

Customer Service & Engagement: External Best Practices



The county's Customer Service and Engagement Initiative subgroup surveyed nine award-winning jurisdictions who have been recognized by the Public Technology Institute (PTI) as a designated "Citizen Engaged Community." This benchmarking exercise allowed us to examine best practices and trends from across the country for governments our size. PTI also graciously supplied our team with background material about each of the jurisdictions, which you can find after this report.

The three key areas PTI scores for this benchmarking award include:

- Citizen Participation Process
- Integrated Communication Channels
- Performance Reporting

The jurisdictions we examined include Charlotte/Mecklenburg County, Denver, Miami, Montgomery County, New York City, Orange County (Fla.), Philadelphia, Sacramento and San Francisco.

Based on our group's review, analysis and discussion, we cite the following as critical best practices for successful customer service and engagement:

1. **Culture of Customer Service**

Need culture and skills of professional customer service throughout a government. Much like a business, these governments have embraced a robust customer service model that includes valuing the function as a face of government, creating a culture of professionals and integrating with operations.

2. **Consolidated Contact Center**

Consolidated, one-stop-shop contact centers are the norm for these benchmark, award-winning governments. There are dedicated staff, resources and budgets for stand-alone contact centers in most jurisdictions, with dedicated customer service liaisons in each department. A single, unified customer relationship management (CRM) system is often in place. Service Level Agreements (SLAs) are also critical tools between departments to ensure a quality customer experience; SLAs detail expectations for service delivery and metrics are routinely measured. Individual departments maintain subject matter expertise, but the goal appears to be for the main contact center to triage requests while providing a well-branded, unified contact point.

3. **Integration**

Many governments have integrated their multiple systems so they all "talk" to each other and are not isolated unto themselves. Many have also reduced the number of systems to help simplify and demystify government.

4. **Ticket Numbers**

Ticket numbers for service requests must be generated for each contact regardless of department, system or stovepipe. These tracking numbers must be universal across the government, not department by department. These tickets provide a way to track the life of a request within a government while leading to better metrics, more accountability and a more streamlined delivery of services.

5. **Beyond Typical Business Hours**

Most of the jurisdictions provide live support outside of typical business hours. Many main call centers are open through the evening and some on weekends, too. This does not mean each department is open, too, with staff, but the government's primary phone/email/live chat options are available to serve people when they are likely available after work.

6. **Online Services Cost Less**

Trend toward more services being delivered/handled online rather than the more costly option of talking with a staff member. Though there may be upfront investments to build a new online tool, for example, the return on investment from eliminating phone calls or streamlining a service have helped make these governments more efficient. As detailed in other studies, the cost of an online transaction is far less than a phone call or walk in service. Generally, phone calls cost an organization \$7-\$12 per transaction versus \$0.25-\$0.50 online.

7. **One Login for Government Systems**

A single-sign on system for people to access their records, regardless of department, is also a best practice. Sophisticated customer-focused governments understand that the public does not want to remember multiple logins and passwords for government systems (one for taxes, one for parks, one for libraries, etc.).

8. **User-Friendly Interfaces**

Clear movement toward user-friendly, intuitive, clutter-free and customer-focused digital properties such as homepages, apps and online tools. Taking the time to develop and test a system that works very well requires upfront costs, but the payoff means reduced calls and a better customer experience.

9. **Feedback Tools and Building Ideas**

Many of the jurisdictions use new engagement tools to supplement traditional outreach that ask people to submit ideas and allow others to vote on or build upon that initial idea. This allows an idea to grow and progress can be tracked from concept to implementation. This also allows an expanded scope of who can actively participate in an issue regardless of whether the public can attend a meeting in person.

10. **Quality Assurance**

Each jurisdiction focused heavily on quality assurance, much like a business. For example, call center managers or quality assurance specialists will actively listen to staff talking with customers.

11. **Heavy Focus on Metrics**

Each jurisdiction tracks its metrics very well and consistently so a clear picture is available for anyone from elected officials to senior managers to employees to the public. Baseline data, trends and more are readily available to provide near real-time situational awareness of emerging issues and trends in a community or neighborhood. Some jurisdictions plot this information using GIS to see trends visually by neighborhood.

12. **Training**

Contingent upon establishing a culture of dedicated customer experience staff, robust training efforts are evident in many jurisdictions due to increased demand, turnover, increasing language needs and cultural issues.

13. **Knowledgebases**

Internal knowledgebases are critical to the success of these benchmark jurisdictions. Investments of time and money have been made to ensure employees have a common place internally to view information that can then be shared with the public regardless of what agency is answering a customer question.

14. **Emergency Support**

Most of the jurisdictions have utilized or have plans to deploy their professional customer service staffs during emergencies to serve as a main point of public information and reduce pressure on 911 centers. Staff members are designated as essential personnel.

15. **Texting**

Texting is increasingly used as a viable option by many of the governments. In one example, you can text a question to a government and within minutes, an answer is provided.

16. **Social Media**

These award-winning governments use social media extensively, some with dedicated social media tools for call centers and customer service purposes.

2012-14 PTI Citizen-Engaged Community Application Worksheet

City/County Population: 300,001 or more

CONTACT CENTER PROFILE								
City/County	Centralized Contact Center	Fulltime Call Agents	Full-time Supers	Services	Annual Call Volume	Multiple Facilities	Hours of Operation	Handling of High Volume Calls
Charlotte, NC Launched July 2005	311, cell #	>41	6-10	Broad range	1.4 mil	yes	7-8, 7days + specials	2-3 wk work schedules for agents based on call forecast; Analysts continually monitor intra-day volume and resource availability to proactively adjust schedules; maintain an emergency call back list; Director or Operations Manager determines when an "all hands on deck" is needed; Trainers, Analysts & Business Process staff log on as necessary.
Denver, CO Launched July 2006	7-digit	20-40	1-2	All city & county	600,000	Yes – aux for hi vol	m-F-6-8 & 8-5 Sat	Auxiliary call centers Diligent resource management Lead agent activation Queue messaging
Houston, TX Launched 2001	311	>41	6-10	All city	2,010,000	no	24x7x365	Part-timers Will soon add a scheduled call-back feature to our IVR Plan to add home-workers in March 2013
Miami-Dade, FL - Launched 2004	311, 7-digit	>41	6-10	Multi-jurisdictional – internal & external	2.47 mil	Yes - 5	7-8 M-F, 8-5 Sat, 24x7 emerg or events	Miami-Dade County has fiber capability which allows the center to have people in various locations handling overflow or peak volume times associated with county-related initiatives, mail outs or events. Part time staffs hours augment and cover specific campaigns handled by 311, staff from other departments are called upon to augment staff needs when volume spikes and as needed, temporary staff from a contract the county has with a certified vendor are

