

MARICOPA ASSOCIATION OF GOVERNMENTS INFORMATION SUMMARY... for your review

DATE:

March 28, 2012

SUBJECT:

Update of the Activities of the 3-1-1 Business Plan Committee

SUMMARY:

The 3-1-1 Business Plan Committee was formed by the Management Committee on July 13, 2011 to evaluate the possible regional implementation of a 3-1-1 customer contact phone number for the MAG Region. The group has met six times and has spent considerable time learning about 3-1-1 systems and reviewing possible models for implementation. The committee is providing this update to apprise the Management Committee of its work to date and to seek input on the direction of further discussions.

Key findings to date include:

1. The two key drivers for most systems are improved customer service and efficiency.
2. There are not currently any examples of a distributed regional system.
3. Successful implementations should incorporate multiple means of contact (e.g., phone and Internet).
4. Most 3-1-1 implementations do not track hard cost savings and are primarily focused on improving citizen experience and government efficiency.
5. Some agencies that have tracked savings have reported significant savings. For example, the Montgomery County Maryland system was credited with saving \$10.2 Million per year.
6. Implementing the 3-1-1 phone number generally produces a significant increase in call volume, but will not generate savings or efficiencies without appropriate back-end processes.
7. Approximately 70% of calls to most 3-1-1 systems are informational.
8. Successful 3-1-1 implementations are driven by individual agency executives.
9. While a number of agencies have consolidated switchboards, only Tempe appears to have a consolidated Customer Relationship Management system and call center for agency-wide services.

Key questions moving forward include:

1. Given the preliminary information provided, which agencies are still interested in examining a 3-1-1 implementation?
2. Are agencies willing to give up any call handling control to a regional entity if it represents economies of scale?
3. How important are the initial and ongoing costs to a decision on moving forward?

The group is currently considering five models which are attached to this transmittal and described below. In all cases, the ability for agencies to decline participation is respected. The models encompass various regional and autonomous implementations and include:

Model Number	Name	Description
1	Distributed Regional Implementation	This model envisions 3-1-1 calls being answered by an Interactive Voice Response (IVR) system which would prompt users to

		verbally identify the agency with which they wish to speak. The call would then be transferred to the appropriate agency which would have the option of handling the call in any number of ways including a call center.
2	Centralized Regional Implementation	This model envisions a single regional call center that would host a knowledge base that would be updated by participating agencies and potentially the ability to access their work order systems. The call center would attempt to resolve the caller's issue and would forward the caller to the appropriate agency if the issue required additional assistance.
3	Centralized Regional Implementation Co-located with 2-1-1	This model shows 3-1-1 co-located with the existing 2-1-1 implementation. This is the model in use in New York City. The call center would attempt to resolve the caller's issue and would forward the caller to the appropriate agency if the issue required additional assistance.
4	Do Nothing	This is a graphical representation of the status quo with agencies handling calls as they do now and no Regional implementation of 3-1-1.
5	Jurisdictional Control of 3-1-1	This model indicated that some agencies would attempt to transfer the 3-1-1 designation from the County to their local jurisdiction independent of any regional effort. This graphic was requested by members of the committee to clarify that the County would not have the designation for all geographic areas.

The 3-1-1 Business Plan Committee has also developed two supporting matrices. The first is the 3-1-1 Models Evaluation Matrix and lists the pros and cons of each model from both an agency and citizen perspective. The second, 3-1-1 Models Technical Matrix, was generated through a task assigned to the Technology Advisory Group and covers the technical merits of the models and different options within the models including a rough estimate of cost.

The Committee is primarily interested in understanding the philosophical direction of the Management Committee on centralized versus decentralized call handling, in conveying the importance of internal agency preparation for any type of 3-1-1 implementation, and ensuring that the current committee is meeting the charge given by the Management Committee.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: None at this time.

CONS: None at this time.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: None at this time.

POLICY: None at this time.

ACTION NEEDED:

Information and discussion.

PRIOR COMMITTEE ACTIONS:

None.

