



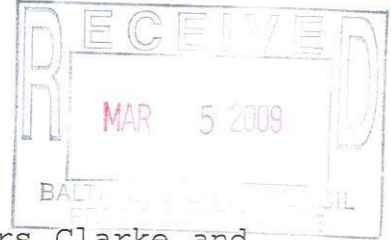
<b>FROM</b>	NAME & TITLE	Edward J. Gallagher, Director	 <b>CITY of</b> <b>BALTIMORE</b> <b>MEMO</b>	
	AGENCY NAME & ADDRESS	Department of Finance Room 454, City Hall (396-4940)		
	SUBJECT	City Council Bill 09-0111R		

**TO**

DATE: March 4, 2009

The Honorable President  
And Members of City Council  
Room 400 City Hall

Attention: Karen Randle



Resolution 09-0111R was introduced by Council members Clarke and Cole for the purpose of requesting the Director of Finance and the Chief of the Bureau of Revenue Collections to report to the City Council at a public hearing on what caused many taxpayers to receive erroneous tax sale notices and alley paving bills and what procedures can be put in place to avoid this situation in the future.

Also encompassed in the resolution was the concern of lengthy "on hold" waits experienced by the taxpayers trying to contact the City to find out more information about the erroneous billing.

We certainly apologize to the taxpayers who did receive erroneous tax bills and the subsequent inconvenience and anxieties they may have experienced prior to the resolution of the billing issues.

Overview

Once the billing issue was brought to the attention of the Finance Department the subsequent research indicated that the initial issue was limited to a subset of the Final Bill and Legal Notices related to those homeowners living in Special Benefit Districts. The City issued a press release indicating that there were billing errors limited to liens for Special Benefit District Tax only. The press release also indicated that the City was reviewing the files to determine the extent of the billing errors and would follow up with the affected property owners. The release further stated that the owners would receive confirmation from the City when the errors had been corrected and that such corrections would be made well in advance of the March advertisements of all properties subject to the May 2009 Tax Sale.

The errors were corrected and replacement billings issued where appropriate.

On the days leading up to and following the issuance of the press release, the Collections call center was of course inundated with calls from the concerned taxpayers living in the special benefit districts. The telephone call traffic related to this unusual

*Comments*

districts. The telephone call traffic related to this unusual event, when added to the normally high volume of traffic following the issuance of 38,922 Final Bill and Legal Notices obviously caused much longer wait times than usual.

Again we apologize to our taxpayers who were inconvenienced with such long waits.

City Council Bill 09-0111R indicated concern that "the phone number listed for inquiry was inadequately staffed and briefed to handle such a deluge of calls." It would take a significant amount of additional City resources to staff a call center, on an ongoing basis to be able to handle the call volume related to such an unusual event. One must certainly question whether employing a call center staffing model to handle call volume related to such an unusual event would be practical or cost effective.

With regard to the information provided to the collections representatives in the call center, as soon as each of the billing errors was properly diagnosed, a script explaining the resolution of the issue was provided promptly to the employees in the call center. This information was provided to the call center representatives on February 12<sup>th</sup> with regard to the Special Benefits District error and on February 19<sup>th</sup> with regard to the alley billing issue. Prior to the diagnosis and resolution of each error, call center representatives handled each call on an individual basis. For those who called to notify the City that their Special Benefits District tax was in fact paid in full, the call center representatives checked the system to verify that the payment was received and forwarded the appropriate information to the Delinquent Accounts Section to have the property cleared from the tax sale file. For those who called to notify the City that they had never received an alley bill prior to the Final Bill, the call center representatives arranged to have bills issued.

The following material responds to the particulars of the cause of the erroneous tax sale notices as well as what procedures have been identified to minimize such errors in the future.

