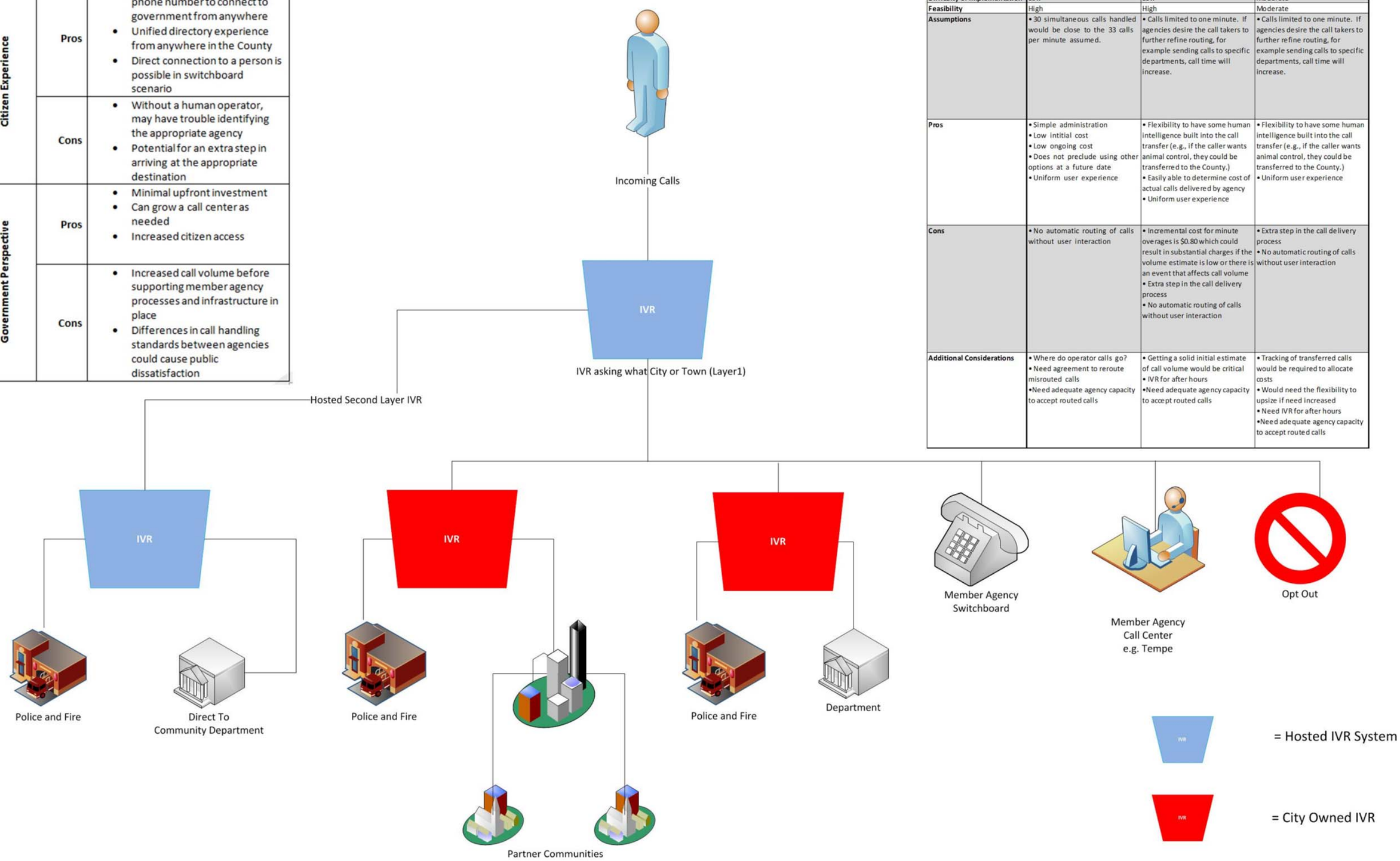
Draft 3-1-1 Models Evaluation Matrix

		CENTRALIZED
		Option 1: IVR or Switchboard
Citizen Experience	Pros	• Single, easy to remember phone number to connect to government from anywhere • Unified directory experience from anywhere in the County • Direct connection to a person is possible in switchboard scenario
	Cons	• Without a human operator, may have trouble identifying the appropriate agency • Potential for an extra step in arriving at the appropriate destination
Government Perspective	Pros	• Minimal upfront investment • Can grow a call center as needed • Increased citizen access
	Cons	• Increased call volume before supporting member agency processes and infrastructure in place • Differences in call handling standards between agencies could cause public dissatisfaction

