CITY OF SAN ANTONIO

P.O. Box 839966
SAN ANTONIO TEXAS 78283-3966

August 24, 2021

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Councilman, District 8

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Councilman, District 9

Clayton H. Perry
Councilman, District 10

SUBJECT: Audit of 311 Customer Service Call Center Operations and 311 App

Mayor and Council Members:

We are pleased to send you the final report of the Call Center Operations and 311 App. This audit began in April 2021 and concluded with an exit meeting with department management in August 2021. Management's verbatim response is included in Appendix C of the report. The 311 Customer Service management and staff should be commended for their cooperation and assistance during this audit.

The Office of the City Auditor is available to discuss this report with you individually at your convenience.

Respectfully Submitted,

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

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CITY OF SAN ANTONIO

OFFICE OF THE CITY AUDITOR

Audit of 311 Customer Service

Call Center Operations and 311 App

Project No. AU20-001

August 24, 2021

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

Executive Summary

As part of our annual Audit Plan approved by City Council, we conducted an audit of the 311 Call Center, specifically the workflow and 311 mobile application. The audit objectives, conclusions, and recommendations follow:

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

The 311 Call Center staffing is adequate and appropriately scheduled, workflow is effectively designed and functioning, and IT system controls are effective.

We determined that policies and procedures are updated and made available to all 311 Call Center staff. Additionally, all Call Center employees are required to attend continuous training and are evaluated monthly on their call quality and performance measures. Furthermore, the 311SA mobile application which is implemented in 2018 is working as intended and maintained by the developer, IRYS, formerly known as Cityflag.

We make no recommendations regarding 311 Call Center; consequently, no management responses are required. Management's acknowledgement of these results is in Appendix C on page 8.

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Background

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

Service requests can be communicated via a phone call with a 311 representative, submitting a service request through 311 website, or through the 311SA mobile application. In 2018, the City launched the 311SA mobile application which allows citizens to geo-locate a service request, attach a photo, and provide supporting information for environmental issues and hazards which include illegal dumping, property maintenance, and junk vehicles.

311 uses the Customer Relationship Management (CRM) system as the City-wide intake system for all customer service requests. It was designed to enhance customer service by improving communications, data tracking, and reporting.

The 311 Call Center is staffed with 44 authorized positions which includes 5 management positions, 2 specialists, 1 management analyst and 36 customer service representatives (full-time and part-time positions).

Additionally, Animal Care Services (ACS), Development Service Department (DSD), Metro Health, (SAMHD), Parks and Recreation (PAR), Solid Waste Management (SWM), and Public Works utilize the CRM system to receive and/or enter service requests. For a high-level review of the data flow within the CRM system, see Appendix B on page 7.

Audit Scope and Methodology

The audit scope was from October 1, 2019 through September 30, 2020.

To establish our test criteria, we reviewed City Administrative Directives and 311 Call Center policies and procedures, and 311SA mobile application Service Level Agreement.

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

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

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

We determined that the following internal control components were significant to the audit objective. Significant internal control components and principles include the following:

- Control Environment
    - Commitment to Competence – employee training
- Control Activities
    - Segregation of duties – CRM user access roles
    - Policies and procedures – up to date and available
    - Controls over standing data – access to CRM system
    - Security (Application and Network)
    - Application Change Management – access to modify 311SA mobile application and quality assurance reviews
- Information and Communication
    - Quality of Information – accuracy of information provided to customers

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

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform

the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results and Recommendations

