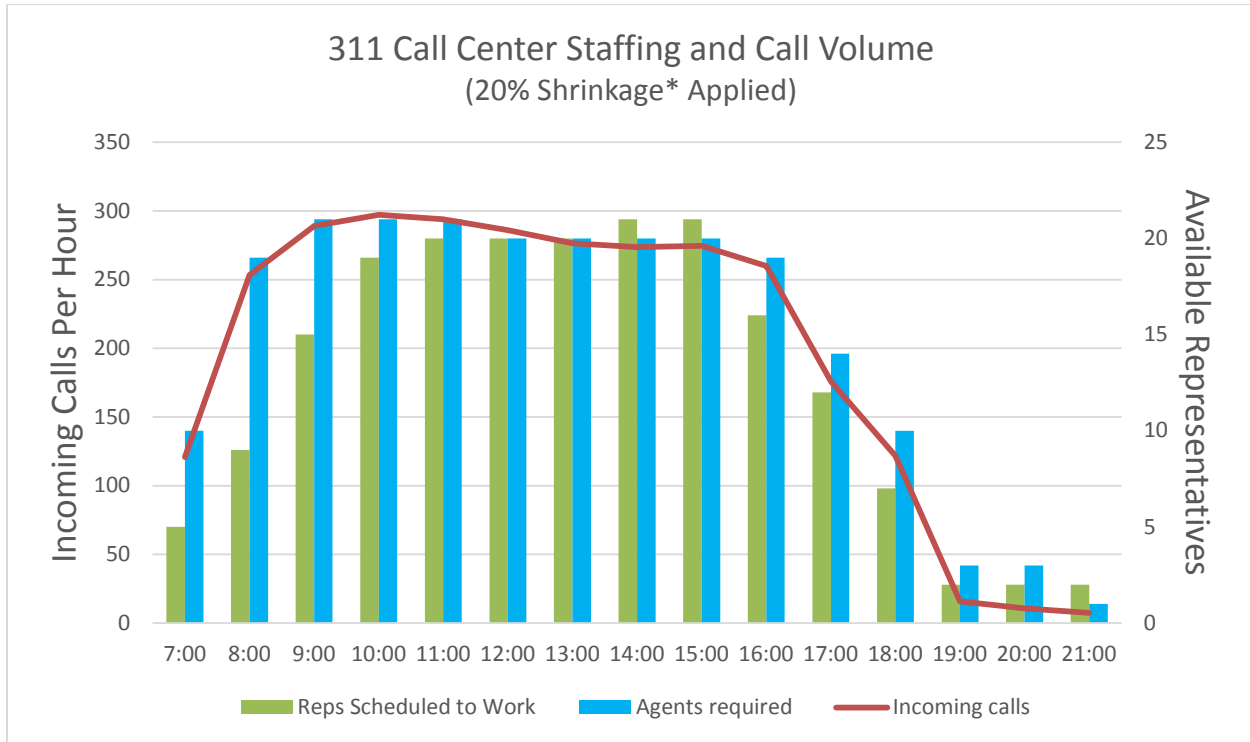
311 Management should work with City departments to create a formal process for responding to customer complaints and for addressing service requests that were initially routed to the incorrect department to ensure these service requests are appropriately resolved in a timely manner. The formal process could include a requirement for adding notes to service requests or performing a periodic review of service requests that have not been completed.

B. Staff Scheduling

Staff scheduling is not reflective of historic call volume and is not sufficient to adequately meet the peak call volume demand. During FY2016, the 311 call center answered 50% of all calls within 45 seconds and had an average wait time of over two minutes. Additionally, 82% of the calls were answered while 18% were abandoned while waiting for an available call representative.

Using an Erlang C call center staffing model⁴, we evaluated the 311 staffing needs based on the total calls received and average call time during a normal day and compared those numbers to the actual staffing level for the same period. We incorporated the goals of the 311 call center which are to answer 60% of the incoming calls within 45 seconds or less, maintain an average call wait time of 60 seconds or less, and answer at least 85% of the calls presented. As part of our analysis, we also considered employee downtime (i.e. 'shrinkage'). The following table illustrates the gaps between staff availability and staff needed to meet the call volume.