#### Basis of the Errors in the 2009 Final Bills

In 2008, the Mayor's Office of Information Technology (MOIT) made a change to the Special Benefits District billing system to extend the Assessment Tax Credit to Special Benefits District bills. Whenever a change is made in one program, 8 programs have to be updated to incorporate the change. The change was made properly in the Special Benefits billing system; however, because all the related programs were not adjusted to reflect the change, Final Bills and Legal Notices were not calculated to recognize the new credit or, in cases where property owners received refunds for the credit for prior years, the refund. MOIT uses a checklist to ensure that no program adjustments are missed when a change like this is made. To prevent this type of error from

occurring again, the checklist has been updated to include a reference to the Final Bill sub-program. In all, 794 Final Bills, which were produced on February 4<sup>th</sup>, were affected by the error. As soon as the nature of the error was diagnosed, it was corrected, a list of the impacted properties was published, and new revised Final Bills were issued to the affected property owners along with a cover letter apologizing for the error. The revised Final Bills were issued on February 12<sup>th</sup>.

Second, another issue arose regarding alley paving bills that impacted the Final Bills issued on February 4<sup>th</sup>. Many property owners alerted the City upon receiving a Final Bill for an alley-paving lien to say they had never received an original alley bill prior to the Final Bill. Alley paving bills are generated through a process whereby the Department of Transportation enters billing data into the Alley and Footway Billing System, and MOIT generates the bills, which are printed at the Printing and Reprographics Division (i.e., the print shop) and mailed through the Municipal Post Office. Upon hearing of the issue, MOIT reviewed its logs for 2008 alley bills, and everything appeared correct. The original alley bills appeared in the system to have been generated. Still, in reviewing the payment trends, it was clear to us that many property owners likely had not received the bills. On February 20<sup>th</sup>, new original alley-paving bills were issued to all property owners who were meant to have been billed during 2008 and who had not yet paid. The new bills reflected no penalty or interest charge and included a cover letter apologizing for the billing mishap and explaining that the property would not be subject to Tax Sale for the alley paving lien. Subsequently, MOIT has determined that a temporary modification was made to the alley billing system during 2008, and the modification was meant to be for a one-time project. However, the modification was not reversed when the 2008 alley bills were run, and the change prevented the bills from printing.

In order to prevent this error in the future, MOIT will image the alley paving bills before they are sent to the print shop, as it does with other major bill types, and modify its standard updating procedures. The imaging process will permit MOIT to receive an error message if bills are not printed. This error reporting process will alert staff to conduct further investigation into the bill print process. MOIT will also work with Collections and Reproduction & Printing to develop a review of mass bills before they are sent to the Municipal Post Office (MPO) for mailing. Finally, as an additional quality control measure, the Bureau of Revenue Collections will take the lead in confirming with the print shop and the MPO the number of bills from each batch job that ultimately print and the number that make it into the mail.

Additionally, since an alley-paving lien by itself (as well as an Environmental Control Board lien by itself) cannot result in a property going to Tax Sale, the Bureau of Revenue Collections intends to change its process going forward so that it does not