CONTACT PERSON:

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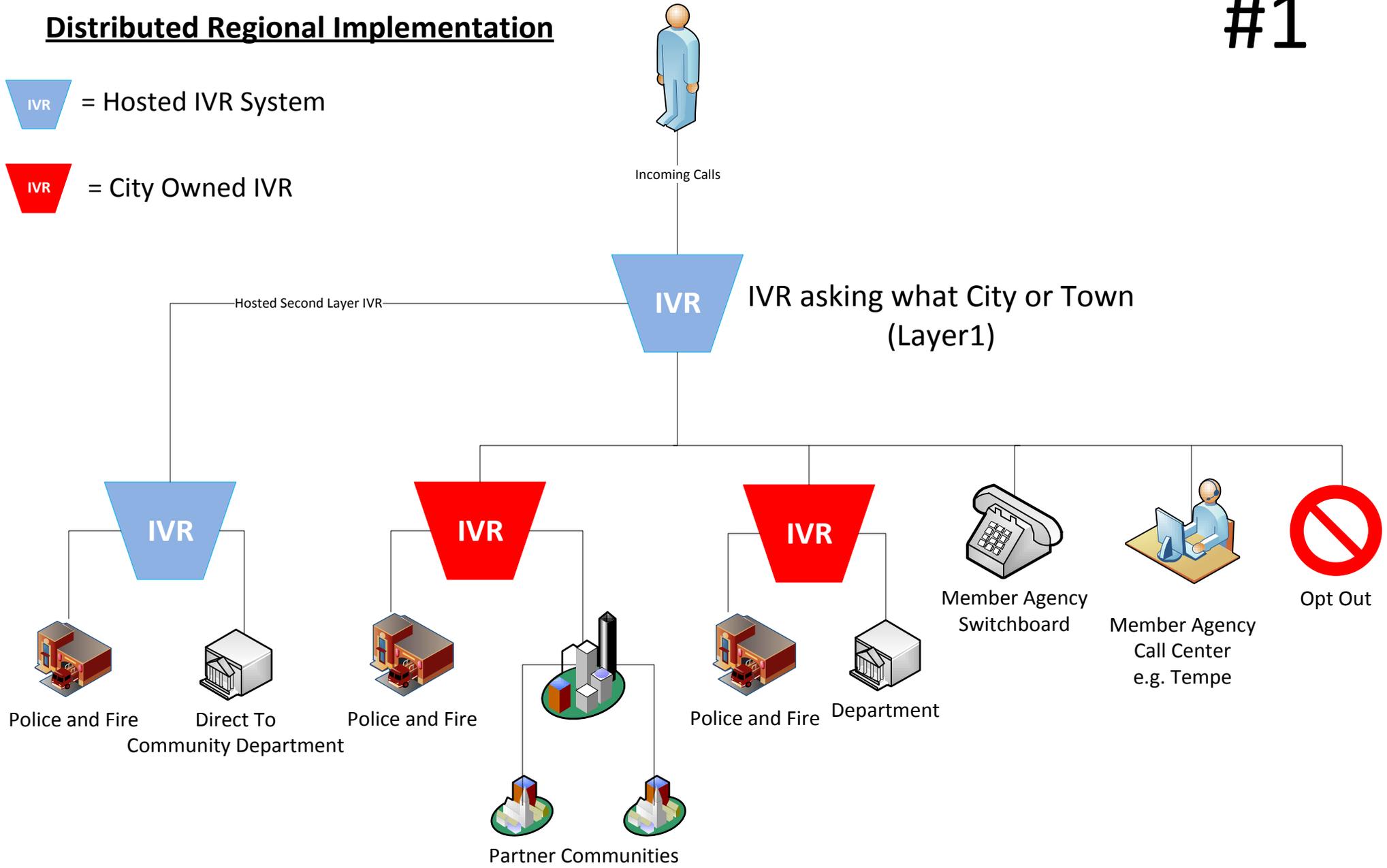
DRAFT