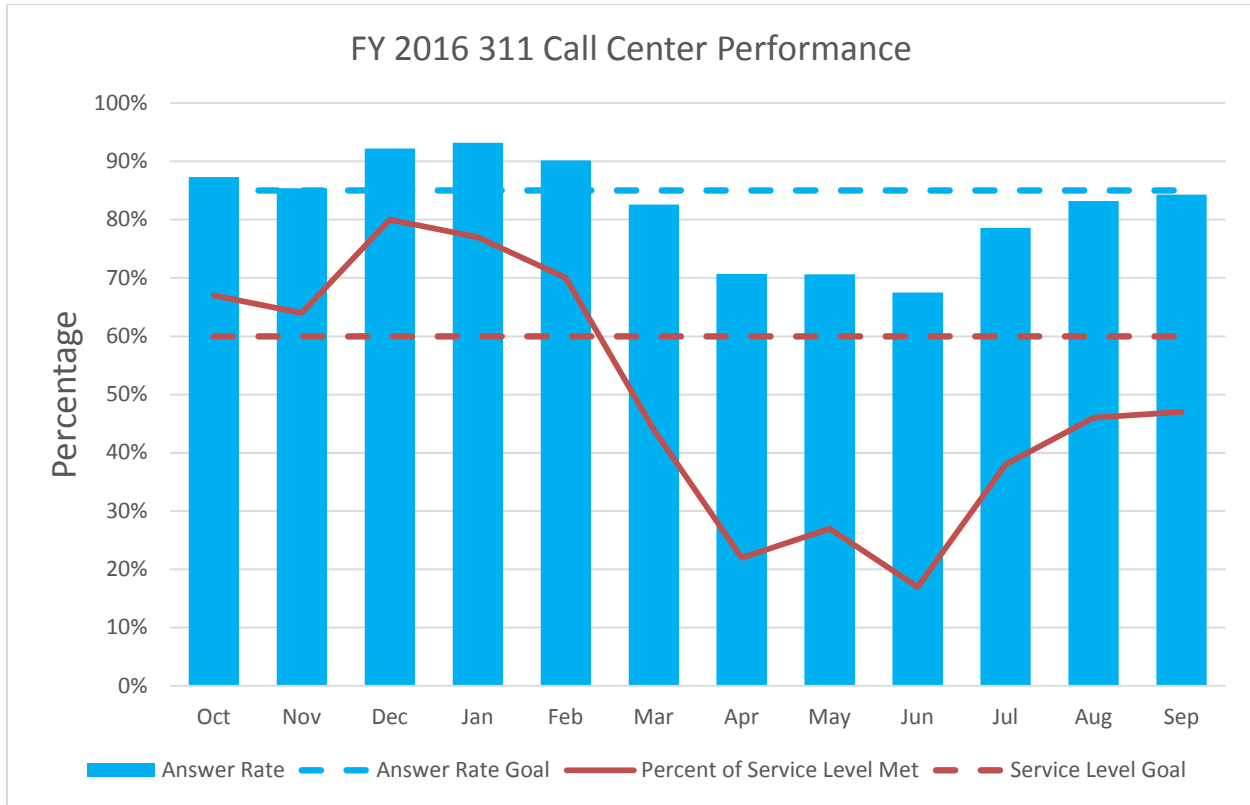
⁴ Erlang C is a modeling formula commonly used in call center scheduling to calculate delays, predict waiting times for callers, and determine the number of call takers needed to comply with specified metrics. It uses three inputs; the average number of calls per hour, the average calls duration by hour, and the expected level of service.



* Shrinkage in the call center industry averages between 15% and 25%

Sources: Cisco Phone System and 311 Management; Call Centre Helper Erlang Calculator Version 5.1

Our analysis, which included recalculating the data for 311 Call Center performance, indicates that the 311 call center is understaffed at the start of the day as well as late afternoon. As a result, the 311 call center consistently did not meet their performance goals from March 2016 through September 2016. Following is a chart detailing the gaps between the call center's performance and the department's goals.



Source: 311 Management

Recommendation

311 Management should utilize historical call volumes to create work schedules for the call center staff. Additionally, work schedules should fluctuate throughout the year to accommodate call volume. Once schedules have been changed, 311 Management may also try implementing other schedule options and incentives such as split shifts⁵ and shift bidding⁶.

C. Call Center Performance

Call Center performance reporting requirements in place to assist in operating the call center efficiently and effectively are not working as intended.

C.1 Reporting Requirements

311 Management does not have documented/meaningful performance metrics that they are required to report for the department. Currently, the only reported performance goal is to make 825,000 customer contacts which include phone calls, emails, 311 app and web portal. This goal is not an adequate measure to provide management with a

⁵ Split shifts include a work schedule that has a few hours off in the middle of the shift.