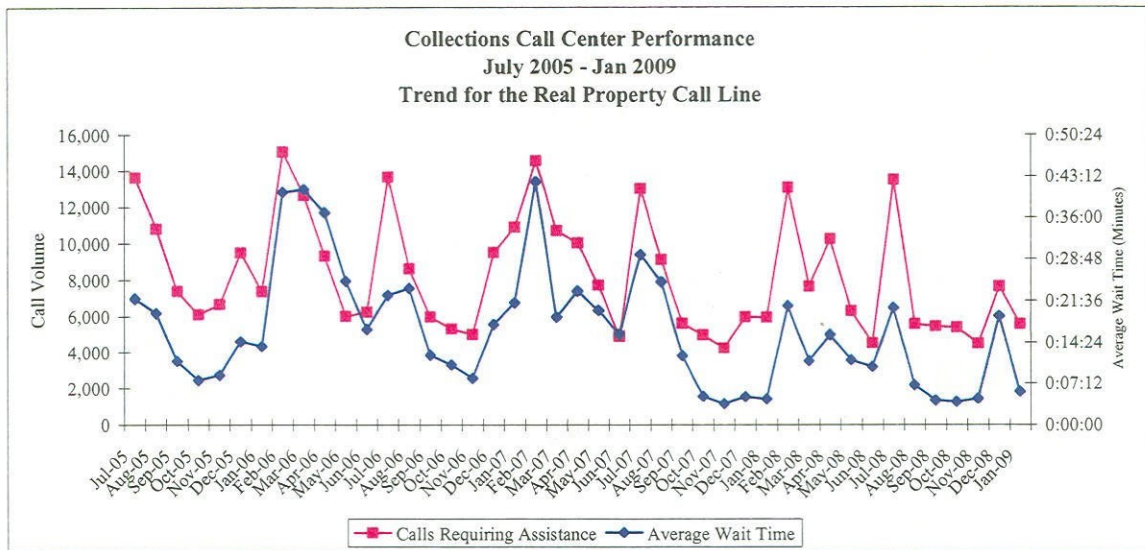
issue Final Bills for single alley paving liens at the same time that the Final Bills for tax sale-eligible liens are issued. This will serve the dual purpose of not confusing residents about whether the property is eligible for Tax Sale while also not generating additional calls to the Collections Call Center when the call center representatives are particularly busy resolving valid tax sale issues. The Bureau will also consider the feasibility of generating overdue notices for alley-paving bills prior to a final notice of legal action being issued. This would be so that we can alert the property owner to a delinquency prior to it reaching the point where legal action will be considered.

#### History & Performance Trends for the Collections Call Center

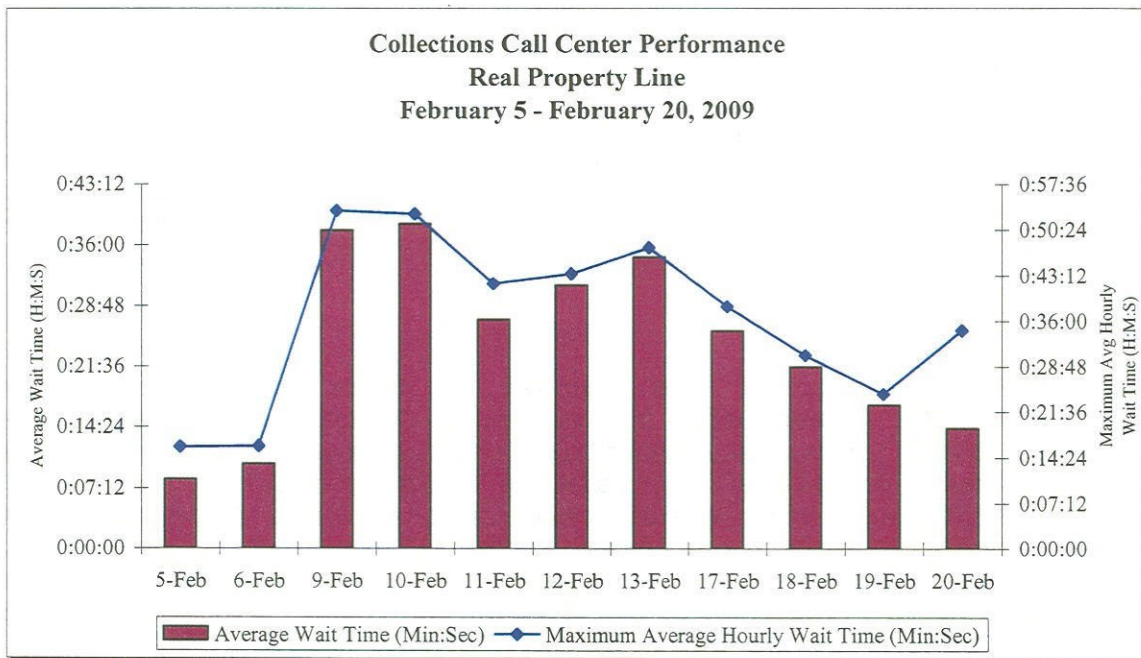
The Bureau of Revenue Collections' call center handles well over 350,000 calls annually related to billing and payment inquiries for real and personal property tax, Special Benefits District tax, parking fines, metered water, alley, footway, ambulance, and other miscellaneous billing types as well as for refunds and tax sale issues.