Distributed Regional Implementation

#1

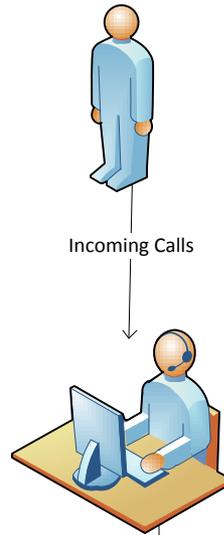
 = Hosted IVR System

 = City Owned IVR

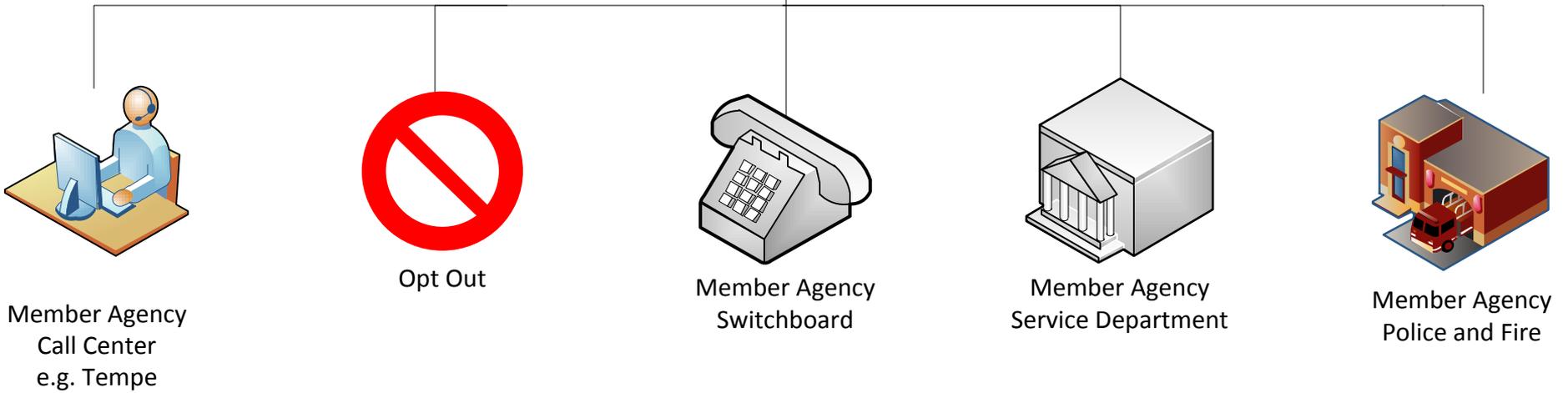


Centralized Regional Implementation

#2



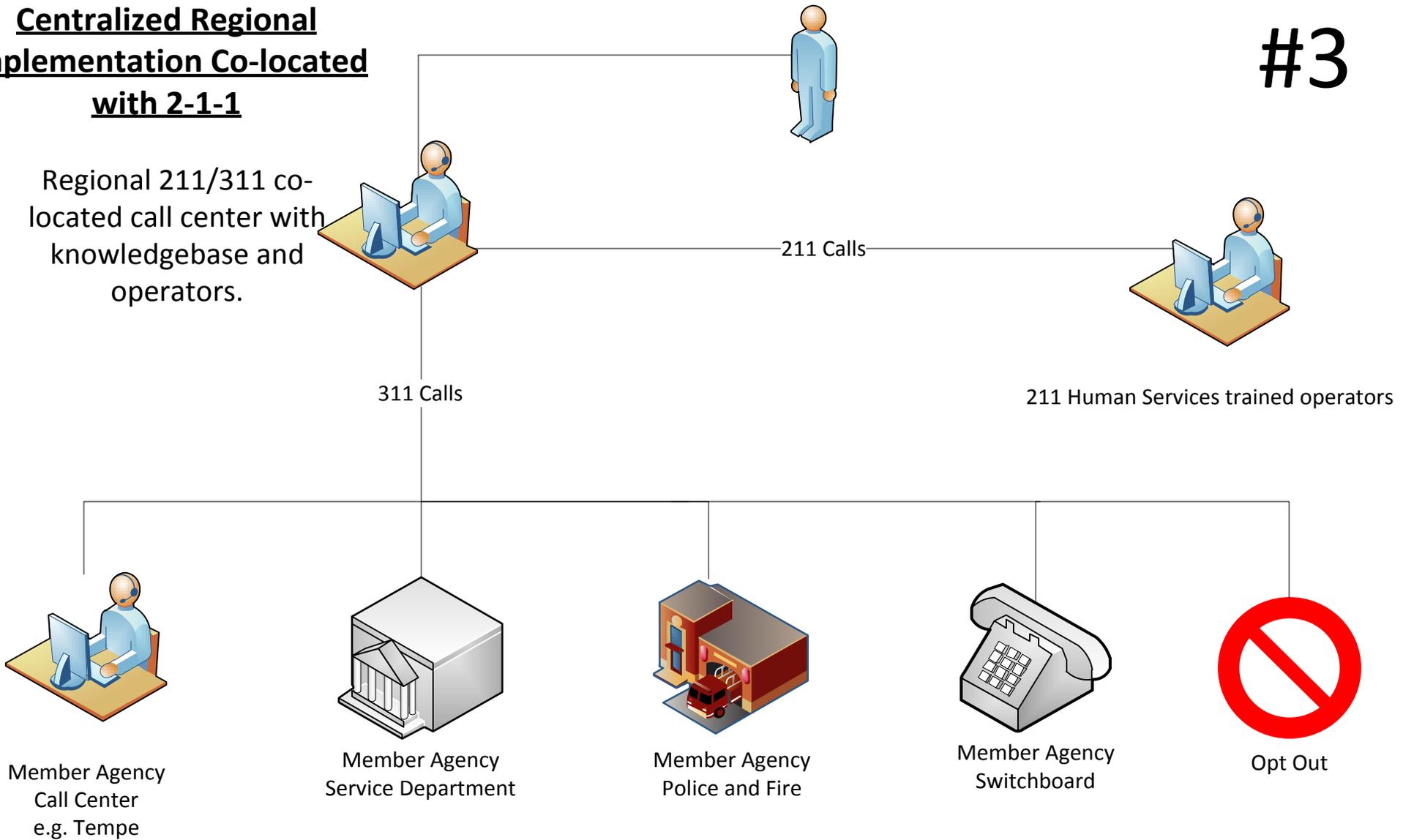
Regional call center with
knowledgebase and operators.