								used to address and handle spike in call volume.
Montgomery Cnty MD Launched June 2010	311	>41	3-5	Broad range	470,000	no	7-7	High volume call periods are handled primarily w/ rigorous workforce planning models, focused on staffing to peak volume, establishing a calendar in advance for off days for customer service reps based on workforce optimization. Temp service contractors are also hired to take calls to manage high volume call periods flexibly and cost effectively. During operational work day, vigilant schedule adherence monitoring of customer service reps is another call volume management technique. If necessary, in rare circumstances, supervisors or other trained personnel will take phone calls in unforeseen emergencies.
New York, NY Launched March 2003	311	>41	>10	All City, 100+ agencies	22.240 mil	yes	24x7x365	Established protocol for handling planned & unplanned high volume call periods. In 2011 NYC311 received 61,000 calls/day, with high volume of 276,827 calls. First response is to increase automated messaging on the IVR, w/ canned messages or ad hoc recording created & posted w/in 15 min. During peak volume days of over 100,000 calls the IVR can resolve 75% - 80% of citizen inquiries by providing status info; Second line of support is NYC311 support staff (over 70), who are trained to handle calls using the CRM system during peak periods. Third line of support consists of support staff from other City agencies, who are trained on the CRM system periodically and allow NYC311 to add 50 or more staff as necessary. During Hurricane Irene preparation and partial evacuation in August, 2011 over 50 staff members from other agencies travelled to the 311 contact center to assist with citizen

								inquiries. In parallel, NYC311 has a website (www.nyc.gov/311) & SMS/Text channel (311-692) which provides all of the info & most of the services available to citizens who dial 311. Both channels are promoted heavily on IVR during peak volume periods to provide citizens with a quick & easy self-service alternative to speaking with a call center representative.
Orange County, FL Launched June 2005	311, 7-digit	10-20	1-2	Animal Services Code Enforcement Roads and Drainage Traffic Engineering Zoning All other services are supported occasionally.	269,436	no	7-9 M-F 9-5 SS	For normal operations, call projections are made using trends from historical call interval data. Existing personnel resources are scheduled to reasonably accommodate high volume call periods. When advance notice or disclosure of a non-routine event is known, overtime requests are presented to employees that are not scheduled to work that specific period. We shift staff activities related to projects, support & alternative contact channel staffing to phone operations. Supervisors also provide operational support and take direct calls from citizens. Self-service telephone options are enhanced to process frequently-asked questions. For large-scale events and disaster operations, the County Administrator authorizes the reassignment of prearranged, trained and skilled personnel resources from other departments to increase our contact capacity.
Philadelphia, PA Launched Dec 2008	311, 7-digit	>41	3-5	All City Depts; sole call center for one agency, also provide limited info for certain Non-City Agencies - Non-Profits,	1.3 mil	no	8-8 M-F 9-5 Walk-in Emerg extension	Ensure that the IVR message includes information that may help reduce the need for an Agent All Supervisors will cease administrative duties and take Customer calls Back-office support staff will also cease normal duties and take Customer calls Remind callers about our Social Media, e-mail, and website. We also keep these venues up-to-date to attract more users. Volunteers (within our parent

				Utilities, Public Transit, & State & Fed Gov				Department) are trained to assist with call taking on an as-needed basis.
Riverside, CA Launched 2004	311	6-10	1-2	Broad range	200,000	no	M-F 8-7 SS 8-5	Phone, Web, E-mail, Mobile app, Fax, Letter
Sacramento, CA - Launched Aug 2008	311, 7-digit	10-20	1-2	All services	353,300	no	24x7x365	During periods of high call volume Sacramento City 311 schedules additional staff to support call center operations
San Antonio, TX - Launched April 2000	311, 7-digit	20-40	1-2	All city services	1.264 mil	No, but has telecomm uters	7-11	The City handles high volume call periods in two primary ways which includes shift coverage based on historical data and additional coverage for emergencies. Historical data provides information of peak periods during a normal working day. Schedules and shifts are done based on the call volume for peak hours in order to get the maximum coverage for these times throughout the day. Part timers assist with coverage during these high call volume hours, on the weekends and on holidays. During emergencies (weather-related or man-made), 311 staff are considered essential personnel and shifts are extended for coverage as needed. As telecommuters are also called to logon remotely and assist with coverage as necessary.
San Francisco, CA Launched March 2007	311, 7-digit	>41	6-10	Broad range	2,649,401	no	24x7x365	Call analysis is run monthly by Workforce Manager using the "Blue Pumpkin" software. The staffing levels are adjusted so the maximum number of CSRs are available during peak times. Schedules are adjusted quarterly during a shift bid process. Staff is assigned to specific skill sets. The percentage of staff allocated to a specific skill is varied to ensure maximum coverage. We maintain a small staff of "part time,

								as needed” csrs. These staff are assigned during known periods of high call volumes, special weekend events, and when significant weather or other events may prompt a higher than normal call volume.
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FOCUS AREA 1: CITIZEN PARTICIPATION PROCESSES - 20 points			
City/County	Citizen Feedback Tools (10)	Use of Feedback Data (6)	Transfer Calls or Issue SRs (4)
Charlotte, NC	Phone, formal, org surveys, outbound agent call, secret shopper, feedback from bus partners, postage-paid cards, community presentations at events	Trend analysis, operational changes to address gaps & deficiencies; enhanced 311 Monthly Report to City Manager and review in Partner meetings to measure impact of departmental service delivery and information; sharp focus on several key contact center productivity measures through data mining reporting and analysis. Significant improvements in productive time have allowed for service delivery to continue at goal or better, allowing for investment in cross training to further improve the center’s capacity. These two factors have allowed for more specific training initiatives to meet citizen needs and reduced overall resources to deliver the service	Transfer calls and issue srs
Denver, CO	Phone, formal, org, online surveys, focus groups, registered neighborhood orgs	Report package includes city council, agency, web utilization, call center metrics and agent performance metrics. Agency status meetings are held on a continual basis to identify any report anomalies or determine ad hoc report requirements. 311 Specialists are assigned to agencies and divisions to assist with report analysis and interpretation.	Transfer calls and issue srs
Houston, TX	Phone, online surveys, secret shopper	Adjustments to the schedule Justification to add personnel	Transfer calls, issue srs, dispatch calls -
Miami-Dade, FL -	Phone, formal, org, online surveys, outbound agent call, focus groups, secret shopper, other closed loop surveys	In countywide surveys conducted, residents asked that we make our SR available online – not only did the county place our SRs	Transfer calls, issue srs, dispatch calls -

		<p>online, we launched android and iPhone service applications called 311 Direct - this enhanced service channel enhanced accessibility to government services; In phone survey, residents overwhelmingly asked that we communicate constantly on SR updates and to let callers know status of a SR, complaint, commendations, etc. Using our Reverse 311 system & our web-based campaign manager, residents are now given the option when reporting a SR of any kind to receive a call back or an e-mail notification as to the status of their report</p>	
<p>Montgomery Cnty -</p>	<p>Online, email surveys, phone complaints, blog responses</p>	<p>In gov, service request volume reports what is important to County residents, business owners and visitors on day-to-day basis. Customer feedback provides the opportunity to delve into issues & concerns with particular services. MC311 data provides empirical data, removing all guesswork; Analytics provides focused data & allows the County to tailor customer satisfaction surveys to address specific issues w/ specific services. Now that we know what services are most sought after by the residents, we use that data to query customers on their satisfaction. In many cases, this means taking a harder look at the business process and making another attempt at re-engineering the business process, providing real-time continuous improvement. The County is also using analytic data during budget preparation; We now know that local bus transportation, bulk trash/scrap metal pick-up and recycling bin requests are the most sought after County services; One of the goals of the MC311 initiative was to integrate with CountyStat, a component of the County's results-based accountability system that promotes a culture of "managing for results", while addressing a priority objective to be a "responsible and accountable Government".</p>	<p>Transfer calls and issue srs</p>