The Bureau of Revenue Collections (formerly a part of the Bureau of Treasury Management) established an interactive voice response (IVR) telephone system and an integrated call center in 2002. Prior to 2002, various employees from several different units within the Bureau fielded customer phone calls without any central means for tracking call volumes, performance, or follow-up. Prior to Fiscal Year 2007, the call center had 14 total budgeted positions (13 collections representatives and one supervisor). In Fiscal Year 2007, the call center was moved from its cramped location on an upper floor of the Municipal Building to a larger space so that more collections representatives could be accommodated, and 5 additional positions were added, for a total of 18 collections representatives and one supervisor. Additionally, 2 of the collections representative positions were reclassified to "lead workers" in order to help field the more difficult calls on the floor, thereby freeing the supervisor to spend more time managing the center's performance.

The following chart showing historic trends for call volume and average wait times for the real property line (the number listed on Final Bills) shows that the call center traditionally experiences spikes in volumes and wait times in February/March of each year (after Final Bill and Legal Notices are mailed in early February) and again in July/August of each year (after real property tax bills are mailed).



Given the two major errors associated with the February 2009 Final Bill and Legal Notices, the call center experienced particularly high volumes and wait times for the period following issuance of the Final Bills on February 4<sup>th</sup>, as illustrated in the next chart.



The Bureau of Revenue Collections' Emphasis on Customer Service, Quality Control, and Accountability

The Bureau of Revenue Collections has the dual responsibility of collecting moneys due the City as efficiently and effectively as possible as well as providing quality customer service to the

citizens and businesses from which the City collects. Partly as a way of strengthening the Bureau's ability to focus on the customer service aspects of its business, the Director of Finance acted in 2008 to split the former Bureau of Treasury Management into two separate bureaus - the current Bureau of Treasury Management focuses on the daily activities, policies and procedures associated with the City's debt and investment portfolios, and the new Bureau of Revenue Collections focuses solely on collections and customer service. This move was an acknowledgment that the collections and customer service challenges facing the Department required the full-time attention of a Bureau chief.

### *Accountability and Performance Monitoring*

The Bureau of Revenue Collections tracks a significant amount of performance data that is reviewed with the Director of Finance's staff monthly through the FinanceStat process. Specifically with regard to the call center, Council members can view in Exhibit A and Exhibit B the level of detail that is reviewed each month. Exhibit A, Call Center Data by Function, provides an overview for each separate call line of: 1) the number of calls answered; 2) the number of calls abandoned; 3) the average wait time; 4) the average call duration time; 5) the average time callers waited before abandoning; and 6) the percentage of calls abandoned.

Exhibit B, Collections Call Center Statistics by Employee, monitors individual call center representative performance to assure that the Call Center is optimizing its staff resources. The major metrics, reported by individual representative, include: 1) the number of hours worked; 2) the number of calls assigned; 3) the average number of calls handled per hour; 4) the average "talk time" per call; and 5) the amount of time available for handling calls.

### *Employee Training*

Since 2008, the Bureau has worked to have all staff formally trained in the areas of: 1) customer service; 2) supervisory training; and 3) business writing. Over one-half of the Bureau's employees have completed a training session during the past ten months. Fifty-six (56) staff members that have frequent contact with citizens attended customer service training - Dealing with Difficult Customers; five new supervisors received supervisory training; and two supervisors received business writing training. The Bureau's goal is to have 60 more staff members trained by the end of this fiscal year.