⁶ Shift bidding allows top performing call center staff to bid on work schedules first.

comprehensive representation of the call center performance. Additionally, there is a lack of management accountability for measuring and reporting performance goals.

Through discussion with 311 Management, the call center tracks the monthly call volume, monthly answer rate, and monthly average wait time on their website but there are no established goals or reporting requirements associated with those measures.

Performance measures help managers understand, manage, and improve services and processes. Performance measures also provide management with data and information necessary to make informed decisions. Through review of call center studies, the best practices for measuring performance include reporting on first call resolution, service level/response time, and adherence to schedule.

Recommendation

311 Management should create performance measures and benchmarks to align with industry best practices which include first call resolution, service level/response time, and adherence to schedule. Action plans should also be documented when the call center does not meet their performance goals. The performance measures along with action plans should be documented and reported to City Management.

C.2 Employee Accountability

311 call center representatives are not being held accountable for individual key performance measures. Additionally, supervisor coaching and discussions regarding scores below standard are not documented.

Our test work revealed that there is a high percentage of 311 representatives not meeting the call center's staff performance goals on a continuous basis. Below are the results of the call center staff performance over a 9 month period.

Call Center Staff Performance Measures and Results					
Performance Measure	Standard	Percent of Staff Meeting Standards			
		FY16 Q3	FY16 Q4	FY17 Q1	FY17 Q2
Calls Per Hour	17 or more	16%	14%	14%	40%
Average Talk Time	2:30 or less	12%	15%	40%	33%
Not Ready Personal time	Under 7%	43%	56%	52%	60%
Staffed in Time	90% or greater	99%	94%	58%	87%
Quality Assurance Monitoring	90% or greater	56%	58%	73%	80%

Source: 311 Management

311's policy on individual performance standards state that representatives will be rated monthly on average calls per hour, average talk time, staffed in time, not ready personal time, and quality assurance monitoring.

The performance standards policy does not detail the consequences or actions taken for employees failing to meet their performance standards. Furthermore, the current policy on performance standards is outdated as two of the six performance standards have changed and one, a requirement to classify the reason of at least 62% of informational calls, is not documented in the policy. Additionally, there is no policy or guidelines for recognizing top performers.

Based on the high percentage of unmet standards, employee performance is a contributing factor hindering the 311 call center in accomplishing their overall mission of providing quality customer service to both internal and external customers. Even though the call volume decreased from FY15 to FY16, the percentage of calls being answered decreased from 85% to 82%. See table below for a summary of the call volume.

311 Call Center - Call Volume				
	FY15		FY16	
Informational Calls answered	481,297	63%	386,896	58%
Service Request Calls answered	<u>280,566</u>	<u>37%</u>	<u>285,050</u>	<u>42%</u>
Calls Answered by 311 Staff	761,863	85%	671,946	82%
Abandoned Calls	<u>136,250</u>	<u>15%</u>	<u>150,419</u>	<u>18%</u>
Total Call Volume	<u>898,113</u>	<u>100%</u>	<u>822,365</u>	<u>100%</u>

Sources: Cisco Phone System and 311 Management

Recommendation

311 Management should implement and enforce a performance accountability model to include specific steps and measures used to address poor performance. Additionally, coaching sessions for poor performance should be documented and signed. Finally, Management should update 311's policy on individual performance standards so that it accurately reflects the performance measures and goals.

D. Information Technology

D.1 CRM User Access

CRM system user access is excessive. Additionally, there is a lack of periodic user access reviews performed for the CRM system.

Currently there are 805 active user accounts in the CRM system. Of these, 659 have not accessed the CRM system since prior to 2016. Additionally, 101 of the active user

accounts are former City employees. See chart below for a review of the active CRM users.

CRM - Active User Accounts

<u>Account Description</u>	<u>User Accounts</u>	<u>IT Test Accounts</u>	<u>Total</u>
Accounts with Activity	142	4	146
Accounts with no Activity	<u>*496</u>	<u>163</u>	<u>659</u>
Total Active Accounts	<u>638</u>	<u>167</u>	<u>805</u>

*Amount includes 101 former employees.
Source: ITSD

Administrative Directive (AD) 7-8D Access Control states that access permissions will use the principle of least privilege. The Department Business System Owner is responsible for ensuring that appropriate access controls have been developed and documented in accordance with this AD. Finally, access to COSA IT assets must be disabled upon separation of the employee. All COSA Information Systems must be periodically screened for inactive accounts. Authorization and access controls are essential to prevent misuse or abuse of this function which ultimately affects City departments and Customer Service/311's Citywide CRM performance measures.