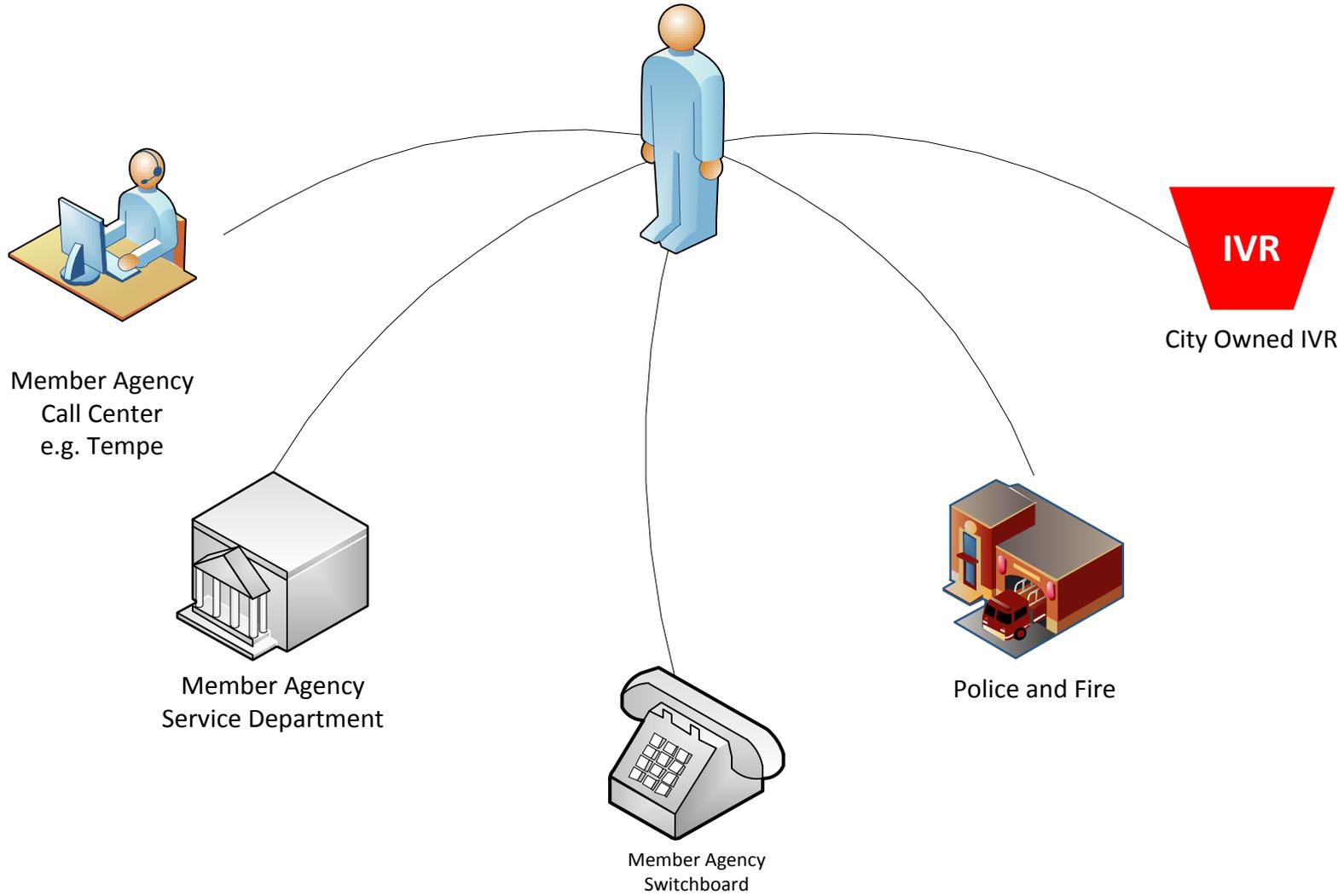
**Centralized Regional
Implementation Co-located
with 2-1-1**