### *Quality Control*

The Bureau has also enhanced its use of automation to improve customer service responsiveness and quality control. Since 2007, the Bureau has expanded the types of bills that customers can pay online in order to reduce payment processing errors and enhance

the Bureau's efficiency. In January 2009, more than 30,000 payments for the month were made online. In the fall of 2007, the Bureau adopted the same Correspondence Tracking System that the Mayor's Office uses to keep track of citizen letters and ensure proper follow-up. In 2008, the Bureau also began to use CitiTrack, the software used by the 311 Center to track citizen service requests that are telephoned and to ensure the issues are properly resolved. Additionally, the Bureau currently plans to upgrade its Interactive Voice Recognition (IVR) system. The upgrades will allow for IVR payments from customers' checking accounts (ACH transactions) for real, parking, water, miscellaneous, hotel and parking garage payments. Finally, written policies and procedures outlining customer service expectations and standards were distributed to all staff in early 2009, and staff will be held accountable for meeting these standards.

#### CONCLUSION

The Bureau of Revenue Collections works continually to improve the efficiency and effectiveness of its collection and customer service operation. The errors with the 2009 Final Bills were resolved expeditiously and professionally. While we regret the long wait times that some customers experienced on our call lines during February, this is a period of particularly high call volume and call duration times and this level of service does not persist throughout the year. The Bureau will work to ensure that every customer who has questions about their liens will have their questions resolved prior to the May tax sale.

