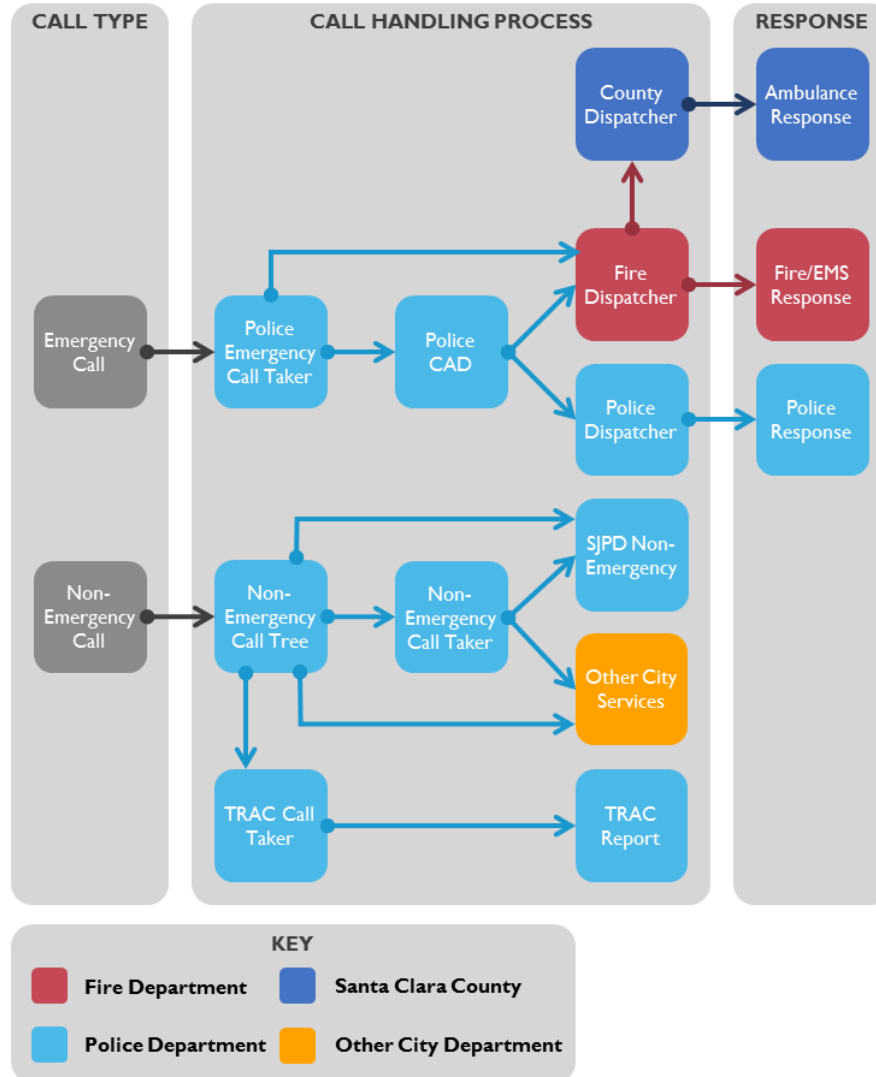


Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times

A Report by the San José City Auditor
February 2019

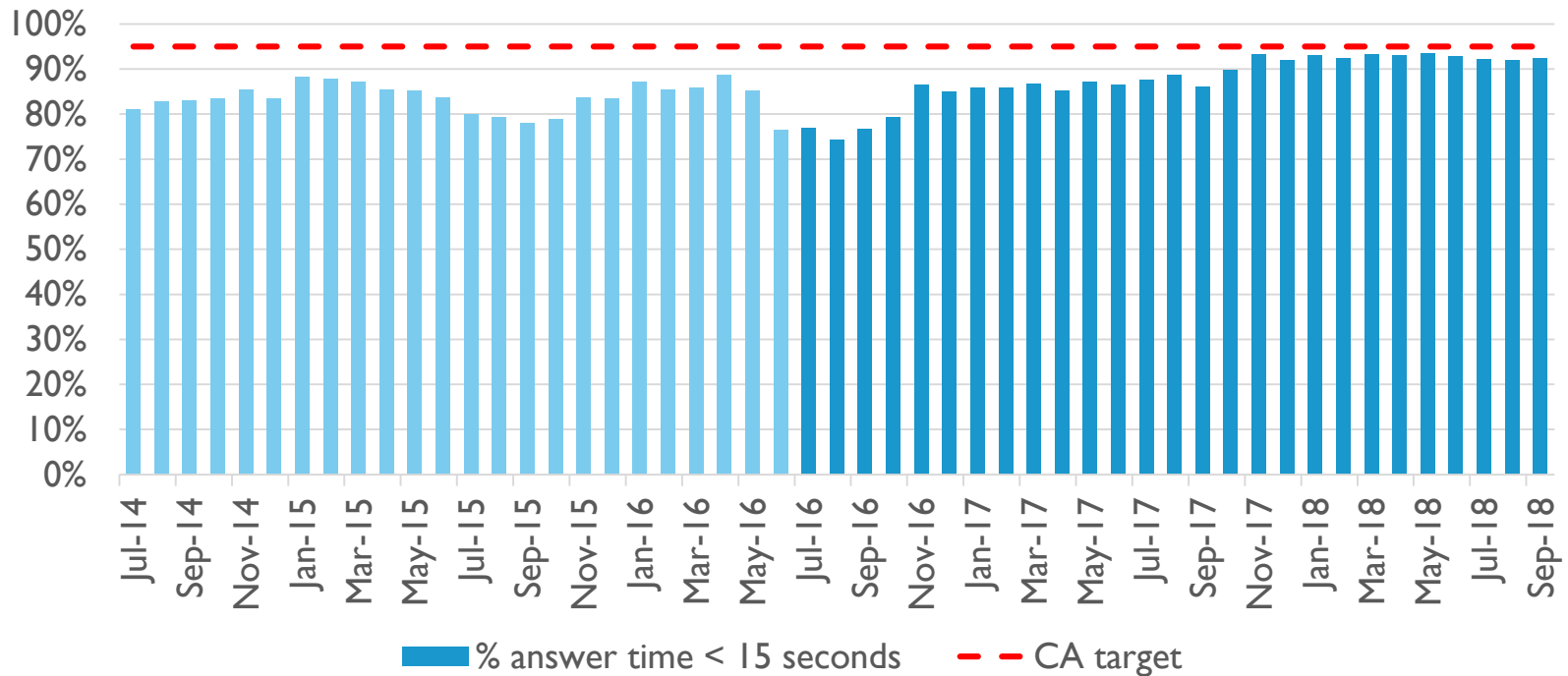
www.sanjoseca.gov/auditor

Exhibit I: Call Answering Flow Chart



Finding I: Opportunities to Improve Call Answering Times

Exhibit 3: Fire and Police Communications Divisions Are Close to Meeting State Call Answering Times Following the 2016 Phone System Upgrade (95 Percent Within 15 Seconds)