#3

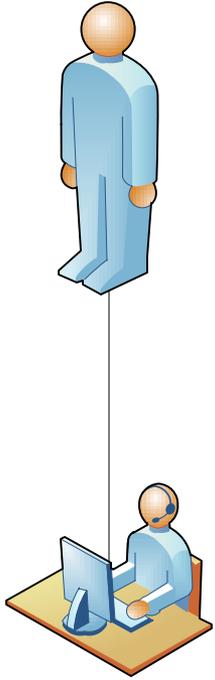
Regional 211/311 co-located call center with knowledgebase and operators.



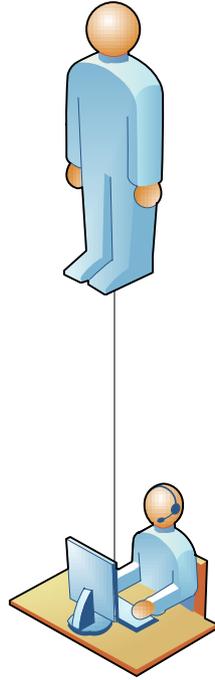
Do Nothing



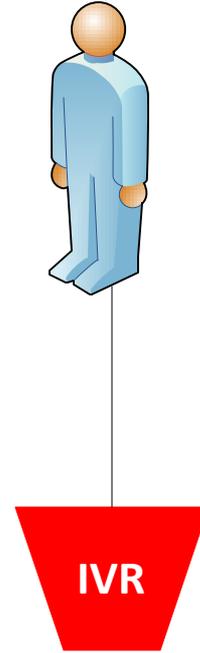
Jurisdictional Control of 3-1-1



Member Agency
3-1-1 Center



Member Agency
7 digit Number



3-1-1 Models Evaluation Matrix

		DECENTRALIZED	CENTRALIZED		DECENTRALIZED	
		Option 1: IVR or Switchboard	Option 2: Regional Call Center	Option 3: 2-1-1/3-1-1 Combination/Cooperation	Option 4: Status Quo	Option 5: Go It Alone
Citizen Experience	Pros	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Established and published phone numbers Direct connection to a person is possible 	<ul style="list-style-type: none"> Single, easy to remember phone number to connect to government in participating jurisdictions
	Cons	<ul style="list-style-type: none"> Without a human operator, may have trouble identifying the appropriate agency Potential for an extra step in arriving at the appropriate destination 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Minimal upfront investment Can grow a call center as needed Increased citizen access 	<ul style="list-style-type: none"> Potential cost savings as informational questions are siphoned off by the call center Increased citizen access 	<ul style="list-style-type: none"> Potential cost savings as informational questions are siphoned off by the call center Increased citizen access 	<ul style="list-style-type: none"> No additional investment 	<ul style="list-style-type: none"> Complete agency control of when and how the system becomes active
	Cons	<ul style="list-style-type: none"> Increased call volume before supporting member agency processes and infrastructure in place Differences in call handling standards between agencies could cause public dissatisfaction 	<ul style="list-style-type: none"> Agencies must monitor and update the knowledge base regularly Increased upfront costs Loss of 'identity' 	<ul style="list-style-type: none"> Agencies must monitor and update the knowledge base regularly Increased upfront costs Loss of 'identity' 	<ul style="list-style-type: none"> Higher call times and lost productivity as citizens are directed to the correct location 	<ul style="list-style-type: none"> No unified citizen experience Citizens in boarder areas may not be directed to the appropriate call center

Note: Any regional option would need to include a coordinated marketing effort.