Cc: Angela Gibson  
Mike Barocca  
Henry Raymond

Exhibit A

COLLECTIONS CALL CENTER								
REPORTING PERIOD: January 1, 2009 through January 31, 2009								
Indicator	Monthly Reporting Period				Fiscal 2009			
	Nov-08	Dec-08	Jan-09	% Chg.	Average	Minimum	Maximum	Total
<b>Call Center: Metered Water</b>								
# Calls (Day)	7,018	8,978	9,085	1.2%	9,798	7,018	13,121	68,585
# Calls (Evening)	855	1,186	999	-15.8%	1,057	855	1,310	7,399
# Calls Answered	2,590	3,376	3,395	0.6%	3,273	2,590	4,492	22,913
# Calls Abandoned	364	1,141	998	-12.5%	997	293	2,631	6,977
Calls Req. Assistance	3,020	4,575	4,495	-1.7%	4,768	3,020	8,417	33,378
Calls Answered by IVR	4,853	5,569	5,589	0.0%	6,087	4,853	9,204	42,606
Avg. Wait Time	0:02:36	0:07:32	0:05:40	-24.8%	0:06:00	0:01:37	0:16:28	NA
Avg. Dur. Time	0:05:23	0:07:11	0:07:00	-2.6%	0:07:24	0:05:23	0:09:57	NA
Aband. Avg. Time	0:02:32	0:03:00	0:03:00	0.0%	0:02:58	0:02:27	0:03:26	NA
% Abandoned	4.62%	11.23%	9.90%	-11.8%	8.8%	3.1%	19.7%	NA
<b>Call Center: Aly/Fty/SPBD/AMBO</b>								
# Calls (Day)	289	538	285	-47.0%	568	285	1,477	3,974
# Calls (Evening)	11	27	16	-40.7%	24	11	58	170
# Calls Answered	171	281	169	-39.9%	267	169	373	1,867
# Calls Abandoned	73	232	97	-58.2%	263	73	987	1,840
Calls Req. Assistance	247	527	270	-48.8%	545	247	1,433	3,816
Calls Answered by IVR	52	38	31	-18.4%	47	28	102	326
Avg. Wait Time	0:02:47	0:08:27	0:04:43	-44.2%	0:06:08	0:02:25	0:16:26	NA
Avg. Dur. Time	0:04:36	0:09:17	0:06:12	-33.2%	0:06:46	0:04:36	0:09:17	NA
Aband. Avg. Time	0:02:28	0:04:26	0:03:53	-12.4%	0:03:47	0:02:28	0:04:55	NA
% Abandoned	24.33%	41.06%	32.23%	-21.5%	35.8%	22.4%	64.3%	NA
<b>Call Center: Refunds</b>								
# Calls (Day)	1,156	1,548	1,321	-14.7%	1,723	1,156	3,421	12,060
# Calls (Evening)	73	114	94	-17.5%	99	62	185	696
# Calls Answered	814	835	855	2.4%	1,023	814	1,250	7,161
# Calls Abandoned	248	470	328	-30.2%	578	229	1,919	4,044
Calls Req. Assistance	1,066	1,472	1,198	-18.6%	1,651	1,066	3,328	11,558
Calls Answered by IVR	163	190	217	14.2%	171	103	278	1,198
Avg. Wait Time	0:03:51	0:07:33	0:05:03	-33.1%	0:06:53	0:02:32	0:19:39	NA
Avg. Dur. Time	0:06:29	0:09:09	0:07:16	-20.6%	0:07:58	0:06:07	0:11:52	NA
Aband. Avg. Time	0:02:29	0:03:06	0:03:21	8.1%	0:02:53	0:02:24	0:03:21	NA
% Abandoned	20.18%	28.28%	23.18%	-18.0%	27.2%	15.5%	53.2%	NA
<b>Call Center: Personal Property/Misc.</b>								
# Calls (Day)	1,401	2,222	1,950	-12.2%	1,946	1,401	3,057	13,634
# Calls (Evening)	60	93	65	-30.1%	73	53	110	509
# Calls Answered	634	916	946	3.3%	771	558	946	5,395
# Calls Abandoned	168	468	319	-31.8%	343	128	825	2,398
Calls Req. Assistance	817	1,399	1,285	-8.1%	1,182	817	1,779	8,272
Calls Answered by IVR	644	916	730	-20.3%	839	605	1,388	5,871
Avg. Wait Time	0:03:17	0:08:15	0:04:35	-44.4%	0:07:18	0:03:17	0:16:51	NA
Avg. Dur. Time	0:05:14	0:07:42	0:06:04	-21.2%	0:06:59	0:05:14	0:08:53	NA
Aband. Avg. Time	0:03:43	0:04:21	0:03:39	-16.1%	0:04:04	0:03:25	0:04:48	NA
% Abandoned	11.50%	20.22%	15.83%	-21.7%	15.5%	8.3%	26.1%	NA
<b>Call Center: Real Property</b>								
# Calls (Day)	8,758	13,739	10,187	-25.9%	11,871	8,758	22,042	83,094
# Calls (Evening)	410	1,121	654	-41.7%	758	410	1,617	5,303
# Calls Answered	3,734	5,153	3,948	-23.4%	4,593	3,734	6,078	32,149
# Calls Abandoned	681	2,124	1,158	-45.5%	1,970	681	6,908	13,791
Calls Req. Assistance	4,495	7,616	5,558	-27.0%	6,798	4,495	13,507	47,585
Calls Answered by IVR	4,673	7,244	5,283	-27.1%	5,845	4,334	10,152	40,918
Avg. Wait Time	0:04:27	0:18:49	0:05:41	-69.8%	0:09:59	0:03:54	0:20:18	NA
Avg. Dur. Time	0:09:14	0:09:22	0:08:46	-6.4%	0:08:57	0:07:07	0:10:57	NA
Aband. Avg. Time	0:02:31	0:02:32	0:02:28	-2.6%	0:02:39	0:02:22	0:03:18	NA
% Abandoned	7.43%	14.29%	10.68%	-25.3%	13.0%	7.4%	29.2%	NA
<b>Call Center: Parking Citations</b>								
# Calls (Day)	15,993	17,965	19,404	8.0%	19,061	15,993	22,006	133,425
# Calls (Evening)	1,986	2,563	2,079	-18.9%	2,647	1,986	3,179	18,528
# Calls Answered	7,140	7,202	8,557	18.8%	7,476	5,229	9,678	52,335
# Calls Abandoned	1,859	3,744	3,158	-15.7%	3,788	1,859	8,048	26,518
Calls Req. Assistance	9,246	11,180	12,004	7.4%	11,729	9,246	13,789	82,105
Calls Answered by IVR	8,733	9,348	9,459	1.2%	9,972	8,733	11,399	69,802
Avg. Wait Time	0:05:06	0:10:34	0:07:00	-33.8%	0:11:12	0:05:06	0:25:56	NA
Avg. Dur. Time	0:06:07	0:08:28	0:07:12	-15.0%	0:07:42	0:06:01	0:10:36	NA
Aband. Avg. Time	0:02:06	0:02:29	0:02:21	-5.4%	0:02:31	0:02:04	0:03:12	NA
% Abandoned	10.34%	18.24%	14.70%	-19.4%	17.0%	9.1%	32.0%	NA