**Exhibit 6: Police Communications Average
Emergency Call Answering Time Is About 6 Seconds**

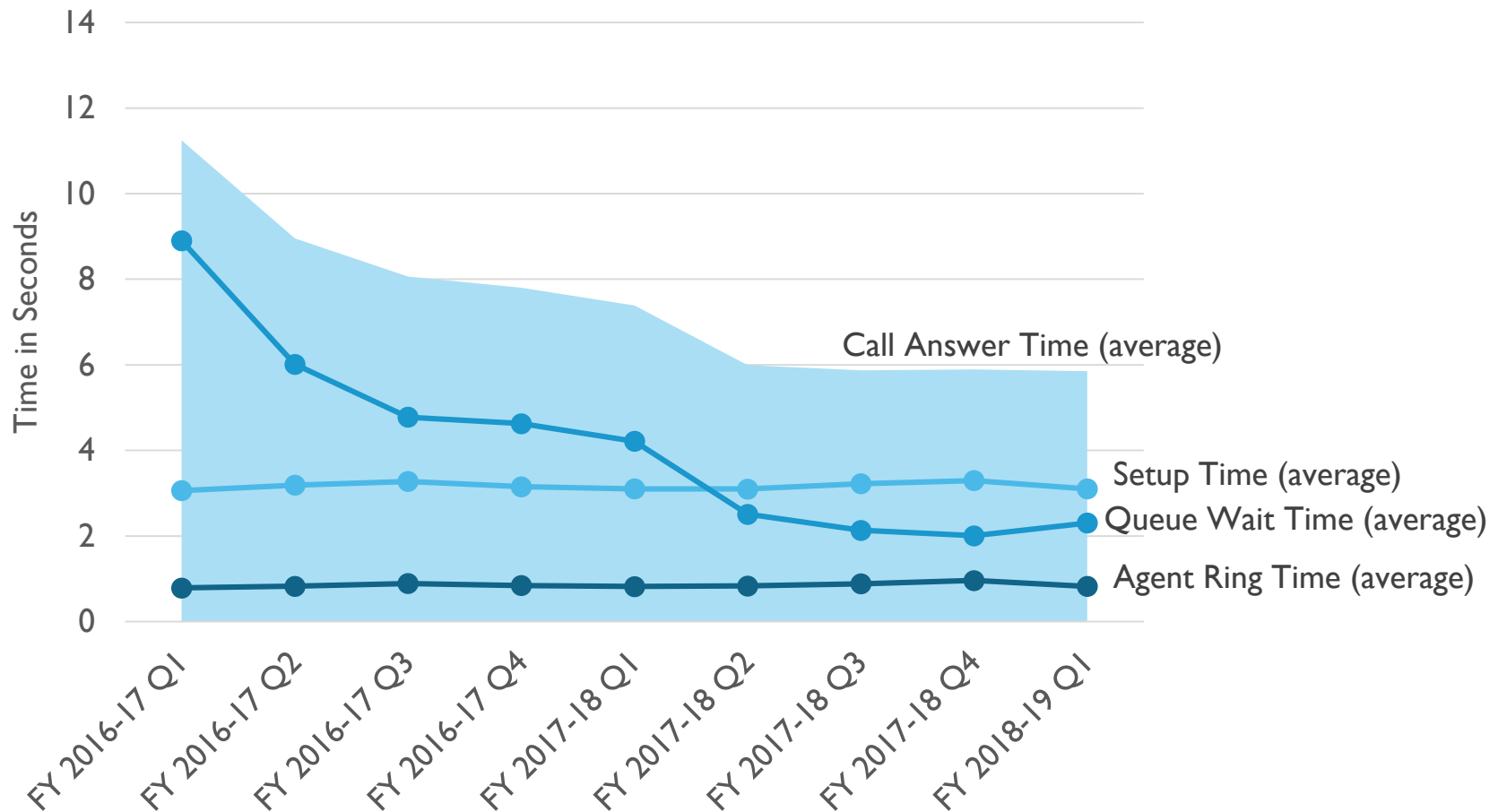


Exhibit 7: Fire Communications Average Emergency Call Answering Time Is About 12 Seconds