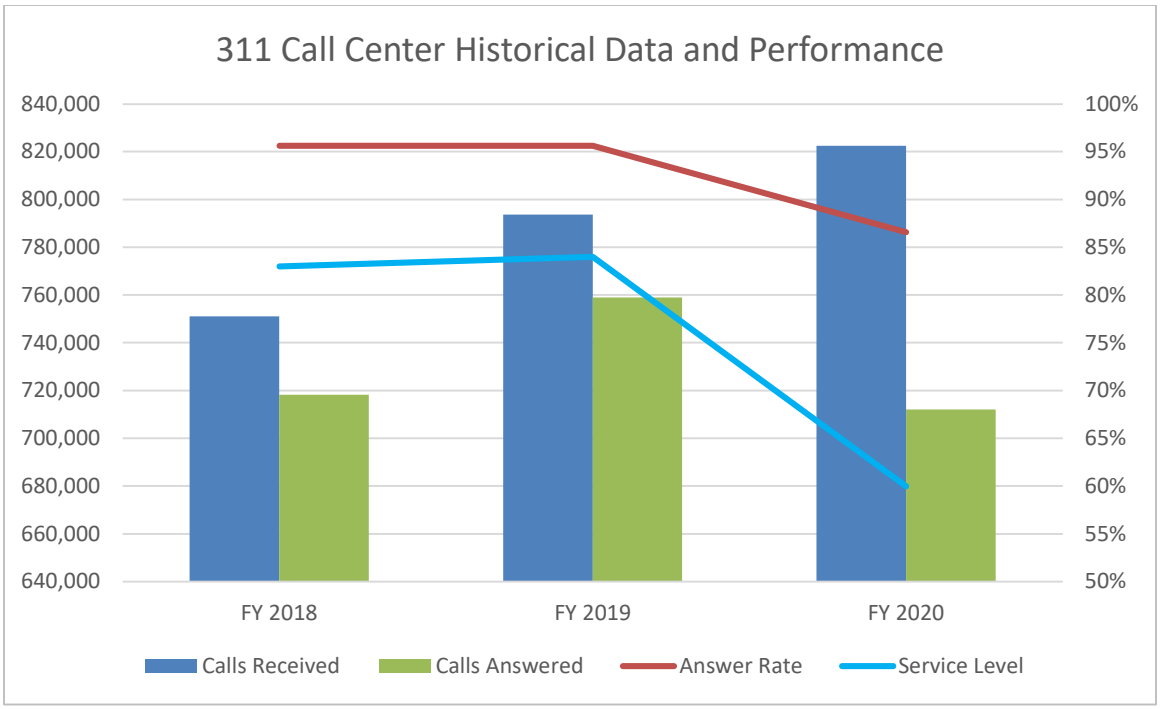
The 311 Call Center staffing is adequate and appropriately scheduled, workflow is effectively designed and functioning, and IT system controls are effective.

We determined that policies and procedures are updated and made available to all 311 Call Center staff. Additionally, all Call Center employees are required to attend continuous training and are evaluated monthly on their call quality and performance measures. Furthermore, the 311SA mobile application which is implemented in 2018 is working as intended and maintained solely by the developer, IRYS (formerly known as Cityflag).

Customer Relationship Manager (CRM)
We verified that service request information captured by the CRM system, either by phone, email or 311SA mobile application, is accurately routed to the appropriate City departments. Service Level Agreements, the estimated time taken to address different types of service requests, are up to date in the CRM system and City departments are meeting those expectations. Finally, user access to the CRM system is appropriate and reviewed periodically.

Call Center Performance
Through discussions with Call Center Management, call volume has increased for numerous reasons. Most notable is the Covid-19 pandemic but other sources include questions surrounding the City's workforce development program, federal funding and economic recovery, as well as human services issues consisting of homelessness and public safety.

Call volume increased significantly in 2019 and 2020 which resulted in longer wait times and negatively affected Call Center Performance Metrics. Two of the metrics tracked by the Call Center is Service Level Performance, answering a percentage of calls within 45 seconds, and Answer Rate, the percentage of calls answered before the caller hung up. The following chart details the increase in call data and performance trends of the Call Center over the past few years.