Exhibit B

Employee	Monthly Reporting Period				Fiscal 2009			
	Nov-08	Dec-08	Jan-09	% Chg.	Average	Minimum	Maximum	Total
<b>Representative 1</b>								
# Regular Hrs. Worked	106	95	108	13.68%	105	61	132	736
# Calls Assigned	957	1,302	1,666	27.96%	1,324	917	1,666	9,271
Avg. Calls/Hr.	13	18	20	11.11%	16	13	20	NA
Avg. Talk Time/Call	0:09:37	0:15:16	0:10:36	-30.57%	0:11:46	0:08:16	0:17:26	NA
Available Time (hours)	71	73	85	16.44%	77	43	100	541
<b>Representative 2</b>								
# Regular Hrs. Worked	85	105	103	-1.90%	76	11	122	532
# Calls Assigned	741	1,082	1,035	-4.34%	763	113	1,252	5,344
Avg. Calls/Hr.	12	12	13	8.33%	12	11	14	NA
Avg. Talk Time/Call	0:11:04	0:16:19	0:13:35	-16.75%	0:12:38	0:09:12	0:16:19	NA
Available Time (hours)	63	89	84	-5.62%	63	10	103	441
<b>Representative 3</b>								
# Regular Hrs. Worked	96	133	106	-20.30%	116	96	134	809
# Calls Assigned	1,036	1,420	1,237	-12.89%	1,176	845	1,420	8,231
Avg. Calls/Hr.	12	12	15	25.00%	12	8	15	NA
Avg. Talk Time/Call	0:06:49	0:14:08	0:07:38	-45.99%	0:14:32	0:06:49	0:32:02	NA
Available Time (hours)	88	122	85	-30.33%	103	85	122	721
<b>Representative 4</b>								
# Regular Hrs. Worked	103	125	101	-19.20%	111	82	132	778
# Calls Assigned	1,316	1,580	1,462	-7.47%	1,327	910	1,609	9,289
Avg. Calls/Hr.	18	17	19	11.76%	16	14	19	NA
Avg. Talk Time/Call	0:08:13	0:13:29	0:09:30	-29.54%	0:12:35	0:07:19	0:24:01	NA
Available Time (hours)	72	91	79	-13.19%	81	58	98	567
<b>Representative 5</b>								
# Regular Hrs. Worked	104	113	110	-2.65%	99	-	135	692
# Calls Assigned	743	806	855	6.08%	724	-	969	5,070
Avg. Calls/Hr.	8	8	9	12.50%	7	-	9	NA
Avg. Talk Time/Call	0:12:53	0:16:38	0:14:57	-10.12%	0:11:29	0:00:00	0:16:38	NA
Available Time (hours)	92	100	96	-4.00%	86	0	118	603
<b>Representative 6</b>								
# Regular Hrs. Worked	92	120	97	-19.17%	110	92	131	773
# Calls Assigned	485	618	762	23.30%	828	485	1,102	5,796
Avg. Calls/Hr.	10	11	12	9.09%	11	10	12	NA
Avg. Talk Time/Call	0:08:56	0:14:50	0:10:05	-32.02%	0:14:36	0:08:56	0:32:02	NA
Available Time (hours)	49	56	62	10.71%	71	49	94	499
<b>Representative 7</b>								
	<b>Scanner</b>							
# Regular Hrs. Worked	106	89	83	-6.74%	103	80	133	723
# Calls Assigned	957	586	917	56.48%	929	586	1,318	6,505
Avg. Calls/Hr.	13	11	14	27.27%	12	11	14	NA
Avg. Talk Time/Call	0:09:37	0:12:47	0:11:16	-11.86%	0:13:39	0:09:13	0:25:38	NA
Available Time (hours)	71	52	65	25.00%	76	52	112	534
<b>Representative 8</b>								
# Regular Hrs. Worked	98	124	101	-18.55%	118	91	160	823
# Calls Assigned	1,240	1,515	1,055	-30.36%	1,263	1,017	1,515	8,843
Avg. Calls/Hr.	13	13	12	-7.69%	12	10	13	NA
Avg. Talk Time/Call	0:06:49	0:15:27	0:12:08	-21.47%	0:14:12	0:06:49	0:32:56	NA
Available Time (hours)	92	114	90	-21.05%	106	78	149	741
<b>Representative 9</b>								
# Regular Hrs. Worked	97	124	97	-21.77%	115	97	134	804
# Calls Assigned	1,367	1,663	1,349	-18.88%	1,496	1,154	1,747	10,470
Avg. Calls/Hr.	17	17	17	0.00%	16	13	17	NA