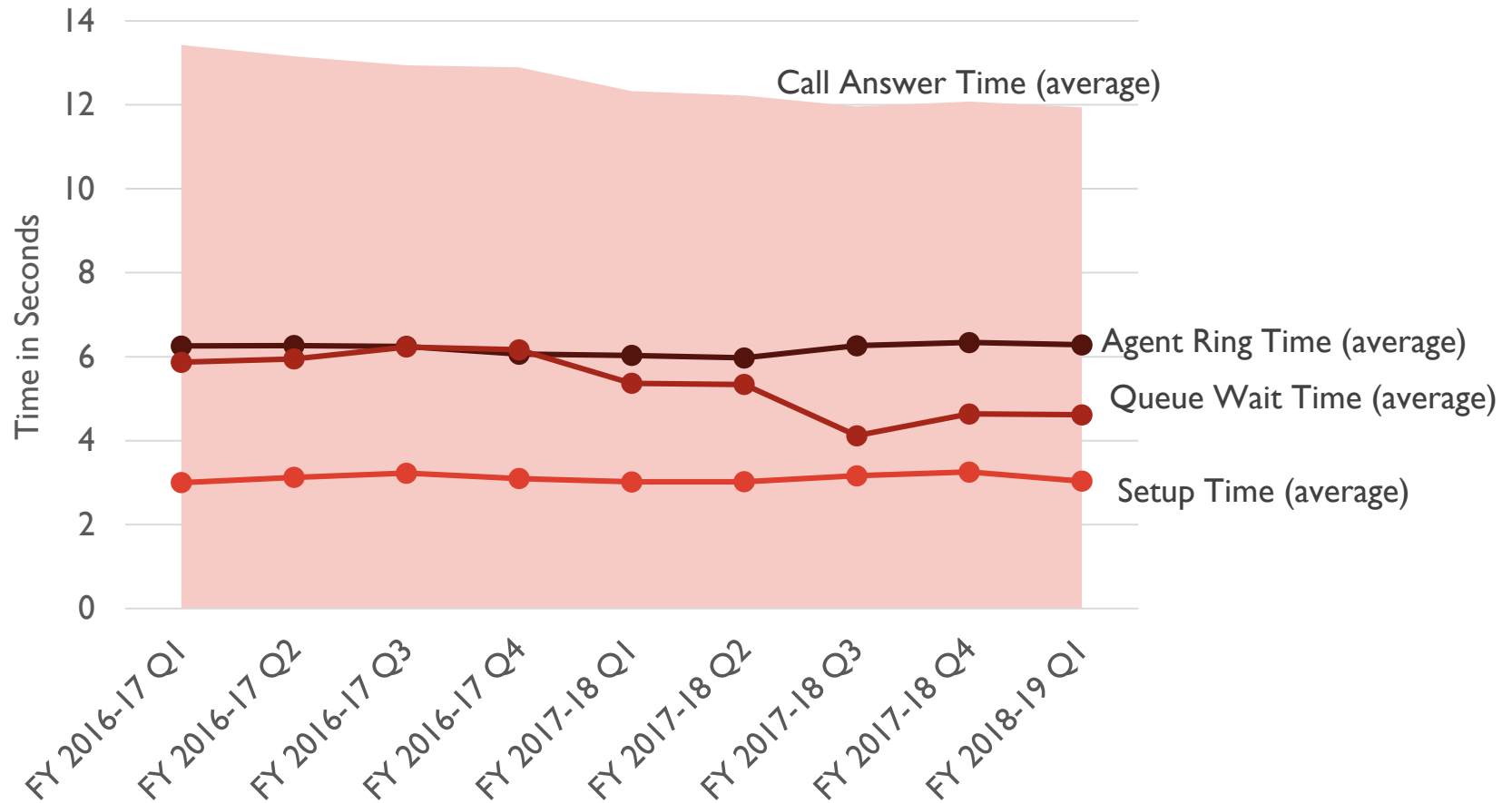
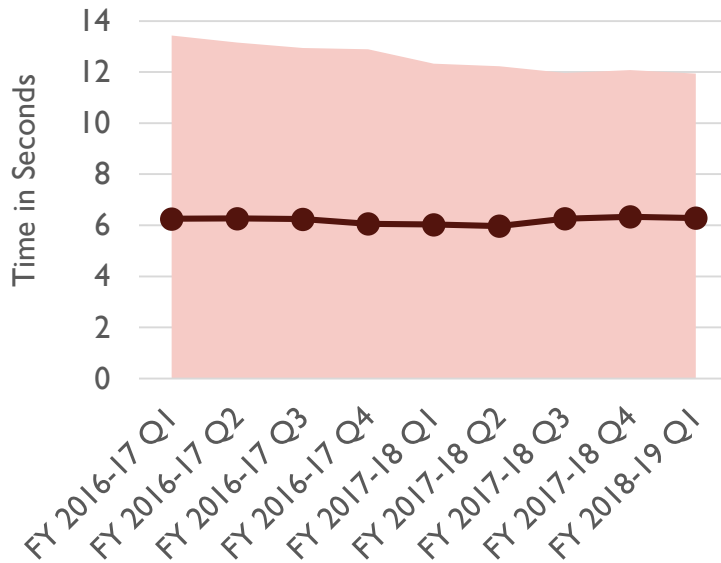