		CountyStat is a tech-enabled process to identify and resolve County departments' customer service delivery issues in a systematic way thru accurate & timely info. Ultimate goal of CountyStat is to ingrain the concepts of data-driven decision making into government culture. MC311 has specific reports & dashboards for CountyStat's review of the program and all 38 participating Departments. - 6	
New York, NY	Phone, formal, org, online, IVR surveys, outbound agent call, focus groups, secret shopper, & elected officials, media, etc.	Accessibility: Customer feedback thru formal, extensive outside survey in 2011 and 2012 id'd citizen concerns w/ accessibility - wait time to reach a call rep. Based on survey data & insights, NYC311 was able to justify funding levels for staffing to ensure quick & easy access to the 311 call center. The survey findings drove a workforce & operations plan to realign staffing & schedules, resulting in a 15% improvement in Service Level. Customer feedback thru multiple tools captured customer suggestions to reduce the length of call duration. A dept-wide project team was launched Jan 2012 to focus on average handle time & streamline the call handling process. Quality: Customer feedback from phone, IVR & online surveys combined with focus groups & internal evaluation by the Quality Assurance department led directly to improvements in the call handling process. As a result the "New Customer Service" initiative was launched in 2012, with more focus on the customer experience & customer satisfaction with the outcome of the call. The previous process incorporated customer satisfaction but was limited in the ability to recognize customer signals & clues regarding frustration and satisfaction. Insight and data from citizen feedback led directly to a change in process and ultimately to an enhanced call handling protocol.	Transfer calls and issue srs
Orange Cnty, FL -	Org surveys, online chats, supervisors do	Data related to mobile device usage were	Transfer calls and issue srs

	outbound calls	<p>provided to technical teams for changes in future revisions of the mobile app.</p> <p>Feedback from citizens has been used to enhance the services we provide. For example, we are more involved in attending community meetings because of modest public knowledge about the enhanced features of 311.</p>	
Philadelphia, PA -	Formal, org, online surveys, secret shopper, walk-in survey, social media	<p>- It is used in City-wide Performance Management Evaluations</p> <p>- It is used by the Mayor's Office and our PhillyRising initiative in preparation for community meetings and targeting communities that need extra municipal assistance - 6</p>	Transfer calls and issue srs
Riverside, CA -	Org survey	<p>Follow up on any unresolved complaints reported in survey feedback.</p> <p>Provide department rating based on residents' perception of performance. This gives departments a tool to use when reviewing their workers'/work crews' performance and helps them to see residents' expectations. Survey feedback is also used in evaluating 311 CSR (customer service representative) performance.</p>	Transfer calls and issue srs
Sacramento, CA -	Formal, online surveys	On a monthly basis, data is shared with our City Manager, Councilmembers and Managers from departments supported by the call center. Monthly call center statistics are made available to the public on the City of Sacramento web site. Information shared includes visual data displays, cumulative monthly call type summaries, and most frequent call types.	Issue srs and dispatch calls
San Antonio, TX -	Org surveys, secret shopper	The data collected from surveys provide general feedback regarding our agents. We recognize agents that have received positive feedback. We also track customer satisfaction with the call center, and are currently working on customer satisfaction for the newly implemented self-service web portal.	Transfer calls and issue srs

<p>San Francisco, CA</p>	<p>Online surveys, + Neighborhood Parks Council Meetings with Neighborhood Organizations upon request San Francisco Bicycle Coalition Collaboration with public/private partnerships Attendance at local community meetings Call escalation process CSR Complaint and Compliment process Increased Access by hand-held for Service requests Data SF, submittal of data or requests for data sets</p>	<p>Board of Supervisors, and other City Managers monthly. This document includes dashboards based on the most recent three months of Service Requests, allowing users to break the data down by District, Problem Type, Resolving Agency, and Street. The report also includes a summary of the most common questions called in to the Customer Service Representatives for the period. The monthly report helps Board Members and City Managers to monitor activities within the District or City to better understand constituent needs.</p> <p>311 is the manager of and a contributor to information on DataSF. DataSF is a central clearinghouse for datasets published by the City & County of San Francisco. The data supplied directly by the City Managers is also posted so the public can view the information. A key feature in the DataSF portal is the ability to map, summarize, or chart the data and save the view on the web. Publishing to the site improves access to city data, like that provided by 311, through open machine-readable formats. The site allows user to find datasets in several ways: general search, tags/keywords, categories, and rating. Users can help by rating and commenting on existing datasets or by telling us what datasets we should make available to the public. Developers have also used the data to build mobile phone applications; making it easier for the users to get crime statistics or restaurant inspection scores from their hand-held devices.</p>	<p>Transfer calls and issue srs</p>
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FOCUS AREA 2: INTEGRATED COMMUNICATION CHANNELS AND TECHNOLOGY - 45 points					
City/County	Self-Service Communication Channels (5)	Written SLAs (3)	Centralized or Single KB (5)	Contact Center Strategies (3)	Written Contact Center Tech Plan (3)
Charlotte, NC	7 of 12, no chat, click2 or ivr call back, kiosk, aux. station	Yes	Yes – but 14 apps at agent desktops	On-going collaborative partnership includes monthly liaison meetings with city and county business partners; As a division of the City Manager’s office, communication must be consistent, courteous, accessible, responsive and seamless; Staff actively participates in Communication Roundtable w/ all city depts; Repetitive, easily scripted information is available by accessing multiple self-service options (Web, Mobile App).	Yes
Denver, CO	10 of 12, no chat, call-backs	Yes	Yes	Each agency has a liaison with 311, & decision maker; status mtgs once/qrt; 311 Specialists assigned to all agencies & divisions; Specialists & trainers align & review all content in the CRM & website; Online presence, auto attendants, & call center messaging by call topic utilized; urls offered by agents during call; Auto routing online requests & multiple contact channels; Adequate response time & same day email response & content & information alignment help negate shifting inquires to different channels - 3	Yes
Houston, TX	3 of 12, 3 being dev, no chat, click2 call back, ivr interactive, walk-ins, kiosks, aux	No (being dev) -	Yes, Lagan/Kana -	3 Liaisons to 23 departments, responsible for keeping the Lagan Knowledge base up-to-date (increasing to 4) & ensuring communication is consistent cross-channels; calls are elevated to Sr. Agents, Liaisons, or Supervisors; intend to increase the use of alternative channels such as smart phone, web and email. - 3	No
Miami-Dade, FL -	11 of 12 + 3 others (music on hold, reverse 311, call back assist)	Yes	Yes	311 has a network of liaisons within each county-based agency, the 35 Maimi-Dade County municipalities and non-profit agencies; bi-directional communication relationships are imperative to ensure customers have correct info; Agencies have full access to KB & change & vet info to disseminate to both call center agencies and web portal team –consistent across channels – The Portal Knowledge Base Integrated (PKBI) application ensures that phone and web receive the information real time from agencies and partners; continue to enhance capabilities to serve residents on the platform they desire: currently residents can use self-serve (portal), e-mail, in-person, self service kiosks throughout the county and via voicemail option during and after operating hours. We are developing Chatbox capabilities at 311. Our goal continues to build new channels based on citizen feedback, protect access	Yes