At the time of the CRM implementation in 2011, the CRM system did not have the capability to communicate with department databases. Users from across the City were added to the CRM system to update and manage the service requests they were responsible for. Currently, service request data is automatically communicated between the CRM system and department databases.

A lack of controls for user access increases the risk of unauthorized users, inappropriate access and/or unauthorized modification of data.

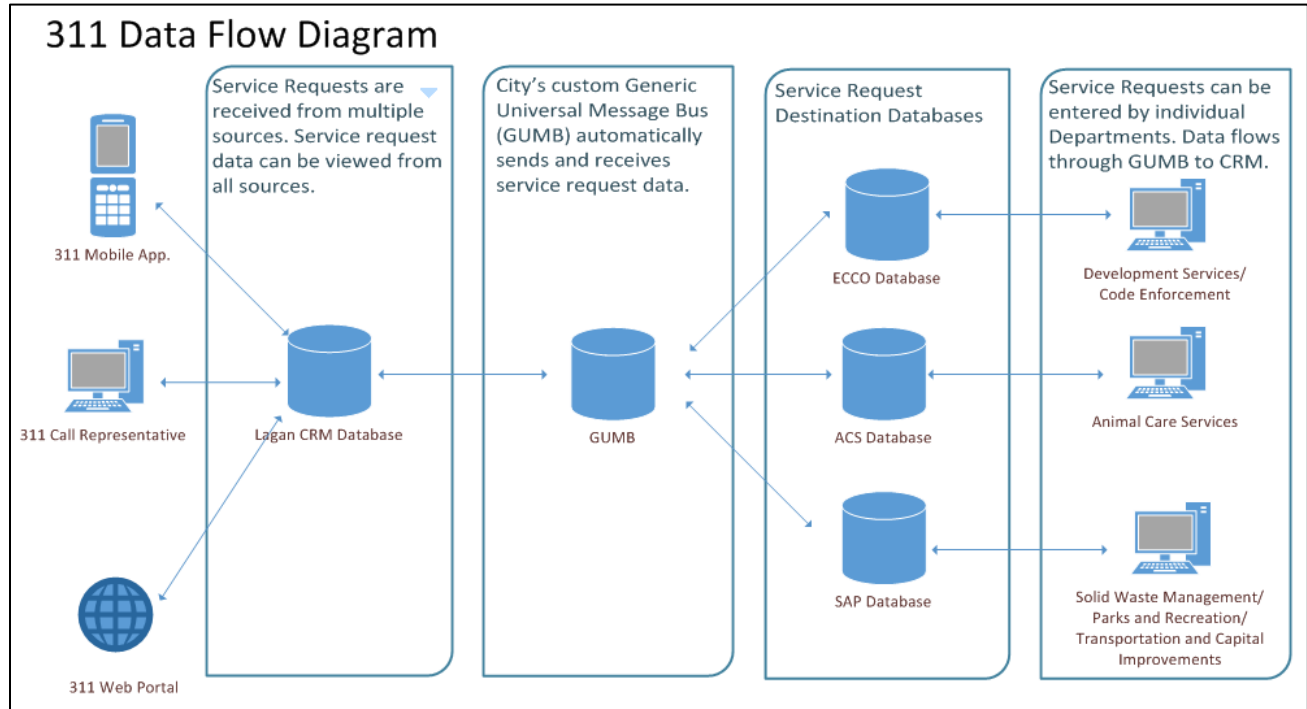
Recommendation

To ensure compliance with AD 7-8D Access Control, 311 Management should remove inactive users. Additionally, 311 Management should perform periodic user access reviews.

Appendix A – Staff Acknowledgement

Sandy Paiz, CFE, Audit Manager
Gabe Trevino, CISA, Auditor in Charge
Holly Williams, CISA, CRISC, Auditor
Amy Barnes, CFE, CGAP, Auditor

Appendix B – 311 Data Flow Diagram



*Source: Created by Audit Office based on discussions with ITSD and 311 Management

Appendix C – Management Responses



CITY OF SAN ANTONIO

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September 11, 2017

Kevin W. Barthold, CPA, CIA, CISA
City Auditor
San Antonio, Texas

RE: Management's Corrective Action Plan for Audit of 311 Customer Service

The 311 Call Center has reviewed the audit report and has developed the Corrective Action Plans below corresponding to report recommendations.