3-1-1 Models Technical Matrix

	Option 1		
	A	B	C
Description	**IVR Only**	**Outsourced Human Switchboard**	**Insource Human Switchboard**
Startup Cost	$	$	$$$$$$$$
Ongoing Cost	$	$$$	$$$$$
Difficulty of Implementation	Low	Low	Moderate
Feasibility	High	High	Moderate
Assumptions	• 30 simultaneous calls handled would be close to the 33 calls per minute assumed.	• Calls limited to one minute. If agencies desire the call takers to further refine routing, for example sending calls to specific departments, call time will increase.	• Calls limited to one minute. If agencies desire the call takers to further refine routing, for example sending calls to specific departments, call time will increase.
Pros	• Simple administration • Low intitial cost • Low ongoing cost • Does not preclude using other options at a future date • Uniform user experience	• Flexibility to have some human intelligence built into the call transfer (e.g., if the caller wants animal control, they could be transferred to the County.) • Easily able to determine cost of actual calls delivered by agency • Uniform user experience	• Flexibility to have some human intelligence built into the call transfer (e.g., if the caller wants animal control, they could be transferred to the County.) • Uniform user experience
Cons	• No automatic routing of calls without user interaction	• Incremental cost for minute overages is $0.80 which could result in substantial charges if the volume estimate is low or there is an event that affects call volume • Extra step in the call delivery process • No automatic routing of calls without user interaction	• Extra step in the call delivery process • No automatic routing of calls without user interaction
Additional Considerations	• Where do operator calls go? • Need agreement to reroute misrouted calls •Need adequate agency capacity to accept routed calls	• Getting a solid initial estimate of call volume would be critical • IVR for after hours •Need adequate agency capacity to accept routed calls	• Tracking of transferred calls would be required to allocate costs • Would need the flexibility to upsize if need increased • Need IVR for after hours •Need adequate agency capacity to accept routed calls