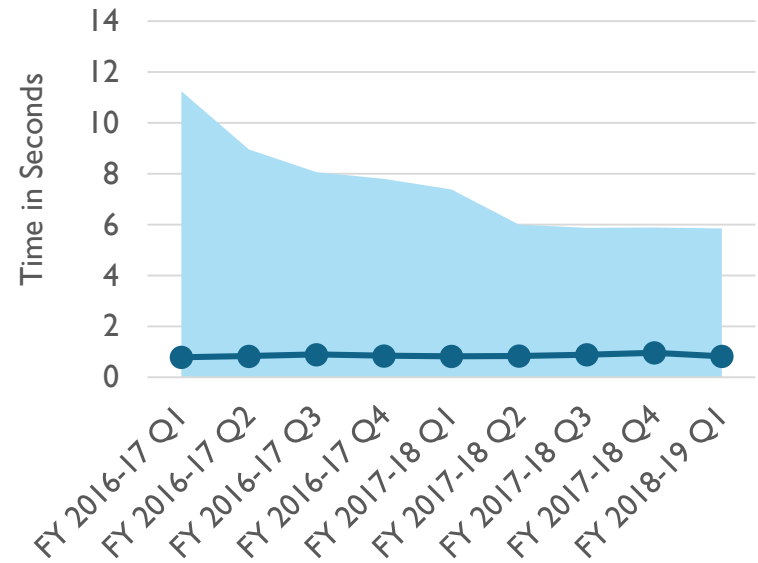
Exhibit 8: Fire Communications' Ring Times Average Over 5 Seconds More than Police