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
1	Accuracy of Information Provided Recommendation Ensure the accuracy of information communicated to citizens via 311 calls, service level agreements and information on their website and other links. A quality assurance process which includes a regular review of information should be developed and implemented.	4	Accept	Paula Stallcup, 311 Sr. Manager	April 2017

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
Action plan: 311 staff has reviewed the CRM system's Knowledge Base link and Frequently Asked Questions on the website. Updates and corrections were made in April 2017. While 311 continuously receives updates of City programs and information from the various departments, staff has implemented a process to request updates and changes from the respective departments on a monthly basis to ensure program information is requested. This will ensure that 311 representatives have accurate information for residents. Updates will be made monthly upon receipt of information or more frequently as it is received. Long term as part of the customer service and system enhancements, 311 staff is currently reviewing all service level agreements (SLAs) and service request types with City departments to implement further changes in the 311 system and confirm service levels. Changes to service level agreements (SLAs) are made at the request of the department with approval by the Executive Leadership Team member and coordinated through 311 Customer Service to update in the 311 system. Changes are reviewed an individual basis as needed; however, 311 will establish a biennial review for all service level agreements to ensure current department timelines and policy changes are consistent with the 311 system's information.					
2	311 Online Tools Recommendation Redesign on-line tools to include a search feature and provide the top requested categories to choose from. Additionally, create an outreach plan to inform/teach the community about the various 311 online tools.	5	Accept	Paula Stallcup, 311 Sr. Manager	Late 2018

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
	<p>Action plan:</p> <p>City staff is also in the process of implementing a new mobile app as part of the Smart Cities Initiative which will include integration with social media, additional service category types, and a gamification component to enhance citizen engagement. The new mobile is anticipated to soft launch late Fall 2017. The project includes an outreach plan and marketing campaign to promote the mobile app at various community events as well as through online promotional resources.</p> <p>As part of the 311 system enhancements, a redesign of the City's 311 web portal will be implemented. These enhancements will provide a more robust website with additional search and tracking functionality for easier use by residents. This project is scheduled to be completed in late 2018.</p> <p>311 staff is responsible for ensuring all information on the 311 web portal is updated and accurate. Staff has implemented a quality assurance process to check web links monthly on the website for assurance of functionality.</p> <p>In an effort to increase utilization of the mobile app, 6 additional service request types were added to the existing mobile app in April 2017.</p>				
3	<p>Resolving Customer Issues</p> <p>Recommendation Work with City departments to create a formal process for responding to customer complaints and for addressing service requests that were initially routed to the incorrect department to ensure these service requests are appropriately resolved in a timely manner. The formal process could include a requirement for adding notes to service requests or performing a periodic review of service requests that have not been completed.</p>	6	Accept	Paula Stallcup, Sr. Manager	August 2017

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Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
<p>Action plan:</p> <p>With regard to department complaints, 311 staff has developed a standard operative procedure which directs departments to advise 311 as to the outcome of the complaint in order to document concern in the case notes. 311 staff will also be sending departments monthly reports to advise of outstanding open complaints in an effort to ensure issues get closed in a timely manner.</p> <p>In the long term, the 311 customer service system enhancements project in late 2018 will provide the ability to re-assign/re-direct incorrect categories. Currently, departments advise 311 when work orders are entered incorrectly and then are reentered using the correct category.</p>					
4	<p>Staff Scheduling</p> <p>Recommendation</p> <p>Utilize historical call volumes to create work schedules for the call center staff. Additionally, work schedules should fluctuate throughout the year to accommodate call volume. Once schedules have been changed, 311 Management may also try implementing other schedule options and incentives such as split shifts, and shift bidding.</p>	8	Accept	Laura Davis, Operations Manager	August 2017

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Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
<p>Action plan:</p> <p>In FY 2017, 311 retained temporary staff which has helped achieve a Service Level of 66% through August 2017. This is an increase from the 50% Service Level achieved in FY 2016.</p> <p>In an effort to further increase the Service Level, the FY 2018 proposed budget includes five (5) part-time staff. These additional part-time staff will support the Service Level goal of answering 80% of the calls within 45 seconds.</p> <p>In addition, 311 management made adjustments to the call center representatives work schedules to address Service Level. With assistance from the Information Technology Services department, 311 now utilizes a database which includes historical call volume, abandonment rate and service level to determine staffing requirements in order to impact service level.</p> <p>Furthermore, 311 management worked with an employee committee to develop a shift bid policy which will provide a performance incentive for call center representatives. Management will also be making schedule changes and encouraging split shifts in order to facilitate staffing requirements to achieve an 80% Service Level goal.</p>					
5	<p>Reporting Requirements</p> <p>Recommendation Create performance measures and benchmarks to align with industry best practices which include first call resolution, service level/response time, and adherence to schedule. Action plans should also be documented when the call center does not meet their performance goals. The performance measures along with action plans should be documented and reported to City Management.</p>	9	Accept	Paula Stallcup, Sr. Manager	August 2017