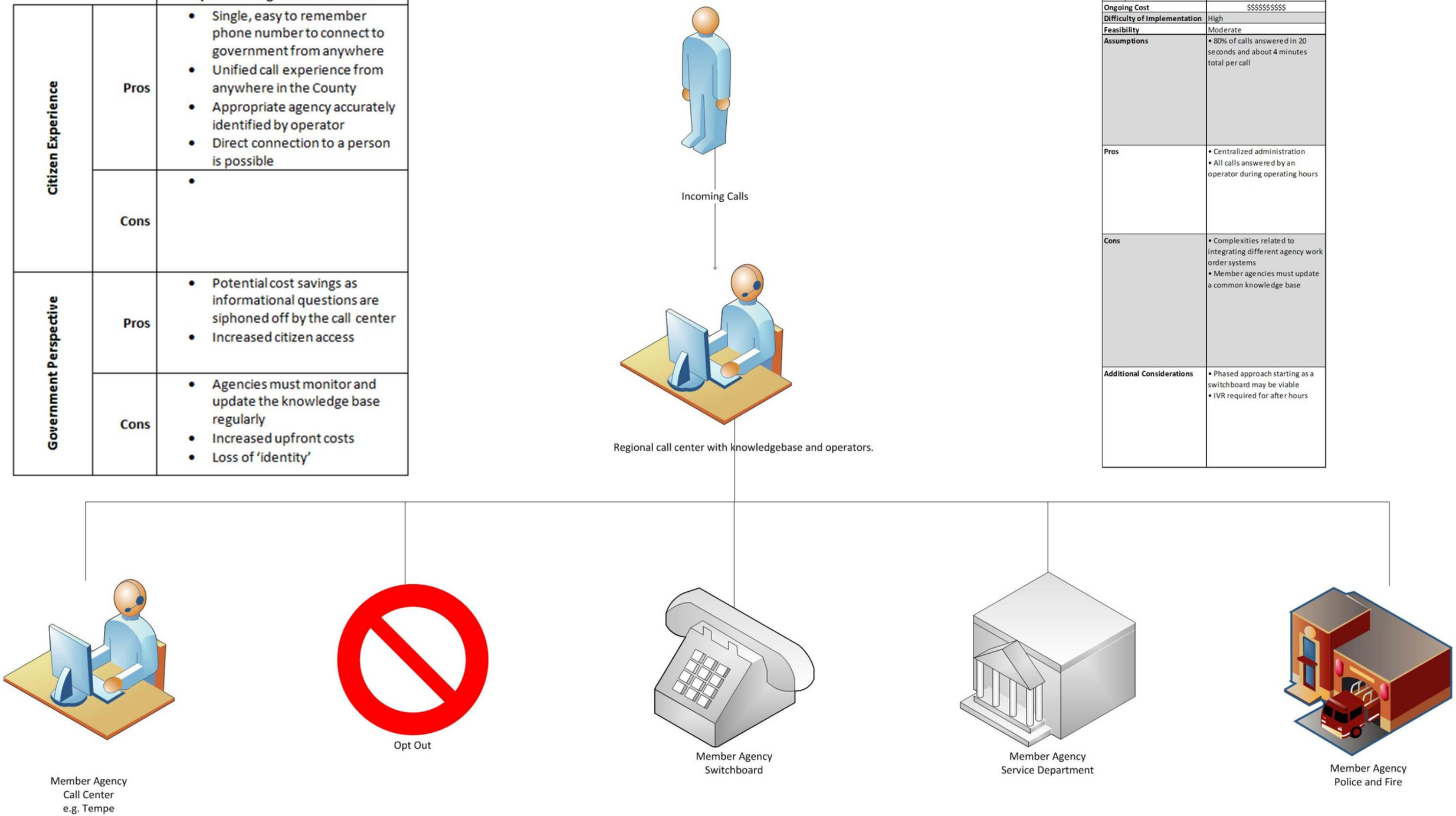
Option #1: Centralized IVR



Draft 3-1-1 Models Evaluation Matrix

		CENTRALIZED
		Option 2: Regional Call Center
Citizen Experience	**Pros**	• Single, easy to remember phone number to connect to government from anywhere • Unified call experience from anywhere in the County • Appropriate agency accurately identified by operator • Direct connection to a person is possible
	Cons	•
Government Perspective	**Pros**	• Potential cost savings as informational questions are siphoned off by the call center • Increased citizen access
	Cons	• Agencies must monitor and update the knowledge base regularly • Increased upfront costs • Loss of 'identity'