Exhibit B, Continued

Employee	Monthly Reporting Period				Fiscal 2009			
	Nov-08	Dec-08	Jan-09	% Chg.	Average	Minimum	Maximum	Total
Avg. Talk Time/Call	0:09:35	0:13:10	0:10:01	-23.92%	0:12:34	0:06:27	0:29:14	NA
Available Time (hours)	79	97	79	-18.56%	98	79	116	686
<b>Representative 10</b>								
# Regular Hrs. Worked	85	131	108	-17.56%	115	85	131	805
# Calls Assigned	741	1,128	933	-17.29%	958	741	1,128	6,707
Avg. Calls/Hr.	12	11	10	-9.09%	11	9	12	NA
Avg. Talk Time/Call	0:11:04	0:16:32	0:11:59	-27.52%	0:14:41	0:09:05	0:30:33	NA
Available Time (hours)	63	103	90	-12.62%	91	63	113	640
<b>Representative 11</b>								
# Regular Hrs. Worked	95	129	120	-6.98%	101	36	129	605
# Calls Assigned	908	915	941	2.84%	796	305	941	4,778
Avg. Calls/Hr.	12	9	13	44.44%	10	7	13	NA
Avg. Talk Time/Call	0:08:13	0:10:36	0:12:06	14.15%	0:08:13	0:04:50	0:12:06	NA
Available Time (hours)	74	105	75	-28.57%	81	34	109	488
<b>Representative 12</b>								
# Regular Hrs. Worked	116	117	108	-7.69%	127	108	143	892
# Calls Assigned	1,468	1,685	1,554	-7.77%	1,761	1,468	2,018	12,325
Avg. Calls/Hr.	14	17	17	0.00%	16	14	17	NA
Avg. Talk Time/Call	0:09:43	0:14:51	0:10:55	-26.49%	0:13:39	0:07:56	0:24:48	NA
Available Time (hours)	103	100	93	-7.00%	112	93	130	787
<b>Representative 13</b>								
# Regular Hrs. Worked	77	121	103	-14.88%	109	77	129	764
# Calls Assigned	1,023	1,475	1,337	-9.36%	1,362	1,023	1,682	9,537
Avg. Calls/Hr.	19	19	20	5.26%	17	10	20	NA
Avg. Talk Time/Call	0:06:49	0:12:13	0:09:48	-19.78%	0:11:38	0:05:47	0:29:00	NA
Available Time (hours)	54	76	67	-11.84%	77	54	105	540
<b>Representative 14</b>								
# Regular Hrs. Worked	100	132	114	-13.64%	126	100	145	885
# Calls Assigned	1,488	1,954	1,997	2.20%	1,836	1,488	1,997	12,849
Avg. Calls/Hr.	17	17	19	11.76%	17	15	19	NA
Avg. Talk Time/Call	0:07:52	0:12:42	0:11:13	-11.68%	0:13:19	0:07:52	0:24:26	NA
Available Time (hours)	87	114	107	-6.14%	111	87	122	777