				to existing channels, reduce those calls we can offload based on demand and close down underused channels. Miami-Dade 311 continues to face the issue of not enough staff to handle the demand, so we need to offload to more self-serve options – we continue to enhance the most demanded self-serve options aligned to tax collector/property appraiser and transit calls. - 3	
Montgomery Cnty -	4 of 12 + 1 MC311 blog, no chat, call-backs, ivr, walk-ins, kiosks, aux - 3	Yes	Yes	MC311 CRM Business Analysts working with County Department Relationship Managers; One centralized CRM System, KBA database, Integrated with Web Portal; Integrated Web Portal/CRM System and mobile-enablement of Integrated Web Portal/CRM System; Integrated Web Portal/CRM System and mobile-enablement of Integrated Web Portal/CRM System - 3	Yes
New York, NY	5 of 12 + 3 (2 social media + letters), no click2 call-backs, IVRs, walk-ins, kiosks, aux - 4	Yes	Yes	NYC311 has dedicated “Agency Relations Analysts” who interact with City service departments on a daily and regularly scheduled basis. Each City agency is required, by Mayoral mandate, to dedicate a liaison to 311 for information, updates, and decision-making. Content is produced and maintained by a central group, and published using standards and style guides to ensure consistency, and each channel is updated simultaneously. The IVR system is used to “push” status and transactional information, as well as routing and transferring non-City related calls to offload live agents; the IVR also promotes other channels such as 311 Online and the SMS/Text option (311-692). NYC311’s self-service channels were designed and built based on the principle the customer experience is “equal to or better than the call center”, to ensure the accessibility and quality experience meet baseline standards and reduce the risk of citizen channel-shifting. - 3	Yes
Orange Cnty, FL-	5 of 12 + 2, no call-backs, walk-ins, kiosks, aux, devel IVR FAQs - 4	Yes	Yes	<p>Most service departments access the CRM system operated by 311. Their service requests are received by 311 specialists and assigned to the appropriate responder within the system. Some proprietary software applications are accessed through a bi-directional interface that provides status updates and automatic closure of the request in our 311 system.</p> <p>311 Specialists access the centralized knowledge base when using all communication channels to ensure consistency of the information provided. The specialists responding to the various communication channels also answer telephone calls at various times, and they are thoroughly familiar with the established protocol and operational processes.</p> <p>Self-service sources are provided for citizens to obtain</p>	Yes

				<p>information about high-volume inquiries related to select topics via the web and telephone. The 311 Mobile Application enables Android and iPhone devices to provide citizens with “quick ticket” reporting of issues. The goal is to make it simple and efficient to report issues or request services and obtain real-time status updates with a few simple clicks on the mobile device. The application handles all types of requests such as road repairs, traffic signal malfunctions, stray or nuisance animals, lot cleanup requests, and zoning violations. Citizens can take photos using their phone and easily send them to 311 for full service follow up. We also display information on the users other open requests as well as current County events in real time using GIS mapping.</p> <p>The County provides real-time service request reporting and status tracking via our website. Registered members enjoy email updates, secure access to request history, and global County event tracking. This system is the focal point for all services provided County-wide. It offers timely service updates and feedback for our citizens. We also launched 311 Chat Services for real-time, interactive sessions over the web.</p> <p>Each channel has designated service goals, although flexibility is provided for specialists to respond to a range of requests. Each channel is appropriately designed to be convenient and effective.</p>	
Philadelphia, PA-	5 of 12, not chat, call-backs, interactive, kiosks, aux - 3	Yes	Yes	<p>We hold regular meetings with service department liaisons and provide reports on a regular basis.</p> <p>We maintain an up-to-date knowledge base, train contact center agents on their communication techniques, and hold ourselves to internal service-level agreements.</p> <p>We offer high-demand information on the IVR, and make use of social media, e-mail, our web site, our mobile app, and our walk-in center to receive service requests and answer questions.</p> <p>We communicate service-level agreements to customers, provide frequently asked questions on our web site, and make presentations at community meetings. - 3</p>	Yes
Riverside, CA -	5 of 12, no Web interactive, srs, chat, call backs, IVR	No	Yes	Ongoing communication and teamwork are the keys to department/call center interaction; Constant attention is paid to keep knowledgebase current and to see that call center	No

	FAQs, kiosks, aux - 3			representatives use this knowledgebase to ensure consistent delivery of accurate information; We encourage live agent calls and mobile app usage more than other channels, but do not make an effort to “offload” or avoid live calls; We prefer to provide residents with as many options as possible and let them decide what works best for them - 3	
Sacramento, CA -	5 of 12, web chat & mobile being dev, no chat, call backs, IVR, kiosks. Auz -3	Yes	Yes	Sacramento City 311 strives to maintain positive/open communication channels with customer departments via phone, email, face-to-face meetings; accurate, current information is critical to the call center’s ability to support service departments. Ensuring call center agents are all knowledgeable on current organizational procedures and staffing and offering corresponding information via self-serve channels, enables Sacramento City 311 to provide consistent responses to all citizens reaching the call center. Implementing a mobile phone application, web-based service requests & email response team, the City is leveraging technology to our advantage to improve the customer experience while directing callers away from higher cost live agent transactions. Sacramento City 311 has embraced the use of multiple communication channels, providing choices and convenience to callers and potentially facilitating the reallocation of resources to focus on more complex transactions.	Yes
San Antonio, TX-	3 of 12, mobile being dev, no interactive, chat, IVR, kiosk - 2	Yes	Yes	CRM and 311 maintain excellent communication with the 30+ departments to ensure excellent customer service. Liaisons are maintained throughout each department to ensure that customers can speak directly to departments when requested. CRM and 311 utilize the information in Knowledge to ensure that everyone responds to questions with the same information. Call Center initiates warm transfers when offloading incoming calls. Agents should only transfer when the answer cannot be found in Knowledge or upon customer request.	Yes
San Francisco, CA -	6 of 12, no chat, call-backs, walk-ins, aux - 5	Yes	Yes	Departments receive applications through the CRM application, 311 Supervisors escalate high impact or public safety issues directly to departments for immediate resolution. Use of the knowledge base for all communication keeps messaging current and consistent across all communication channels. We make information and service requests available on line to the maximum extent possible. We also added the ability for the public to submit requests via Twitter or Facebook and users may also submit requests using hand-held devices. 311 provides a complete and consistent message across all channels of communication and encourages customers to access its services through the channel of their choice. - 3	Yes

