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To: "Direct to Mayor and Council - DL"
CC: "City Manager's Correspondence Group - DL"
Date: 3/2/2020 2:40:40 PM
Subject: 3-1-1 contact centre services
Attachments: 3-1-1 Service Metrics V.2.0.pptx

Good afternoon Mayor and Council,

I am writing in follow up to an inquiry regarding services provided by our 3-1-1 contact centre. The attached slides provide a high-level overview of the issues and service requests that drive demand for 3-1-1, distribution of service requests across our contact centre and digital channels and an overview of the service level trend as expressed in terms of call answer time.

To confirm, our current service level target for 3-1-1 is to answer 70% of calls within 60 seconds. The staffing budget and resource planning for the department reflects that 70/60 service target. However, given significant fluctuations in call volumes and staff availability over the course of the year, the alignment of available resources to workload represents a complex challenge that the 3-1-1 management team balances on an ongoing basis.

Year-to-date, we have handled approximately 65% of calls within the 60 second threshold. There are a number of factors that have contributed to that lower-than-expected call answer performance, including demands associated with complex EHT-related inquiries, staff illnesses and weather-related requirements that resulted in some staff being rescheduled to cover overnight shifts. We expect to see improved levels over the spring.

If you have any questions regarding the data summarized in the attached slides or otherwise, please let me know.

Best,
Paul

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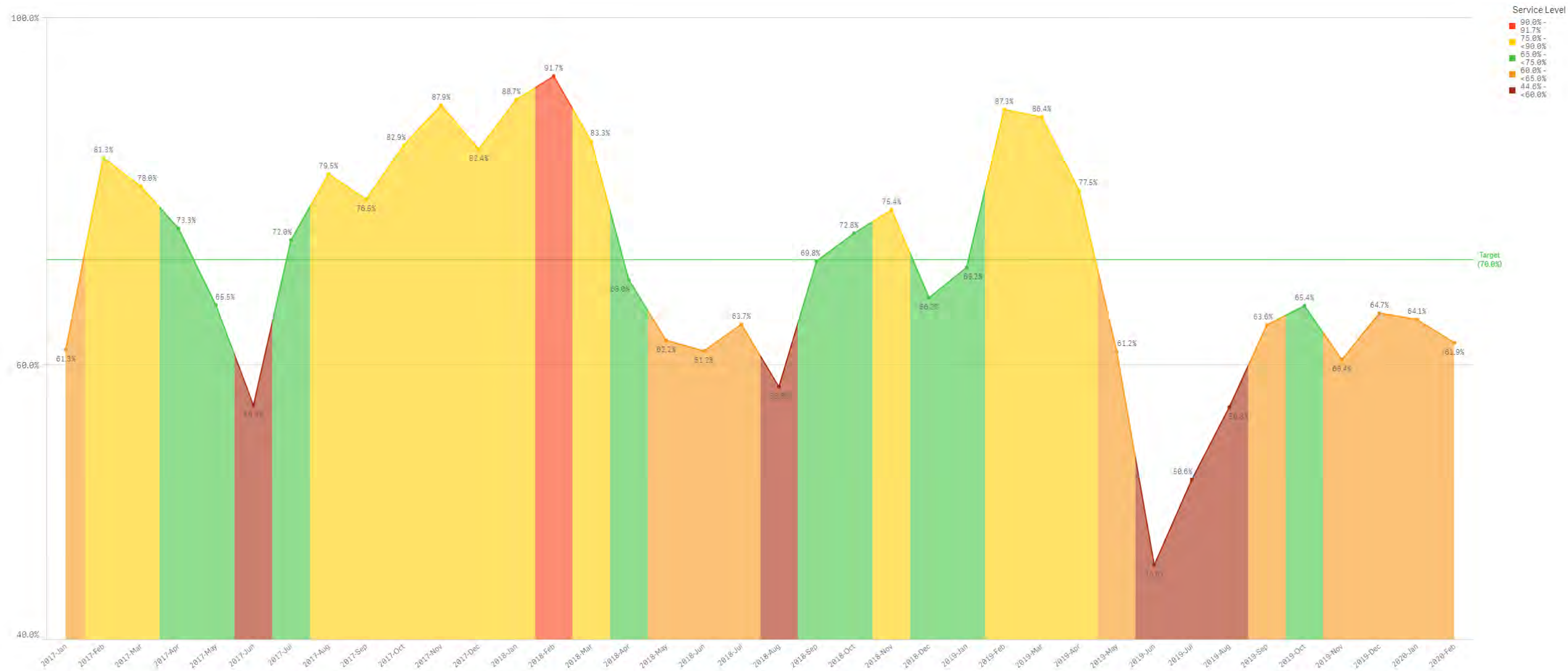
The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.