3-1-1 Models Technical Matrix

	Option 1			Option 2	Option 3		Option 4	Option 5	
	A	B	C	A	A	B	A	A	B
Description	IVR Only	Outsourced Human Switchboard	Insource Human Switchboard	Regional Call Center	Transfers Calls to 211 and Visa Versa	Physical Colocation or Transfer of Responsibility	No Action	Calls Routed by Central Office or Cell Tower	Calls Fully Routed by Physical Location
Startup Cost (Regional)	\$	\$	\$\$\$\$\$\$\$\$	\$\$\$\$\$\$\$\$	\$\$\$\$\$\$\$\$	\$\$\$\$\$\$\$\$	-	\$	\$\$\$\$\$\$\$\$
Ongoing Cost (Regional)	\$	\$\$\$	\$\$\$\$	\$\$\$\$\$\$\$\$	\$\$\$\$\$\$\$\$	\$\$\$\$\$\$\$\$	-	\$	\$\$\$\$\$\$\$\$
Difficulty (Implementation)	Low	Low	Moderate	High	High	High	N/A	Moderate	High
Feasibility (Likelihood of Success)	High	High	Moderate	Moderate	Moderate	Moderate	N/A	Low	Low
Assumptions	<ul style="list-style-type: none"> 30 simultaneous calls handled would be close to the 33 calls per minute assumed. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 80% of calls answered in 20 seconds and about 4 minutes total per call 	<ul style="list-style-type: none"> 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 analogous. Incremental cost for the transfer should be small. 	<ul style="list-style-type: none"> Would either need to build a call center or pay for 211 to build a larger call center and operate it so cost analogous 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 	N/A	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The providers would be willing and able to provide the same level of detail that they provide for the 911 system
Pros	<ul style="list-style-type: none"> Simple administration Low initial cost Low ongoing cost Does not preclude using other options at a future date Uniform user experience 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Centralized administration All calls answered by an operator during operating hours 	<ul style="list-style-type: none"> Same as Regional Call Center in Option 2 Established routing relationship 	<ul style="list-style-type: none"> Same as Regional Call Center in Option 2 Clients would be seamlessly transitioned to the correct resource 211 operators could be cross trained to handle large call events 	<ul style="list-style-type: none"> No additional cost associated with this option. 	<ul style="list-style-type: none"> Routing is automatic based on physical location 	<ul style="list-style-type: none"> Accurate routing is automatic based on physical location
Cons	<ul style="list-style-type: none"> No automatic routing of calls without user interaction 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Extra step in the call delivery process No automatic routing of calls without user interaction 	<ul style="list-style-type: none"> Complexities related to integrating different agency work order systems Member agencies must update a common knowledge base 	<ul style="list-style-type: none"> Same as Regional Call Center in Option 2 	<ul style="list-style-type: none"> Same as Regional Call Center in Option 2 		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> High maintenance cost Legal questions to be resolved
Additional Considerations	<ul style="list-style-type: none"> Where do operator calls go? Operator costs not included. Need agreement to reroute misrouted calls Need adequate agency capacity to accept routed calls 	<ul style="list-style-type: none"> Getting a solid initial estimate of call volume would be critical IVR for after hours Need adequate agency capacity to accept routed calls 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Phased approach starting as a switchboard may be viable IVR required for after hours 	<ul style="list-style-type: none"> Same as Regional Call Center in Option 2 Some form of agreement may be required Coordinated marketing could eliminate confusion 	<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> There are serious questions about the willingness of providers and legality of leveraging this solution Need adequate agency capacity to accept routed calls

Notes All solutions require adequate operator capacity at member agencies to receive transferred calls. This is primarily an issue for options one and five. If agencies opt to provide a call center for hand off (primarily an issue in one and five), those costs are not represented in this matrix.

Legend \$ represents costs in the neighborhood of \$200,000 while 10 \$s would indicate \$6 - 7 Million.