FOCUS AREA 2: con't						
City/County	Telephony System	Call Management, IVR, CRM Used (6)	Web 2.0 Used (5)	Mobile/Interface (5/3)	Other Contact Center Tech (3)	System Interfaces and Integration (4)
Charlotte, NC -	Cisco	CISCO/PBX, Get-Abby by Eidoserve, City-developed	3 – FB, Twitter, Alerts	Yes- “My_Charlotte” by Eidoserve’s Get-Abby/ KB & sr –	5 of 5	Cisco is integrated with GetAbby and Verint and SimpliCiti’s wrap code function; GetAbby interfaces with Advantage (water/sewer billing system) for outbound calls and with city-developed citizen request application for mobile app requests; City-developed citizen request application interfaces with Cityworks and Hanson (Work and Asset management systems); PeopleSoft interfaces with the city-developed citizen request application for consistent employee contact information. “My_Charlotte” (mobile app) is integrated with our in-house developed CRM.
Denver, CO -	Cisco	Cisco, Cisco, Oracle PS -	8 – FB, Twitter, YouTube, GIS, Wiki, Mapping, Online surveys, video sharing -	Yes/CRM, sr, GIS	4 of 5, disaster recov 2013	CRM with Chameleon, GIS, Alfresco, SOA, Work Management, mobile apps -
Houston, TX -	Avaya	Avaya /Cisco, Avaya, Lagan (Kana)	1 – FB , looking at Twitter, Open 311	Yes/crm,sr –	3 of 5, no voice recog or emerg phone bank	Lagan (now Kana) provides our Citizen Relationship Management. We interface into Hansen (Infor), City Works, Azteca, IMS, and NPC
Miami-Dade, FL -	Avaya	CMS, Tax Collector & Builder, Motorola – launching new CiRM under ShareGov-	6 – FB, Twitter, Civic Portal, MyGov Idea, Interactive Toolbar & Share Button -	Yes/crm, KB, sr –	4 of 5 – no voice recog	CSR system currently interfaces with three legacy systems in place at partner agencies: Regulatory and Economic Resources, Public Works, Waste Management, Animal Services, and Code Enforcement – 23 systems must be learned by agents
Montgomery Cnty -	Avaya	Avaya, - , Siebel	2 – FB and Twitter, other web/mobile apps -	Yes/crm, KB, sr –	4 of 5, no voice recog -	interfaces to the Siebel solution: The MC311 web portal using web services; GIS integration using web services; CTI using Avaya IC APIs Siebel CRM with OBIEE; Web Store front using web services; analytics

New York, NY -	Avaya	Avaya, Avaya, Siebel/Oracle -	2 – FB, Twitter - 2	Yes/crm, sr – 5/3	5 of 5 - 3	The NYC311 telephony system (originally Nortel CCMA, absorbed by Avaya and now operating as Avaya Aura) is integrated with the CRM system (Siebel/Oracle) as well as with the workforce management system (Verint/Impact 360) and the call recording and screen capture tool (NICE). The CRM tool also links to the workforce and call / screen logging and recording tool.
Orange Cnty, FL -	Avaya	Avaya, Avaya, BMC -	Mayor & Commissioners use FB & Twitter -	Yes/crm, sr – 5/3	4 of 5, no voice recog - 3	Chameleon for Animal Services Proprietary application for Code Enforcement E Team for disaster management
Philadelphia, PA -	Centrex ACD	CCMIS, Nortel (Avaya) Periphonics VPS/is, Novo Solutions - 6	Disseminate information to customers, Answer questions, Receive srs, - Receive customer feedback -	Yes/crm, sr – 5/3	3 of 5, no voice recog or disaster recov plan -	Integration between Novo CRM and Hansen Work Order Management System and CityWorks Word Order Management System -
Riverside, CA -	Ericcson (moving to Avaya)	Ericcson, - Oracle, Siebel	City – 2 – FB, Twitter	Yes, Outlook email –	3 of 5, no voice recog or disaster recov plan	CRM is integrated with Permits Plus and SPL (SynerGen), passing some requests to other Departments. The GIS interface provides address-related data needed to answer questions and create the appropriate service request, including trash collection and street sweeping routes, ward and neighborhood designation, etc.
Sacramento, CA -	Cisco	Cisco, Cisco, Siebel/Oracle	FB -	Yes/crm, sr	3 of 5, no voice recog or emerg phone bank -	CIS – Oracle customer info system for Utilities billing/Solid Waste. Chameleon – Animal Control system
San Antonio, TX -	Cisco	Cisco, - , Lagan	Web 2.0 is utilized for self service (>200 srs; Social media is used for updates & news.	No 0/0	3 of 5, no voice recog or disaster recovery plan -	The contact center's CRM system integrates with SAP Work Order Management, Chameleon (case management system for Animal Care Services Department), ECCO (City's mainframe application for Code Enforcement division). The CRM integrates and sends service requests to

						the backend systems, activating the service level agreement for the case/issue. City employees can also track and complete their work and closeout cases. These work order management systems communicate back to the front end CRM system so that the contact center can answer any questions regarding the work that was completed or the status of the case.
San Francisco, CA -	Avaya	Avaya, Avaya, Lagan - 6	2 – FB, Twitter - 2	Yes/crm, sr – 5/3	4 of 5, no voice recog - 3	Department of Public Works - Two way integration. Public Utilities Commission - Two way integration. SF Fire Department – Two way integration San Francisco Housing Authority – Two way integration - 4

FOCUS AREA 3: PERFORMANCE REPORTING TO SUPPORT DEMOCRATIC ACCOUNTABILITY - 30 points					
City/County – Total Score	Perf Measures Tracked (10)	Service Dept Metrics (5)	Monitor Agent Performance (5)	Use of Performance Results (5)	Optimization Strategies (5)
Charlotte, NC -	12 of 16 -	Yes -	continued to provide “Front Row” customer service; Quality Assurance Team surveyed approx 100 customers/mon (1,200/yr). On a 5 point scale, 311 received ave score of 4.5 & agents ave 4.6; independent review of outside biannual survey of 900 customers, w/ 8.75 approval rating out of 10; over 7,000 calls were monitored by QA Team & CharMeck 311 Supervisors; monthly recog of agents for specific perf metrics; also surveyed internal bus partners, 4.4 out of 5 in meeting needs of depts. -	one of the first cities to incorporate balanced scorecard objectives as part of the City’s annual performance report; Internally the performance results are used to produce the annual Strategic Operating Plan -	increased productivity by 12,000 hours for year; more time for answering phones; cross-training; hired 4 bilingual agents, better managed After Call Work status; contests & recogn -
Denver, CO -	14 of 16	Yes -	both call and case accuracy as well as schedule adherence audits. Monthly agent reports measure handle time, case to call ratios, work time, first call resolution, idle time etc.	311 website includes monthly metrics. Published annual reports and monthly/quarterly agency and city council reports. Report to Chief Performance Officer per	Call center hours of operations, on-call (temporary) employees, call gating, web use, business analysis, call