3-1-1 Service Commentary

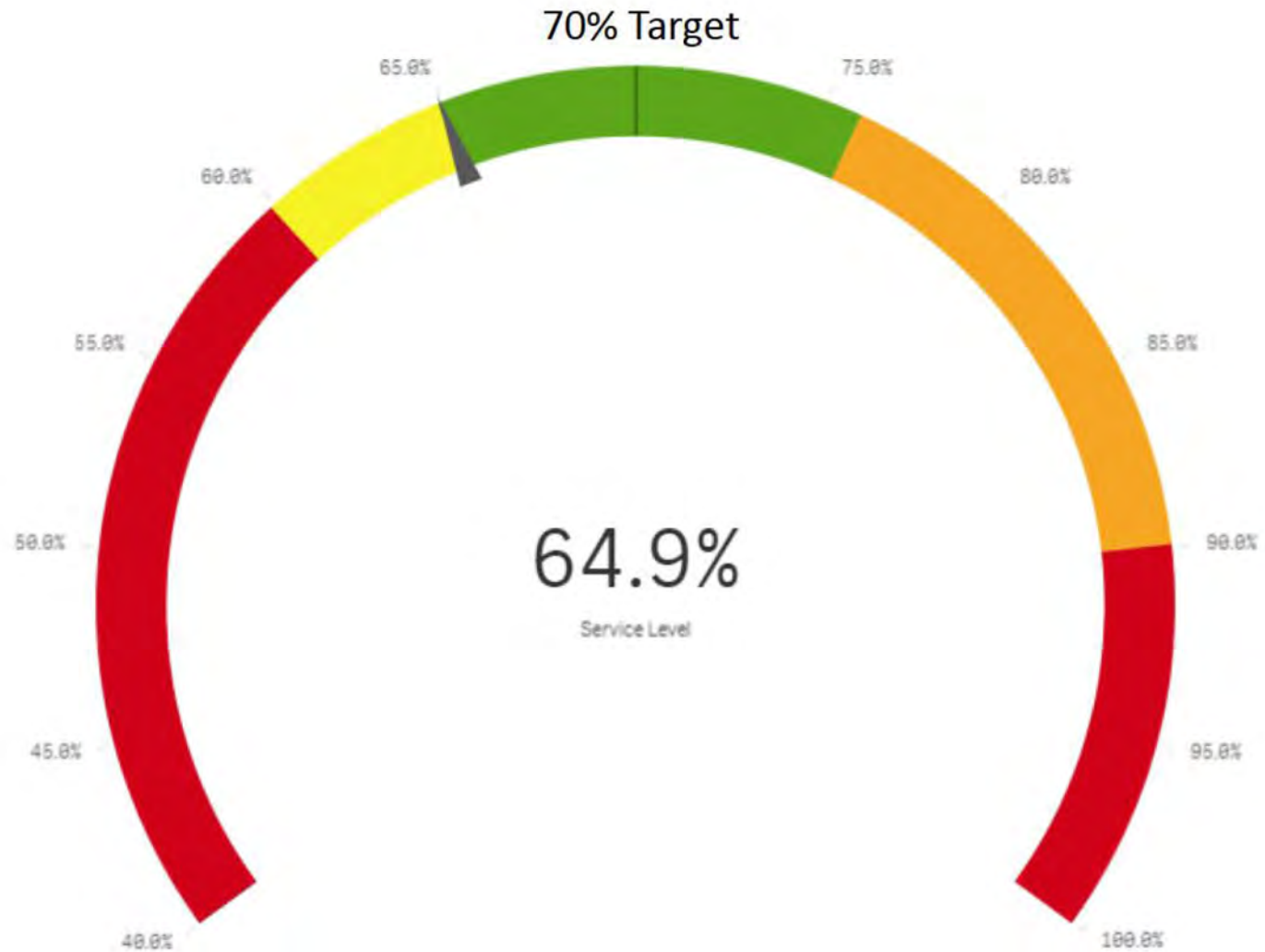
- Summer and winter months trend highest call volumes and greatest complexity resulting in longer handle-times for agents, increased wait times for Citizens:
 - Roadwork
 - Street Activities
 - Public Events
 - Advance & Main Tax season (MAY to JULY)
 - Electronic Homeowner Grant (MAY to JULY)
 - EHT declaration (NOV-FEB) & related inquiries during main tax (MAY to JULY)
 - Business license renewals (NOV-JAN)
 - Reminder notices, late notices and penalties
- Adoption of channels other than phone are on the rise:
 - VanConnect
 - CHAT
 - Webforms
 - Socia Media
 - SMS Project in-progress
- Phone channel is still the single most preferred method of contact
- There is a delicate balance of forecasted vs. actual call volumes, staffing levels to meet demands, budget compliance/financial accountability, meeting service level targets while maintaining employee morale.
- Examples of other external factors that drive call volumes to the Centre:
 - Provincial Speculation tax (callers re-directed to province)
 - Homeowner Grants
 - Weather Events
 - Demonstrations
 - Disruptions to hydro, transit, ports
 - Customer Service that involves ESL (translation services), elderly with limited digital knowledge or skills.
 - Combinations of several call drivers occurring at the same time