Fire Communications



■ Average Call Answer Time (seconds)
● Average Agent Ring Time

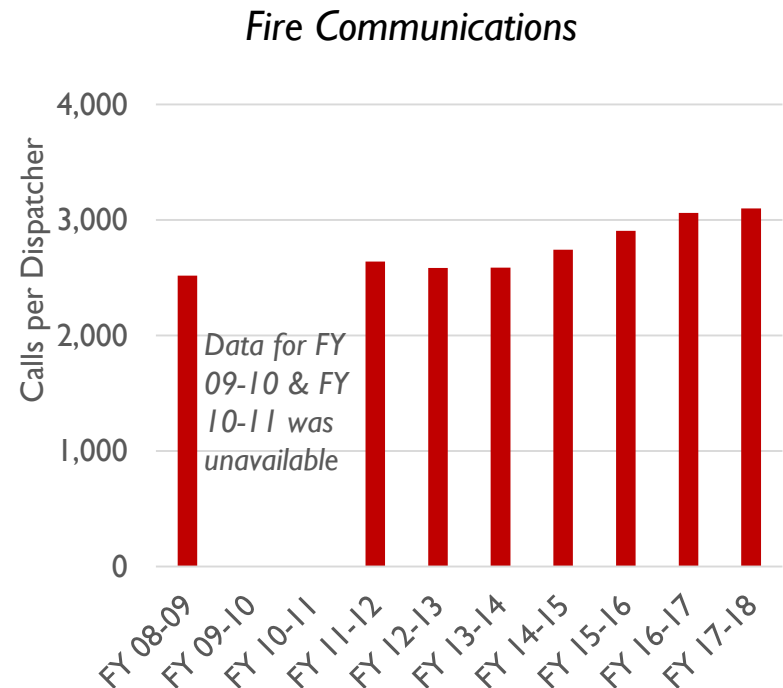
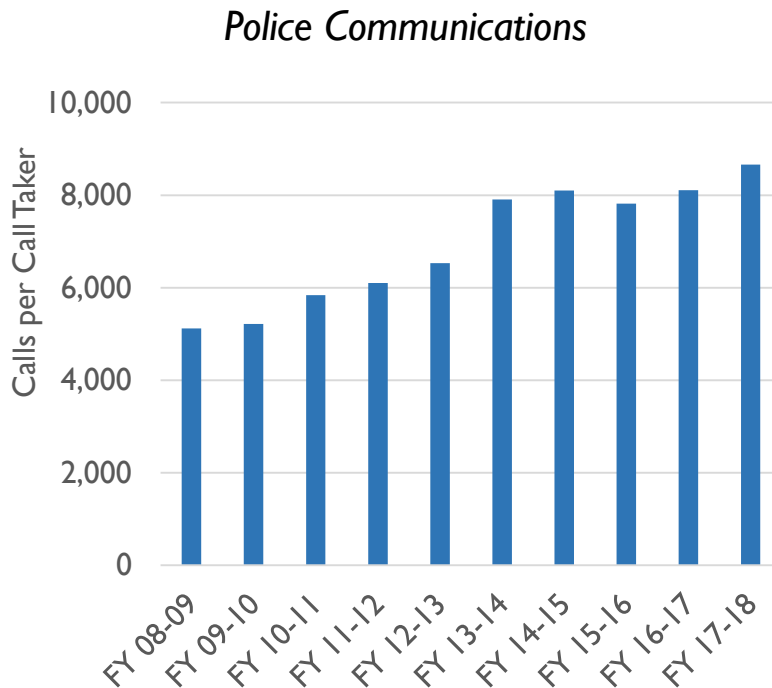
Police Communications



■ Average Call Answer Time
● Average Agent Ring Time

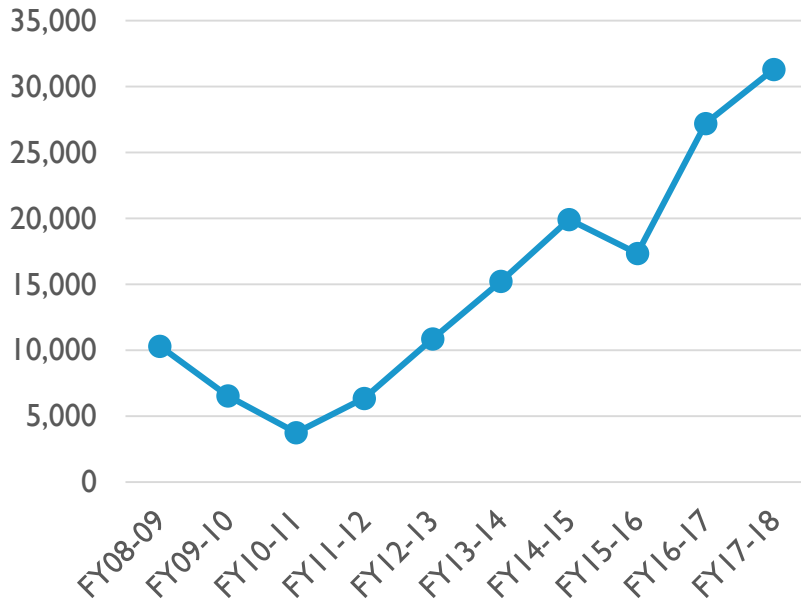
Finding 2: Growing Call Volume and Workload Has Increased the Urgency to Hire Qualified Communications Staff