				quarter via PEAK performance initiative	queue messaging and marketing alternative channels -
Houston, TX -	8 of 16 (+QC score=86%)	Yes	Calls are recorded (screen monitoring as well as verbal). QC person and six supervisors are tasked to listen to calls for 20 hrs / week and 10 hrs / week respectively. Agents are graded on Listening skills (20%), Professionalism (20%), and Accuracy (60%).	to allocate resources, do not currently communicate results to citizens, however, plan to post SLAs to the web.	Increase use of alternative channels (smart phone, web self-serve, email, perhaps texting) Increase use of Part-timers and home agents Increase website user-friendliness Improve the knowledge base to reduce time for agents to access answers to customer questions
Miami-Dade, FL -	14 of 16, + 2 add -	Yes	The KB Specialists and 311 Supervisors do quality reviews of recorded calls for both audio and screen movement; randomly selected recorded calls are reviewed (10 per month per agent) for proper call handling procedures & appropriate customer service skills; Elected officials have access to a real-time data base call ServiceStat for their area and by different data groups; data can be mapped; Exemplary calls receive a 311 Commendation; employees who receive 10 100% call per rating period receive a Certificate of Appreciation from the Department Director and \$25 for their selection as a WOW winner.	ServiceStat reports, w/ data by neighborhood 7 used for town hall mtgs, budget resource allocation & taking to residents on service issues; Info available in GIS format; excel; html, word; 311 data thru online Service Trends maps all SR types by neighborhoods, zip code, & municipality or by Commission District; also displayed thru ARC GIS maps to track hot spots of SR types; BETA (Phase 1) deployment of 311 Dashboards, using Cognos 8 platform, w/ real time examples of SRs opened by 311, through various channels	constant business process improvement mode; keep in contact with partners in other cities to determine ways they are addressing the budget constraints being faced; working with academic partners and other private sector agencies for benchmarks in re-engineering or restructuring; Three years ago we lost 34 staff members thru budget cuts, closed holidays and Sundays – we did not lose any volume with the changes. Residents changed their pattern on when they called, we continue to open more service requests

					and find ways to enhance and expand or business. We look at budget constraints as opportunities not constraints.
Montgomery Cnty -	11 of 16	Yes	MC311 supervisors monitor calls for quality both remotely and side-by-side. Every MC311 customer service representative (CSR) is measured on service request accuracy with a requirement of 95% as part of the annual and bi-annual performance evaluation process. Analytics and service request reporting is only as good as the data gathered. Processes have been put in place to alert CSRs of errors and allow same day corrections. CSRs are provided Weekly Scorecards of their performance: Number of calls and service requests handled, average call handling time, after call work, errors, and many other factors are measured and monitored. MC311 also has implemented a formal Incentive Program to reward CSR excellence; this program has been instrumental in establishing, maintaining and reinforcing a positive, results-oriented environment.	ID service priorities, satisfaction; real-time continuous improvement of business processes. using analytic data during budget preparation; worked with Dept of Tech Services (DTS) to develop nightly view and ability to retrieve generic MC311 Call Center data appropriate to share with the public. The data (while filtering out sensitive identifying information) provide customer with the ability to review detailed and summary Call Center and CRM Service Request data. Launching MC311 OpenData with the Socrata organization.	MC311 began as a tech modernization preprogram using the MC311 six stage Blueprint for tech implementation detailing people, process & tech goals & milestones at each stage of the blueprint. No subsequent step is taken until all conditions are met for the previous stage. This process is still in place for upgrades. This ensures quality & efficiency. A change process has been implemented for all tech implementations & similar process is in place for business objectives. MC311 mgt works continually to improve all mission-critical business processes by deploying a cross-function process improvement team that examines the efficiency of the customer service operation, recommending & implementing new processes and training

					for operational efficiencies. A number of contract customer service reps allow for hiring flexibility, which can be increased as needed in high call volume periods & reduced gradually through attrition without negative impact on call quality or customer experience.
New York, NY -	12 of 16	Yes	<p>The Quality Assurance department oversees the monitoring, evaluation, and coaching & developing of agents. Through traditional observation and scorecard methods the QA team and agent Supervisors evaluate and score a minimum of 4 contacts per month per agent. The QA and Supervisor teams conduct multiple calibration sessions each month to align on the quality key.</p> <p>The call center operations team compiles an Individual Coaching Performance (ICP) report for all agents which tracks call handling evaluation scores, attendance and adherence to schedule performance, and productivity measurements. The ICP is reviewed with agents monthly, with corresponding performance improvement plans administered by their supervisors.</p> <p>The NICE tool is used for logging and recording. All calls are recorded and screen capture functionality exists. The call and screen recordings are evaluated on a sample, ad hoc, trend, and reject basis by both Quality Assurance and agent Supervisors to ensure accurate information was provided to the customer and entered into the system for Service Requests. City Agencies that receive Service Requests also</p>	<p>NYC311 views performance results as citizens' data. As such, all 311 performance results and information is available to the public through multiple reports and interactive tools. All are featured and accessible on the City's website in a dedicated section focused on government transparency (www.nyc.gov/NYCSTAT). 311 data is available through the following means and methods:</p> <ul style="list-style-type: none"> - 311 call center performance results (daily, monthly, annual) - Mayor's Management Report (key performance indicators with summary and analysis included produced 2x per year) - Neighborhood Statistics. 311 service request data available at defined neighborhood and community levels. - 311 Service Request Map. All 311 SRs within the 	<p>The NYC311 strategic plan in 2012 is to continue the shift from a "one-to-one" model of service delivery to a "one-to-many" mode of service delivery. Leveraging the extensive Content Management System database, NYC311 is actively developing and making services and information available across multiple channels, to allow customers to consume and share via their channel of choice.</p> <p>Within the call center the primary objective for 2012 is to increase and improve accessibility. Following customer feedback through survey and analysis, NYC311 committed to</p>

			<p>have mechanisms to track and report any errors once the SR is processed through their dispatch or fulfillment system. Those errors are provided to the Quality Assurance department through Agency liaisons.</p> <p>In addition to standard and formalized monitoring and evaluation methods, the Content and Agency Relations team as well as the Training team do periodic reviews and analysis of call handling, content presentation, and data entry accuracy.</p>	<p>prior 365 days are available for viewing on a City Map, at the street or intersection level. Customers can view all SRs opened and closed, along with SR description, agency response, open or closed status, and duration.</p> <p>- 311 Service Request Data. Available through the City's open data portal (www.nyc.gov/datamine) the SR Data feed is an exportable, interactive tool accessible to citizens to review or download, identifying all SRs handled by 311 across multiple channels with open and close date information, location details, and agency-provided status and response.</p>	<p>improving speed-to-answer performance as a key strategy for increasing accessibility. Tactical programs underway to support this strategy are the multi-department Average Handle Time Task force; a re-vamping of workforce management schedules and tools; increased training for call handling; and streamlining of content to ensure accurate and concise information presentation.</p>
Orange Cnty, FL -	8 of 16	Yes	<p>A dedicated Quality Assurance Specialist actively monitors calls and documents a standardized score sheet. Feedback is provided to Specialists and incorporated into performance reviews. Leadership actively monitors calls by remote and direct observation.</p>	<p>The results are used to make training and staffing adjustments for optimal call center performance. Information is communicated to citizens by live television shows, video on demand, and media coordinated by the Orange County Communications division. The Office of Management and Budget monitors select performance measures for elected officials and the public.</p>	<p>Trends and interval data are used for planning. Historical report analysis is used to make long-term staffing assignments based on call patterns. By staggering shifts and cross-training staff, we have reduced staffing allocations over the past year. Real-time report monitoring and direct monitoring of call center conditions are used to make on-the-spot staffing adjustments.</p>
Philadelphia, PA -	10 of 16	Yes	<p>Agents are monitored by live call monitoring, call recordings, customer surveys, results from data entered items (quantity and quality</p>	<p>Philly 311 provides data and support to the City's Performance Management</p>	<p>Cross-train contact center agents Process automation</p>

