

Attachment 2 – Performance Metrics

The following metrics are the metrics that the Contractor is required to meet to satisfy the Contract. In addition, the Contractor will be required to provide regular reports related to all industry standard performance metrics, regardless of whether they are listed below. The Contractor should meet or exceed industry standards for all performance metrics, regardless of whether they are listed below.

Our SLA specifies the “normal operational state” for the District’s owned and maintained infrastructures being fully available and operational. During normal operational state, Vendor is responsible to comply with all applicable SLA’s.

Where liquidated damages are calculated “per day”, these days are only days on which the Contact Center is operational, not on holidays or non-operational weekend days.

Performance Metric Definitions

An **Abandoned Call** is a call that enters the ACD from the IVR but is terminated before it is handled by a CSR.

Average Handle Time (“AHT”) is the total of all CSR Handle Times over a given period, divided by the number of calls over that same period.

Average Speed of Answer (“ASA”) is the average time it takes a CSR to answer a call after the call is placed in the queue.

A **Call Leg** is one segment of a call. The first Call Leg begins when a call is answered by the IVR and concludes when the call is terminated or when it is transferred to a queue; if the call was not terminated, the second call leg begins when the call enters the queue and ends when a CSR terminates the call or puts it back into the queue; if the call was not terminated, the third call leg begins when the call enters the queue and ends when a CSR terminates the call or puts it back into the queue; and so on.

The **Handle Time** for a call is the total of (1) all CSR talk time, (2) all hold time when the CSR is researching, confirming information, or doing other work related to the call, (3) all after-call work time by the CSR related to the call and (4) any other time periods in which the CSR is actively working on issues related to the call. The Handle Time excludes queue time when a caller is waiting for a CSR to become available.

CSR Occupancy is ratio of time that a CSR is available to take calls to the total Handle Time during that same period. If a CSR is available to take calls for four hours, and the Handle Time of the calls during that period is three hours, then the CSR’s Occupancy is 75%.

An **Unhandled Call** is a call where the caller selects an option to speak with a CSR, but the call is not handled by a CSR. The term Unhandled Call includes, but is not limited to, abandoned calls, call backs (both CSR initiated and IVR), and disconnections.

Telephone Inquiries

Metric	Target		Liquidated Damages
Maximum CSR Occupancy	90%		\$2,500 for each week the Contact Center exceeds this ratio
Minimum CSR Occupancy (Applies to non-fixed price contracts only)	80%		\$2,500 for each day the Contact Center is below this ratio
ASA	> 55 seconds		\$2,500 per week where the ASA exceeds 55 seconds
Unhandled Calls	ASA Range (minutes)	Unhandled Call (upper limit)	\$500 per week per exceeded ASA range
	0 to .5	3.5%	
	>.5 to 1	6.0%	
	>1 to 2	11.0%	
	>2 to 3	16%	
	>3 to 4	20%	
	>4 to 5	25%	
	>5 to 6	30%	
	>6 to 7	35%	
	>7 to 8	40%	
>8	45%		
Contact Volume Forecasting Accuracy	Channel	Variance in Monthly Forecast	None
	IVR Offered	< 10%	
	CSR Offered (Unique)	< 10%	
	CSR Answered (Unique)	< 10%	
	Web Chat	< 10%	
	Written Correspondence	< 10%	
	E--- mail	< 10%	
AHT Per Call Leg	25 minutes for first year open enrollment period (Oct. 2013-Mar. 2014); 10 minutes for all other time periods.		AHT Per Call Leg will be calculated on a weekly basis. For each minute that the target AHT Per Call Leg is exceeded in a given week, the penalty is \$1,000. AHT will be reviewed in late Oct. 2013 in light of experience at that point and may be revised.
Transfers	< 20% calls result in a transfer		None

Written Letters, Faxes, E--mail, and Web Complaints

Channel	Metric	Target	Liquidated Damages
Written Letters	% of written correspondence responded to	80% in 30 calendar days 100% in 45 calendar days	\$100/day for each late response
Faxes	% of faxes responded to	100% in two calendar day	\$100/day for each late response
Email	% of email responded to	100% in two calendar day	\$100/day for each late response
Web Complaints	% of web complaints responded to	80% in one calendar day 100% in two calendar days	\$100/day for each late response

Web Chat

Channel	Metric	Target	Liquidated Damages
Web Chat	ASA	80% within 1 minute 100% within 2 minutes	\$1,000 for each day the Web Chat ASA exceeds 2.0 minutes

Training Delivery

Indicator	Definition	Target	Liquidated Damages
Post Training Evaluation Scores	% of CSRs who pass final post training evaluation on 1st attempt (90% is a passing score)	90%	None

Quality Assurance

Channel	Metric	Target	Liquidated Damages
Phone	QA Survey of, among other factors, Customer Service, Accuracy, and Completeness	90% or higher meets expectations for each category	\$2,000 for each month the Contact Center does not achieve this target
Written Letters, Faxes, E---	QA Survey of, among other factors, Writing Skills, Accuracy, and	90% or higher meets expectations for each category	\$2,000 for each month the Contact Center does not achieve this target

Channel	Metric	Target	Liquidated Damages
mail, Web Complaints, and Web Chat	Completeness		

Telecom and Technology

System	Metric	Target	Liquidated Damages
Telecom Network Downtime (contractor owned)	% of time that the network is not available	< 1%	\$100 per minute of downtime
Technology Systems Downtime (contractor owned)	% of time that information systems are not available	< 1%	\$100 per minute of downtime