Option #2 Centralized Regional Call Center



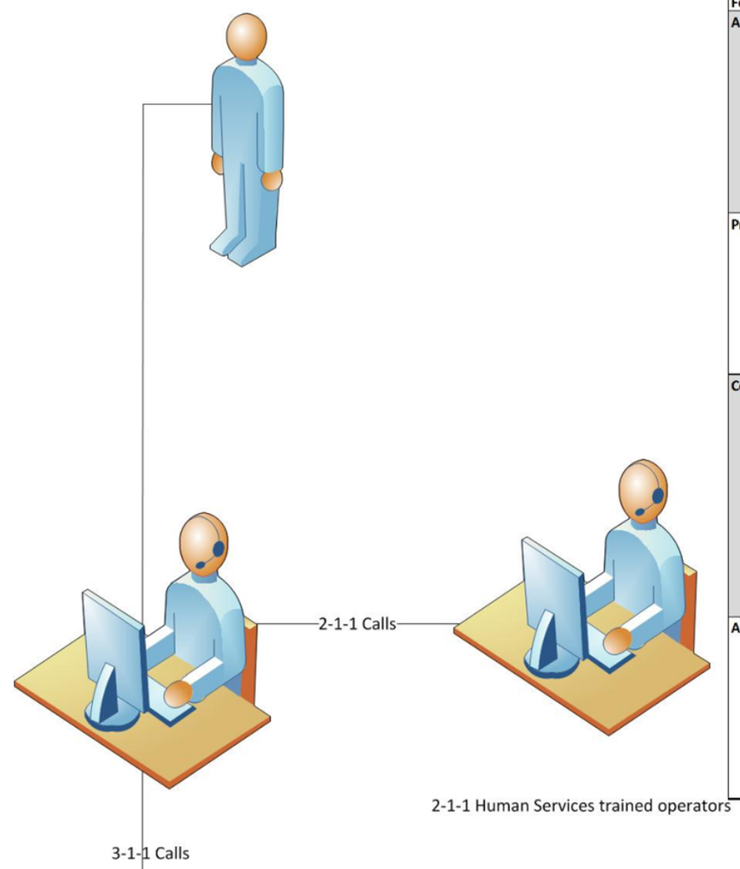
3-1-1 Models Technical Matrix

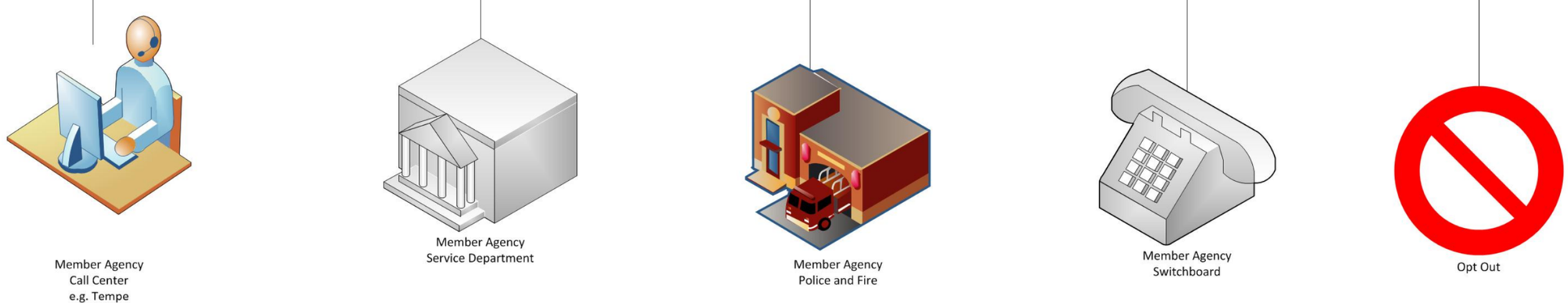
	Option 2
	A
Description	**Regional Call Center**
Startup Cost	$$$$$$$$$$
Ongoing Cost	$$$$$$$$$$
Difficulty of Implementation	High
Feasibility	Moderate
Assumptions	• 80% of calls answered in 20 seconds and about 4 minutes total per call
Pros	• Centralized administration • All calls answered by an operator during operating hours
Cons	• Complexities related to integrating different agency work order systems • Member agencies must update a common knowledge base
Additional Considerations	• Phased approach starting as a switchboard may be viable • IVR required for after hours

Draft 3-1-1 Models Evaluation Matrix

		CENTRALIZED Option 3: 2-1-1/3-1-1 Combination/Cooperation
Citizen Experience	Pros	• Single, easy to remember phone number to connect to government from anywhere • Unified call experience from anywhere in the County • Seamless integration with 2-1-1 • Direct connection to a person is possible
	Cons	•
Government Perspective	Pros	• Potential cost savings as informational questions are siphoned off by the call center • Increased citizen access
	Cons	• Agencies must monitor and update the knowledge base regularly • Increased upfront costs • Loss of 'identity'