Exhibit 16: Emergency Calls per Budgeted Staff Has Increased

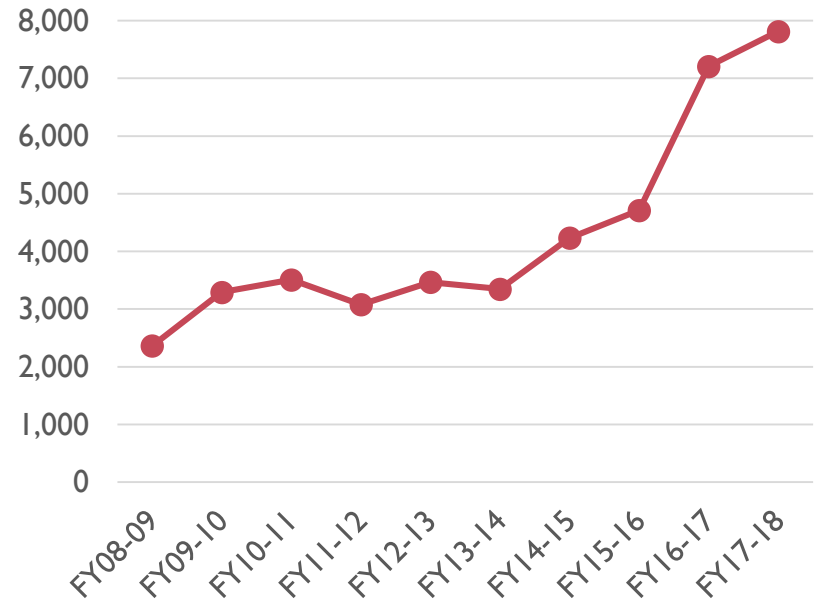


Exhibits 19 & 20: Police Communications' and Fire Communications' Overtime Hours More Than Tripled in the Last 10 Years

Police Communications

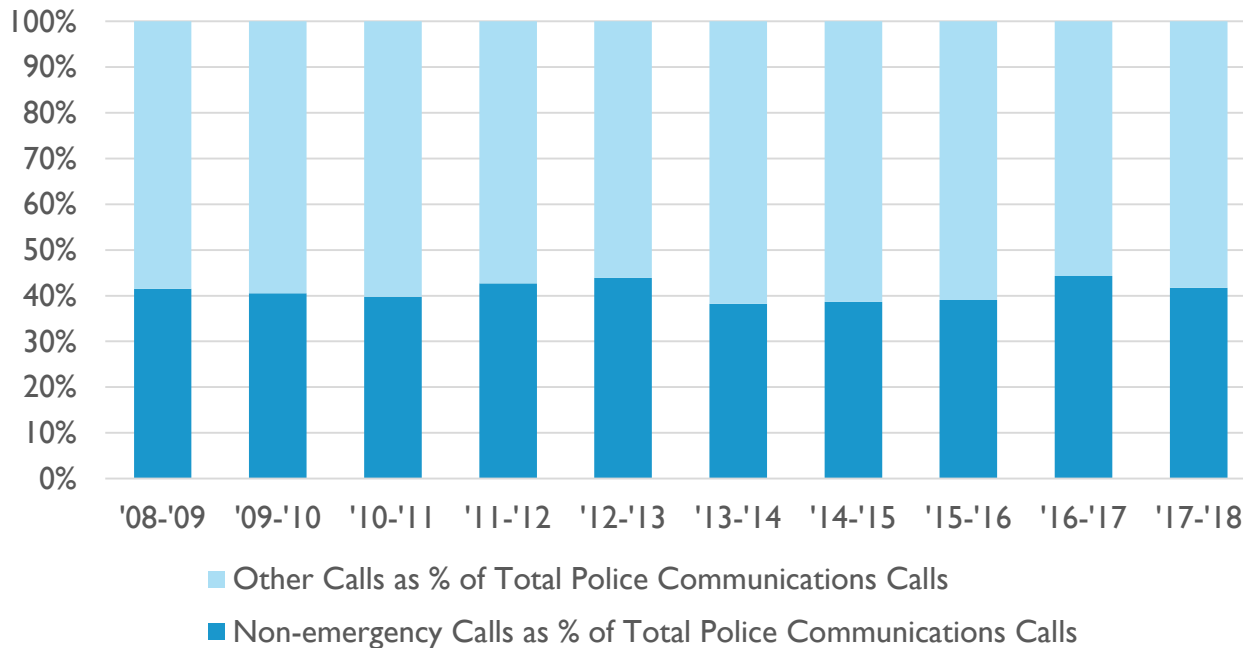


Fire Communications



Finding 3: Staffing Non-Emergency Phone Calls with Emergency Call Takers is Inefficient