3-1-1 Service Levels by Month

January 2017 – February 2020

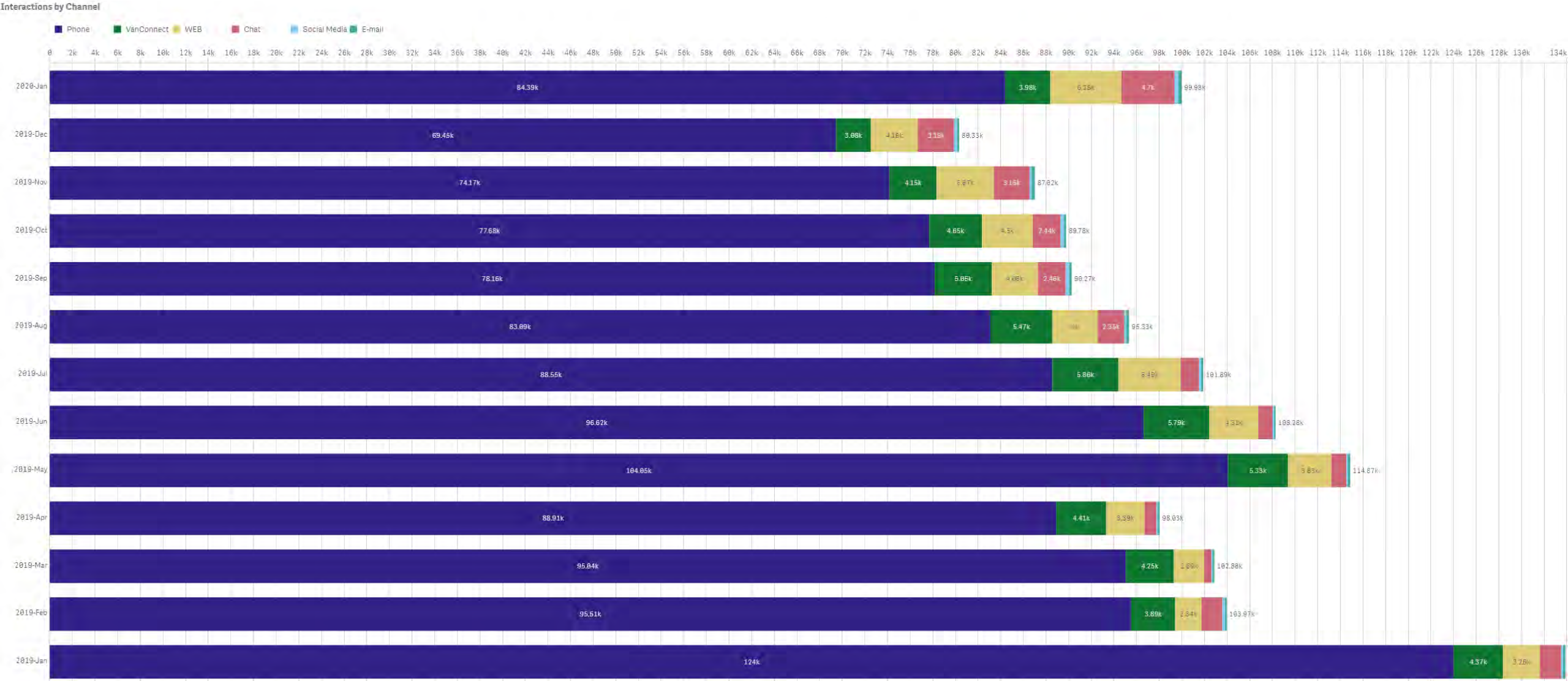


Percentage of 3-1-1 Calls Answered in 60 Seconds or Less
January 1, 2019 – February 23, 2020

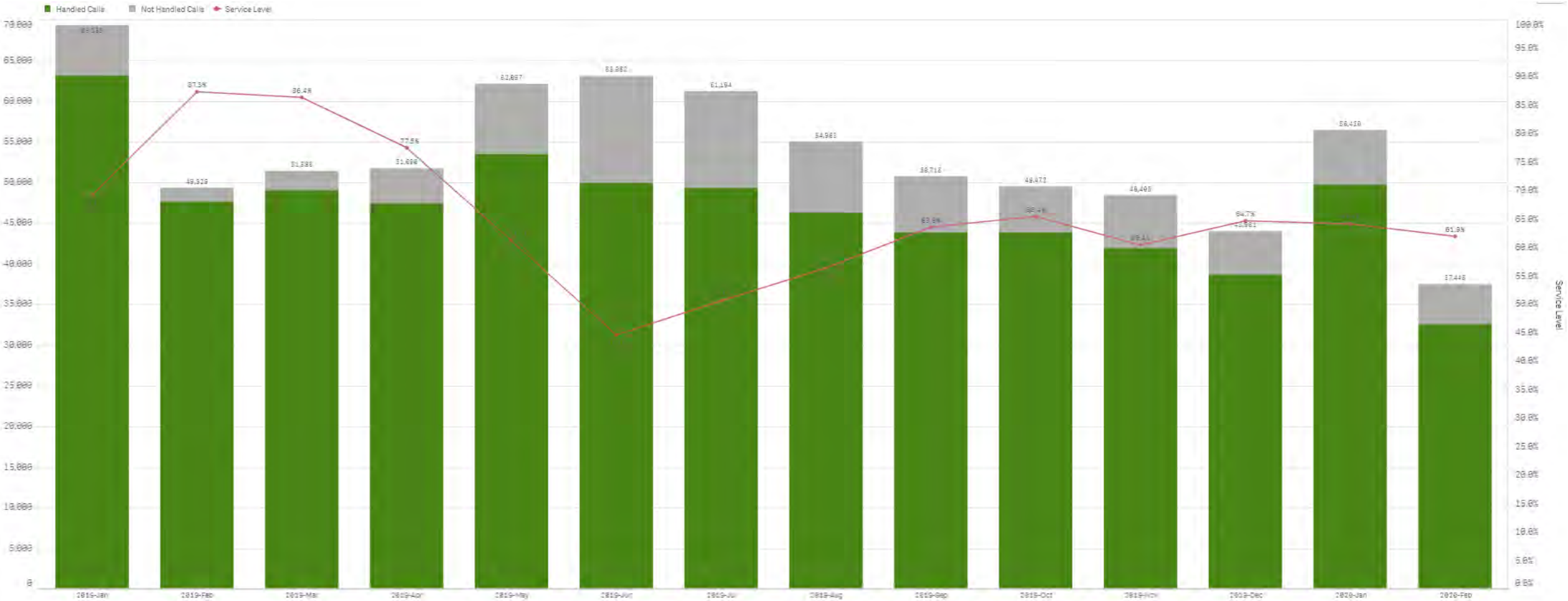


Channels Used by Citizens to Contact COV

January 2019 – January 2020



Total 3-1-1 Calls Handled & Service Level January 2019 – February 2020



Top 10 Inquiries – Year to Date January 1, 2019 – February 24, 2020