			are measured), audits of record entries, and system generated feedback such as rejected tickets.	Program, PhillyStat, a bi-weekly meeting where the Mayor, the Managing Director, and other City Officials focus on data-driven, real-time problem solving, one City Department at a time. These sessions are open to the public, advertised on the PhillyStat web site, and video recordings of the sessions are available on YouTube.	Off-load calls by communicating with customers through social media Off-load calls by offering mobile and web applications to customers Internship program
Riverside, CA -	10 of 16	Yes	Each month, three to four calls per customer service representative are evaluated and given a rating. Data entry accuracy and other key factors are considered, and errors are tracked and reported.	Riverside's 311 call center data are presented online (http://goo.gl/z8nyP ; http://goo.gl/a2oo4) and during public presentations, while accomplishments are promoted using press releases and related means (http://goo.gl/oBTnO).	IVR system allows us to assist callers without using CSR's time; CTI automatically captures caller data, lowering per-call cost; Social media allow us to connect with citizens using free or low-cost tools
Sacramento, CA -	8 of 16	Yes 60%	Periodic audit of service requests entered into software systems Periodic audio audit of recorded calls Periodic real-time audio audit of calls in progress Periodic customer phone surveys	Monthly call center statistics are made available to the public on the City of Sacramento web site, and detailed call count information is provided monthly to department heads and upper City management. New Sacramento City leadership has brought additional focus to the importance of using call center analytics to increase organizational efficiencies and transparency. Progress is being made to increase organizational use of performance results.	- Use of technology - Recent addition of mobile sr & web reporting capabilities improve the customer experience while directing callers away from higher cost channels. Additional steps to integrate technology where customer convenience & satisfaction can be maintained or improved will be key to our ability to absorb budget constraints - Improving in-house (call center) resources to improve agent access to information

					<p>-Implementation of half-time agent shifts & positions allows flexibility to “plug in” staff as needed- more efficient call center coverage</p> <p>-Minimizing agent turnover - Emphasis on retaining experienced call center agents, thereby avoiding the cost of rehiring and training, maintaining a positive work environment through employee training (including field ride-alongs) flexible work schedules & focus on team building</p>
San Antonio, TX -	14 of 16, +1	Yes	<p>Quarterly meetings are held with agents to discuss individual performance and quality of calls. The contact center supervisors utilize the Cisco Supervisor to monitor live calls for quality assurance/accuracy. The Supervisors monitor all call agents on a monthly basis (3-5 calls). The Supervisors also utilize Cistera to audit historical records for quality assurance, where 5-10 calls per agent are pulled and monitored. Agents are recognized through “Hero Program” for their quality. Cisco also provides agent call summary, hours logged in per agent, as well as logging on/off the system. Agents “on ready” time goal is 90% of the time on their shift (ie 7.25 hours for an 8 hour shift).</p>	<p>The City of San Antonio publishes an annual report on the City’s website (www.sanantonio.gov). The City’s budget document also includes a department scorecard where customer satisfaction results of the Call Center are published. Additionally, key departments utilize a CRM Executive Dashboard allowing executives to analyze daily/weekly performance and take course correction if needed.</p>	<p>In FY 2010, the City reduced hours in order to address budget constraints. The call center performance did not suffer because data showed that 3% of the calls were coming in between 7:00am-11:00pm (current hours of operation). Continuous motivation and recognition of staff is also important to ensure performance. -</p>
San Francisco, CA -	11 of 16	Yes	<p>Call agent performance is monitored monthly based on a list of set criteria (i.e. greeting, listening, CRM usage), through both "side-by-side" and recorded call analysis. Calls are recorded and evaluated using the "NICE" application, providing for clear and objective reporting. Recording of calls allows for</p>	<p>Fiscal year performance data is posted monthly on the web. We are publishing Call Volumes, Top 10 Service Requests, Self Service Requests as a Percentage of Telephone Requests, Service</p>	<p>monitor tools that the center and 311 customers use for efficiency and effectiveness. We encourage customers to use self service</p>

			<p>measuring call accuracy 24x7x365. Monitoring is performed by the department's Quality Assurance staff as well as the direct supervisor of the CSR. Bi-weekly evaluation sessions are held with QA, all supervisors, and management to ensure ratings are standardized. Side by Side analysis is used to provide additional coaching in the proper use of tools which cannot be detected with the audio recording.</p> <p>The individual call detail is combined with total agent performance such as calls answered, after call work time, average handle time, and other metrics to determine the Agents total score for the month. - 5</p>	<p>Requests by Supervisor District, and Top 10 Requests for Information. Prior year data is included as well. The Mayor publishes a performance handbook annually which includes performance on cases resolution by department. We provide performance information to community groups on request. The Neighborhood Parks Council receives an update weekly on the status of any cases opened or closed by their members during the week and has included our data in their annual report. The San Francisco Bicycle Coalition receives monthly reports showing cases reported by their riders along with locations, status, and time to close. - 5</p>	<p>portal for knowledge & services. We also publish information & accept service requests through FB & Twitter. Every new process launched by 311 includes a self service equivalent, with increasing focus on making services available via handheld devices when feasible. Call center continues to staff CSRs based on call volume to ensure quality of the customer experience. To meet call volume, CSRs work flexible schedules. - 5</p>
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Aband Rate	Agt Occ Rate	Answ Speed	Agt Turn	Ave Wait	Calls Answ	Calls Hand	\$/call	\$/chan	Cust Comp	Cust Satis	1 st Con Res	Resp Time	SS Avail	SS Deflec	Talk Time
3.1%	71.3%	26 sec	17.5%		95.6%	1.4 mil	\$4.64			8.75	75%				3.42
18%	90%	101sec	10%	110 sec	92%	450,000	\$3.10			88%	42%	5 sec	98%	7%	2:55
			3%	111 sec	96%	1,361/ agt/day	\$3.31				93%	111 sec	99%		
14.3	92%	1:31	2%	1:31	98%	114	\$3.41	\$2.35	¼ 1%	89%	84%			88%	2:54
1.7%	86.6%	0:16	6%	0:22?	99.7%	352,000 ytd	\$2.75				65%			30%	2:28
3.2%	81%	18 sec	32%	18 sec	0.07% error	8.474 mil ytd	na	na	30/mil	84 ASCI	88%		98%		8% reduction ytd
2.6%		18 sec		18 sec		126,894	\$4.54		5				.99997		2:30
5%		0:28	23%	1:05	99%	95%				95%	61%	76%			3:31
5.2%	55%		0	31 sec	99.9%	111,859				93%	77%	2.72 days			2:27
23.5		2:01	1/yr	2.0 min		353,313	\$4.22				93.1%	varies		new	2:30