Option #3 Centralized Regional Implementation Co-located with 2-1-1





3-1-1 Models Technical Matrix

	Option 3	
	A	B
Description	Transfers Calls to 211 and Visa Versa	Physical Colocation or Transfer of Responsibility
Startup Cost	$$$$$$$$$$	$$$$$$$$$$
Ongoing Cost	$$$$$$$$$$	$$$$$$$$$$
Difficulty of Implementation	High	High
Feasibility	Moderate	Moderate
Assumptions	• This is essentially the same as setting up the Regional Call Center in Option 2 with the addition of some procedures, so the cost is analagous. Incremental cost for the transfer should be small.	• Would either need to build a call center or pay for 211 to build a larger call center and operate it so cost analagous to building a Regional Call Center as in Option 2 • Actual transfer of the call center to 211 would require negotiation and is therefore left out of this analysis
Pros	• Same as Regional Call Center in Option2 • Established routing relationship	• Same as Regional Call Center in Option2 • Clients would be seemlessly transitioned to the correct resource • 211 operators could be cross trained to handle large call events
Cons	• Same as Regional Call Center in Option 2	• Same as Regional Call Center in Option 2
Additional Considerations	• Same as Regional Call Center in Option 2 • Some form of agreement may be required • Coordinated marketing could eliminate confusion	• Same as Regional Call Center in Option 2 • Extensive negotiation and a willingness on the part of 211 would be required • The goals of 211 and 311 are somewhat different