Exhibit 21: Non-emergency Calls Make up Approximately 40 Percent of Police Communications Division Call Volume

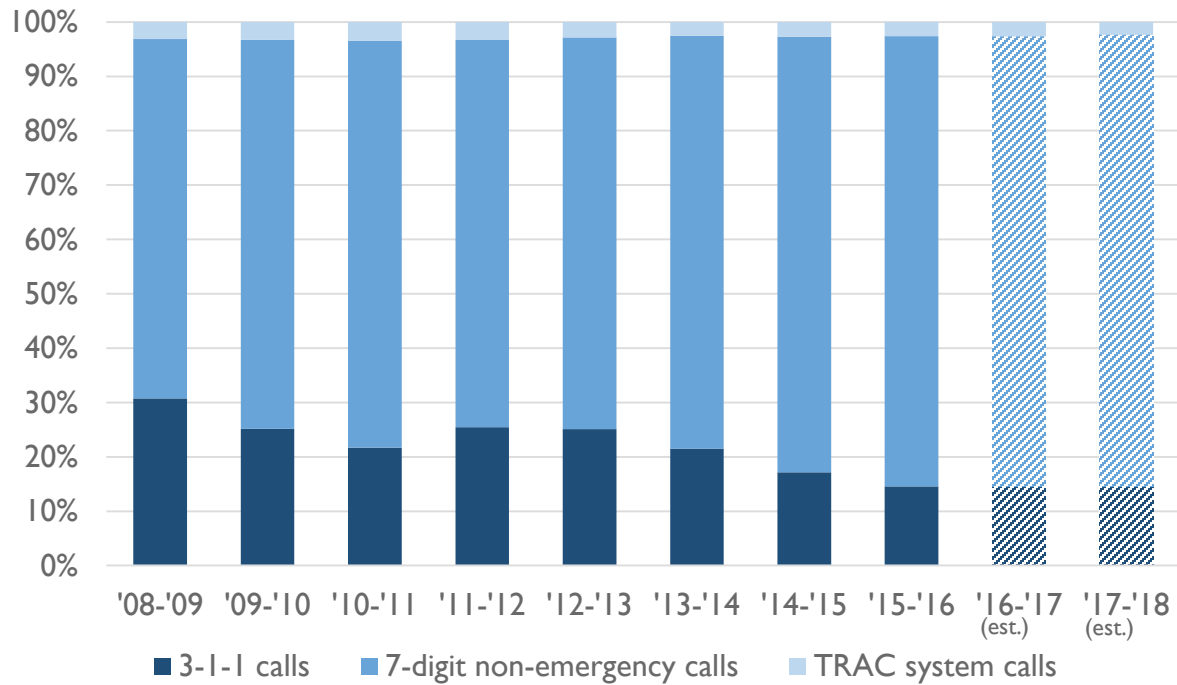


Finding 4: The City Could Improve Customer Service for Non-Emergency Calls and Better Utilize 3-1-1

We found:

- Non-emergency phone tree is lengthy and does not always direct customers to the appropriate resource.
- 50% of callers request to connect to a call taker.
- Non-emergency lines do not provide language accessibility.

Exhibit 22: 3-1-1 May Be Underutilized



Conclusion

- Our audit report includes a total of 19 recommendations to improve call answer times, hiring efforts, and non-emergency call handling.
- We would like to thank the Police, Fire, and IT departments for their time and insight.

The audit report is available at: www.sanjoseca.gov/auditor