*Data obtained from 311 Call Center Management

Service Level Performance suffered in 2019, 2020, and 2021. As a result, 311 Management reduced their Service Level goal from 82% down to 70%. Although Service Level Performance suffered because of the increase in call volume, the Call Center was able to maintain an Answer Rate, the percentage of calls answered before the caller hung up, of 96% in FY 2019 and 87% in FY 2020.

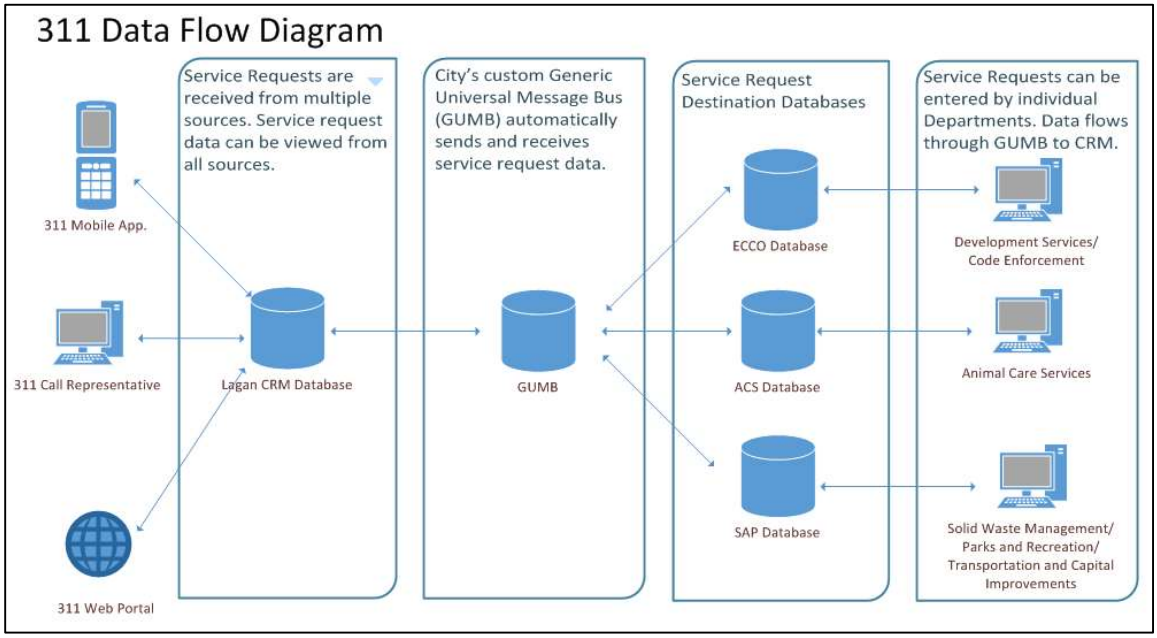
To address the increased call volume and wait times, Call Center Management created the COVID-19 hotline which accounted for over 92,000 customer interactions in fiscal year 2020. However, the Call Center staffing level has remained the same since FY2017 while the call volume has continued to rise.

There are no findings. Consequently, we make no recommendations to 311 Call Center Management.

Appendix A – Staff Acknowledgement

Gabe Trevino, CISA, Audit Manager
Lorenzo Garza, CFE, Auditor in Charge
Caitlin Loomis, CPA, Auditor
Kenneth Lyssy, CFE, Auditor

Appendix B – 311 Data Flow Diagram



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

Appendix C – Management Response

CITY OF SAN ANTONIO

SAN ANTONIO TEXAS 78283-3966

August 5, 2021

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

RE: Management's Acknowledgement of its Review of 311 Call Center Operations and 311 App

311 Customer Service has reviewed the audit report and provided its comments to the auditors. As there are no recommendations for management, no management responses are required.

311 Customer Service:

☑ Fully Agrees

☐ Does Not Agree (provide detailed comments)

Sincerely,

Paula Stallcup
Director
311 Customer Service

Date 8/5/21

Jeff Coyle
Assistant City Manager
City Manager's Office

Date 8/5/21