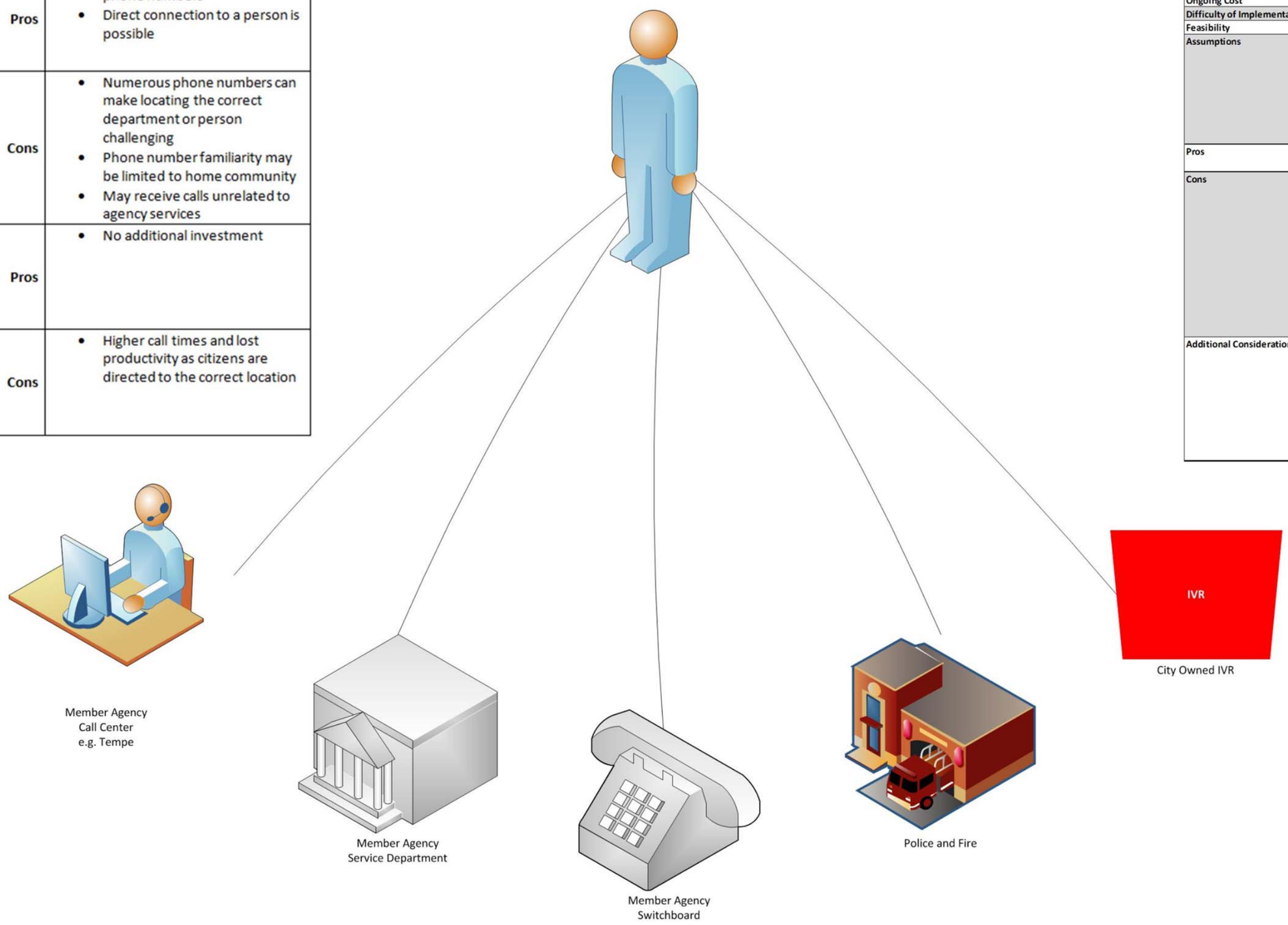
Draft 3-1-1 Models Evaluation Matrix

		DECENTRALIZED
		Option 4: Status Quo
Citizen Experience	Pros	• Established and published phone numbers • Direct connection to a person is possible
	Cons	• Numerous phone numbers can make locating the correct department or person challenging • Phone number familiarity may be limited to home community • May receive calls unrelated to agency services
Government Perspective	Pros	• No additional investment
	Cons	• Higher call times and lost productivity as citizens are directed to the correct location

3-1-1 Models Technical Matrix

	Option 4
	A
Description	No Action
Startup Cost	-
Ongoing Cost	-
Difficulty of Implementation	N/A
Feasibility	N/A
Assumptions	N/A
Pros	• No additional cost associated with this option.
Cons	
Additional Considerations	