15.9%	9.6%	22 sec	0	1:05	95%	830,398	\$.64		<5%		87%	84.02%		1.9%	1.43 min
12.8%		30 sec	1.5%	30 sec	2.051 mil	2.051 mil					97%	30 sec	75%	20%	80 sec

ACHIEVEMENTS AND VISION – 5 points	
City/County – Total Score	CONTINUING THE PROGRESS
Charlotte, NC -	<ol style="list-style-type: none"> 1. Growth in services is limited by technology. Without a new CRM system, CharMeck 311 is unable to take on more city/county services that require additional software applications. The numerous applications on the agents' desktop create compatibility issues. 2. Identification of adequate resources (funding and staffing) to design, procure and implement a new CRM that will streamline citizen interactions and reduce the need for multiple applications while still serving various city/county departments. 3. Budget restraints remain a challenge in local government during the current stagnant economy.
Denver, CO -	<ol style="list-style-type: none"> 1. maintain high satisfaction rate of 88% among citizen population. 2. resources 3. technology advances and required skill sets to implement new technology
Houston, TX -	<ol style="list-style-type: none"> 1. Improving the Knowledge Base to increase accuracy and reduce call length 2. Developing a better career path for Agents 3. It takes 13 weeks to train an Agent. This will be particularly challenging as we increase the number of part-time Agents because, so far, our Part-timer turn-over has been relatively high (14%).
Miami-Dade, FL -	<ol style="list-style-type: none"> 1. We need to continue to concentrate on our core mission and how we serve our population; we must always focus on the residents – we must also expand the base of our customers to be all inclusive as it relates to the public's need on how to access government – phone, self-serve or by Smartphone 2. Staffing burnout continue to be a situation that we have begun to face more recently – with an occupancy rate of 92% we have begun to see the effects of the staff's ability to continue to do the job they have been tasked to do. Burnout will, if not addressed through various processes will lead to lowered customer satisfaction, more errors and more absenteeism. We continue to find ways to regard and help staff to deal with the intensity of our callers, the impatience of our residents and to ensure the information they use to do their job is succinct and available 3. As our generations and users of our system changes, we must systematically look at ways to serve our public – we must continue to access the uses of technology and how we serve our public. While we continue to stay focused on our core functions, we are working to make sure the new CiRM (Citizen Relationship Management) application we are developing will help others do what they need to do to help other jurisdictions to serve their public. There is less money in the public sector, using this application will help jurisdictions, whether they have a 311 or not, to centralize information for use by their employees and if funding is lacking, leverage an application that is government/citizen centric rather than a case management system that is account or address specific. 4. Technology Refresh (aging hardware and solutions the center is currently using PCs that were purchased over five (5) years ago. Numerous computers have begun to experience hardware failure such as motherboards and hard drives. These are

	<p>temporary fixes as the other parts of the computer can begin to fail, thereby affecting an agent's ability to handle calls. In order to avoid continuing issues, a technology refresh is needed. The center is in the initial phases of a technology refresh; however, rather than purchasing new PCs, the center has opted to pursue the option of replacing PCs with Citrix thin-clients. The purchase of these thin-clients is estimated to save the center approximately \$250,000. The use of the thin-clients is expected to expand the amount of storage space available to agents when using the numerous applications without impacting the speed at which the applications respond.</p>
Montgomery Cnty -	<ol style="list-style-type: none"> 1. We continue to work to take on more customer service responsibility for the department 2. We need to continue to figure out how to stay on top technologically with tight budgets and rapidly accelerating technological change. 3. We anticipate full integration with the County's ERP system
New York, NY -	<ol style="list-style-type: none"> 1. Managing the unsustainable supply and demand challenge of call centers. Call volume continues to increase, in terms of total calls and complexity, while financial management and citizen accountability requires budget reductions. As a result supply cannot keep up with demand, and new self-service channels that provide the same information and services at low-cost or no-cost are necessary and critical to the NYC311 mission. 2. Deploying Natural Language Understanding within the IVR platform. Part of a customer experience enhancement and cost-reduction effort, the NYC311 IVR will be modified from a caller-entered-digits and push communication platform, to an integrated, interactive experience for customers. The Natural Language IVR will increase customer access to information and services, reduce average handle time, and improve internal routing and resolution. 3. Continuing to evolve. NYC311 is approaching the tenth anniversary of launch and continues to respond to the needs of citizens, as well as the needs of the Administration, City Agencies, and Elected Officials to support citizens. Finding new and creative solutions to ongoing problems, and leveraging technology to delivery low-cost or no-cost channels is the blueprint for ongoing success. Leveraging limited resources and funding constraints presents the challenge, but also creates the urgency and spark needed for innovation.
Orange Cnty, FL -	<ol style="list-style-type: none"> 1. Quality personnel resources (acquiring, training and retaining) 2. Efficient operational tools 3. Broad knowledge of contact center value
Philadelphia, PA -	<ol style="list-style-type: none"> 1. Budget constraints 2. Telephony / CRM software upgrade 3. Attracting and retaining talent (time to fill vacancies, continuous recruitment needs, chronic absenteeism)
Riverside, CA -	<ol style="list-style-type: none"> 1. Opportunities to enhance and expand use of mobile apps. We hope to fully integrate our 311 mobile app so that residents can view the status of submitted requests, get mapping assistance, and/or see nearby requests and send e-mails. We are also looking at creating a field service app so that crews can see nearby requests and dispatch service requests, as well as update status/close requests in real-time. 2. Keeping up with the fast pace of technology. 3. Service provider issues prevent some customers from being able to use 3-1-1 (3 digit dialing).
Sacramento, CA -	None provided
San Antonio, TX -	<ol style="list-style-type: none"> 1. Continue to achieve 1st in customer satisfaction in comparison to comparable cities with Call Centers, as evidenced in the 2012 ETC Institute Community Survey conducted for the City of San Antonio 2. Expand customer touch points through CRM mobile application scheduled to be online by 1st Quarter 2014 3. Continue to expand Center Operations by supporting other departments and adding additional services

San Francisco, CA -

1. One of 311's challenges is adapting to the customer's high expectations quickly and effectively to keep up with limited resources, changing technology, breadth and channels of access and service. The Bay Area is a very technology centric environment, and as such, 311 customers have higher expectations in terms of ease and use of new applications and devices. Many new products or networks do not persist and the center must decide which new channels to support.
2. The success of San Francisco 311 within the City and the confidence in our department brings the opportunity of handling complex service requests, such as Shelter Reservations for homeless individuals or media access issues for the ever increasingly digital Library system. These requests move from simple categorization to complex decision trees which require a higher level of program documentation and agility by the CSR in order to adequately respond or resolve to the public and meet the needs of the department which we serve.
3. With the growth in channels and services going the department, 311 is viewed as a pivotal post-disaster agency. It is likely that the number of CSRs would need to be increased quickly based on the type of disaster/emergency situation. However, should our facility be compromised, our back-up site would limit the number of CSRs we could have at one given time, which could result in long delays for reaching a "live" CSR. The center is looking at remote access options and also looking to train other City staff, who are all designated as disaster workers, in order to ensure we have access to staffing and phones as necessary so that we can be responsive to the public's needs during that time.