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Recommendation																																									
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date																																				
	<p>Action plan:</p> <p>In February when the 311 Customer Service Office was reorganized to report to the Deputy City Manager, the 311 Sr. Manager developed a monthly performance report which includes the goals and year to date performance for the 311 Call Center. This report is provided on a monthly basis to City management. 311 will work with management to address performance when it is not achieved.</p> <p>As part of the FY 2017 budget, the 311 Call Center received funding to retain temporary staff to assist with peak call periods to address service level. These temporary staff have assisted with the current performance in exceeding the FY 2017 Service Level goal of 60% of calls answered within 45 seconds or less. With the proposed FY 2018 budget enhancement, the FY 2017 Service Level goal will be to answer 80% of calls within 45 seconds. See table below:</p>																																								
	<table border="1"> <caption>FY 2017 Year to Date 311 Call Center Performance</caption> <thead> <tr> <th>Month</th> <th>FY2017 Performance (%)</th> <th>FY 2017 Service Level Goal (%)</th> </tr> </thead> <tbody> <tr><td>Oct</td><td>58</td><td>60</td></tr> <tr><td>Nov</td><td>58</td><td>60</td></tr> <tr><td>Dec</td><td>72</td><td>60</td></tr> <tr><td>Jan</td><td>60</td><td>60</td></tr> <tr><td>Feb</td><td>58</td><td>60</td></tr> <tr><td>Mar</td><td>52</td><td>60</td></tr> <tr><td>Apr</td><td>60</td><td>60</td></tr> <tr><td>May</td><td>75</td><td>60</td></tr> <tr><td>Jun</td><td>82</td><td>60</td></tr> <tr><td>Jul</td><td>81</td><td>60</td></tr> <tr><td>Aug</td><td>82</td><td>60</td></tr> </tbody> </table>					Month	FY2017 Performance (%)	FY 2017 Service Level Goal (%)	Oct	58	60	Nov	58	60	Dec	72	60	Jan	60	60	Feb	58	60	Mar	52	60	Apr	60	60	May	75	60	Jun	82	60	Jul	81	60	Aug	82	60
Month	FY2017 Performance (%)	FY 2017 Service Level Goal (%)																																							
Oct	58	60																																							
Nov	58	60																																							
Dec	72	60																																							
Jan	60	60																																							
Feb	58	60																																							
Mar	52	60																																							
Apr	60	60																																							
May	75	60																																							
Jun	82	60																																							
Jul	81	60																																							
Aug	82	60																																							


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Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
6	Employee Accountability Recommendation Develop and implement a performance accountability model to include specific steps and measures that will be enforced for staff who fail to meet performance standards. Additionally, coaching sessions for poor performance should be documented and signed. Finally, Management should update 311's policy on individual performance standards so that it accurately reflects the performance measures and goals.	10	Accept	Laura Davis, Operations Manager	September 2017
Action plan: 311 Management has updated the annual performance metrics for all call center representatives. These new measures were communicated to staff and annual evaluations were updated at the end of August 2017. 311 Management also developed standard operating procedures, with employee input, which outlines performance documentation, staff-in requirements, coaching and further disciplinary process for employees who do not meet their monthly performance requirements. The policy is currently being reviewed by Human Resources and 311 Management and is scheduled to be implemented with an effective date of October 1, 2017.					
7	CRM User Access Recommendation Remove inactive users. Additionally, 311 Management should perform periodic user access reviews.	11	Accept	Paula Stallcup, 311 Sr. Manager	September 2017

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
<p>Action plan:</p> <p>311 staff performs a bi-annual review of the 311 system; however this review previously excluded a review of City staff who were actively using the system. 311 will incorporate this additional review and remove all users who have not accessed the system within the last six months. 311 will work with Information Technology Services to remove users from having access to the system by the end of September 2017.</p>					

We are committed to addressing the recommendations in the audit report and the plan of actions presented above.

Sincerely,


 Paula X. Stallcup
 Sr. Manager
 311 Call Center

9-12-17
 Date


 Erik Walsh
 Deputy City Manager
 City Manager's Office

9/12/17
 Date