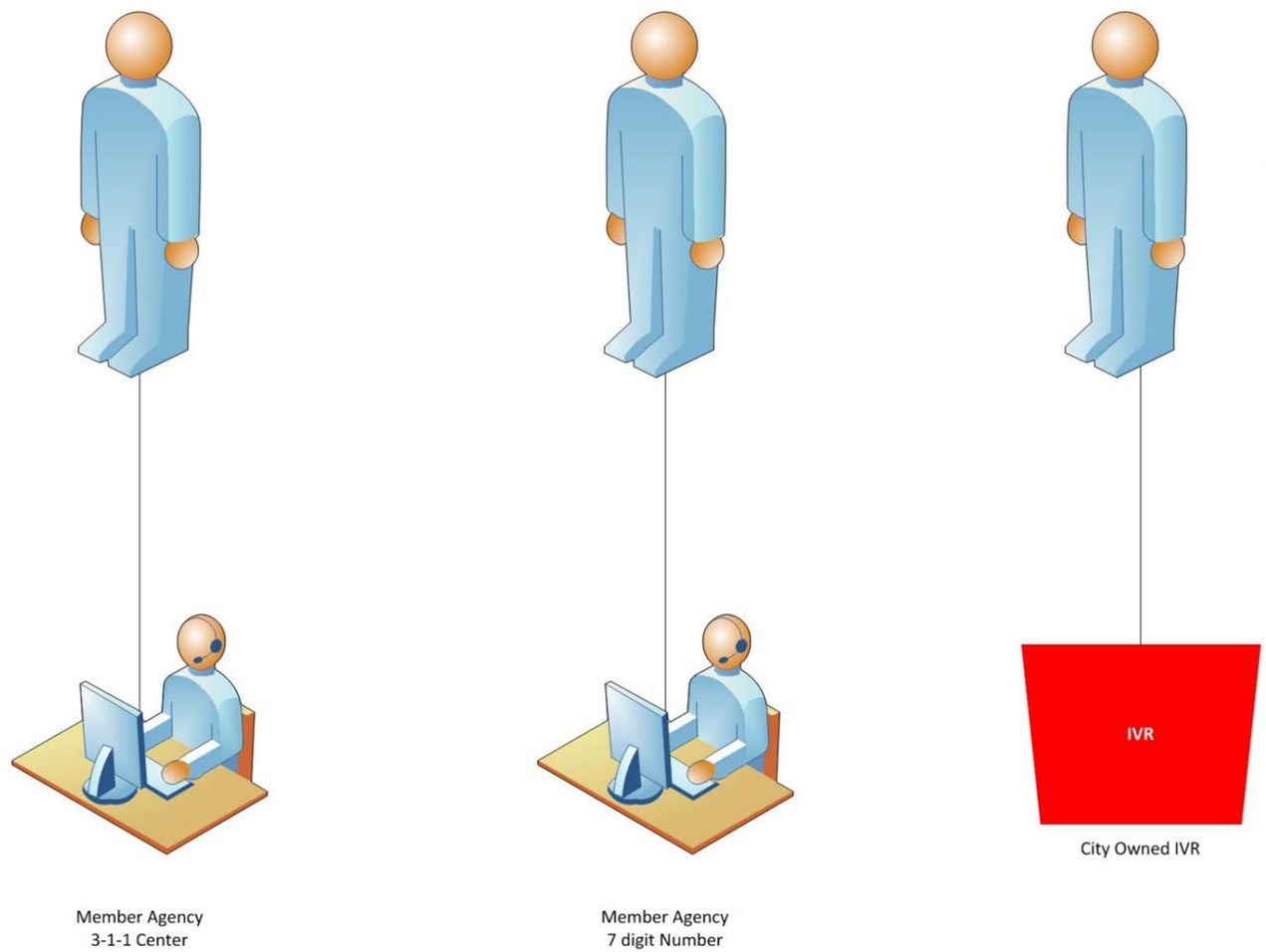
Option #4 Decentralized
Do Nothing



Draft 3-1-1 Models Evaluation Matrix

		DECENTRALIZED
		Option 5: Go It Alone
Citizen Experience	Pros	• Single, easy to remember phone number to connect to government in participating jurisdictions
	Cons	• Need to be aware of 10-digit numbers to access an agency from outside its borders • Citizen confusion about where 3-1-1 is supported
Government Perspective	Pros	• Complete agency control of when and how the system becomes active
	Cons	• No unified citizen experience • Citizens in boarder areas may not be directed to the appropriate call center

Option #5 Decentralized Jurisdictional Control of 3-1-1



3-1-1 Models Technical Matrix

	Option 5	
	A	B
Description	Calls Routed by Central Office or Cell Tower	Calls Fully Routed by Physical Location
Startup Cost	$	$$$$$$$$$$
Ongoing Cost	$	$$$$$$$$$$
Difficulty of Implementation	Moderate	High
Feasibility	Low	Low
Assumptions	• Providers would need to be willing to make the required changes. • Most cell and landline providers do not appear to charge for the initial programming. CenturyLink charges per tariff.	• The providers would be willing and able to provide the same level of detail that they provide for the 911 system
Pros	• Routing is automatic based on physical location	• Accurate routing is automatic based on physical location
Cons	• Granularity of routing would result in significant misrouting of calls • ANI/Zip Code plus 4/Area Code are of limited use in our area because of number portability, adjacent geographies, and limited number of area codes there would be significant additional charges incurred to implement any of these solutions	• High maintenance cost • Legal questions to be resolved
Additional Considerations	• Providers may not have to participate, but no indication that some level will not be available • Technical staff required to keep current with new COs and cell towers •Need adequate agency capacity to accept routed calls	• There are serious questions about the willingness of providers and legality of leveraging this solution •Need adequate agency capacity to accept routed calls