Security and Compliance With Laws

Indicator	Definition	Target	Liquidated Damages
Security Adherence	Operations and technologies are in alignment with CMS Security requirements	100%	Per incident: \$5,000. Ongoing failure to meet this target is a default sufficient to terminate the contract for cause
Security Certification	Security certifications are maintained as required by Connector	100%	Per incident: \$20,000. Ongoing failure to meet this target is a default sufficient to terminate the contract for cause
Compliance with State and Federal Laws	Comply with all applicable federal, state and local laws, rules, and regulations, including but in no way limited to any and all laws, rules, and regulations related to privacy protection and confidentiality	100%	Per incident: \$5,000. Ongoing failure to meet this target is a default sufficient to terminate the contract for cause

Business Continuity

The Contractor shall ensure delivery against all defined time-based and performance-based service level agreements (SLA's), which are applicable at all times during the normal operational state.

Our SLA specifies the "normal operational state" for the District's owned and maintained infrastructures being fully available and operational.

SLA	Systems	SLA Components	Benchmark	Liquidated Damages
Notification is issued within 15 minutes of incident occurrence	All	Evaluate 100% of incidents monthly to verify compliance	At least 95% of the time	Penalty \$1,000 Severity 1
Notifications contain all of the necessary Data Elements as defined by Connector	All	Evaluate 100% of incidents monthly to verify compliance	At least 95% of the time	Penalty \$1,000 Severity 1

Attachment 3 – Contract Deliverables

Table 1: Startup Plans

Deliverable	Due Date	Liquidated Damages
Communications Plan	Due within 14 days of contract award	\$5,000/day
Detailed work plan identifying resource requirements, dependencies, and critical paths of all implementation tasks and activities.	Due within 20 days of contract award	\$5,000/day
Project Management Plan (PMP)	Due within 20 days of contract award	\$5,000/day
Standard Operating Procedures	Due within 60 days of contract award	\$5,000/day
Content Management Plan	Due within 20 days of contract award	\$2,500/day
Training Delivery Plan	Due within 30 days of contract award	\$2,500/day
Quality Assurance Plan	Due within 45 days of contract award	\$2,500/day
Disaster Recovery Plan	Due within 45 days of contract award	\$5,000/day
System Security Plan	Due within 45 days of contract award	\$5,000/day
Fully operational Contact Center ready to accept calls via all contact channels.	Due within 50 days of contract award	\$10,000/day for each day between the due date and September 23, 2013; \$15,000/day for each day between September 24, 2013 and September 30, 2013; \$40,000/day for each day thereafter.

Table 2: Reports

Report	Initial Due Date	Frequency
Facility Use Report	90 days from contract award	quarterly
Start-up and Implementation Reporting	2 weeks from award	biweekly during D&I
Contact Center Dashboard	45 days from award	daily
Weekly Status Report	One week from commencement of operations	weekly
Monthly Status Report	One month from commencement of operations	monthly
Quarterly Forecast Report and Evaluation	three months from commencement of operations	quarterly
Quarterly Innovation and Improvement Report	three months from commencement of operations	quarterly
Monthly Content Report	30 days from commencement of operations	monthly
Monthly Performance Metrics Report	30 days from commencement of operations	monthly

System Performance Reports	one week from commencement of operations	weekly
Performance Metrics Reports	30 days from commencement of operations	monthly
E2E and UAT Testing Results Report	2 weeks from contract award	once
Quality Assurance Report	n/a	as requested
Test call reports	n/a	as requested

Attachment 4 -- Key Performance Indicators for Performance Metrics Report

The following are the minimum key performance indicators to be captured for monthly key performance metrics reporting.

Customer Related Metrics:

- The vendor shall compute or capture the average speed to answer
- The vendor shall compute or capture the average service quality rating
- The vendor shall compute or capture the average response time
- The vendor shall compute or capture the average service request resolution time
- The vendor shall compute or capture the first contact resolution percentage
- The vendor shall compute or capture the number of tickets closed
- The vendor shall compute or capture the number of tickets resolved
- The vendor shall compute or capture the percentage of tickets re-opened
- The vendor shall compute or capture the average talk time
- The vendor shall compute or capture the number of abandoned calls
- The vendor shall compute or capture the number of calls processed
- The vendor shall compute or capture the number of calls

Management Related Metrics:

- The vendor shall compute or capture the number of contacts
- The vendor shall compute or capture the number of tickets opened
- The vendor shall compute or capture the number of service desk analysts at each work-level status
- The vendor shall compute or capture the wrap up time by service desk analyst
- The vendor shall compute or capture the number of service requests subjected to escalation
- The vendor shall compute or capture the percentage of service requests subjected to escalation
- The vendor shall compute or capture the ticket-to-contact ratio
- The vendor shall compute or capture the number of service desk interactions per ticket
- The vendor shall compute or capture the average time until the ticket status becomes closed
- The vendor shall compute or capture the percentage of false first contact incidents closed
- The vendor shall compute or capture the number of incidents by priority
- The vendor shall compute or capture the number of fulfillment requests by priority
- The vendor shall compute or capture the number of misrouted tickets
- The vendor shall compute or capture the percentage of misrouted tickets
- The vendor shall compute or capture the number of escalations from Tier 1 to Tier 2
- The vendor shall compute or capture the number of tickets resolved within Tier 1
- The vendor shall compute or capture the percentage of tickets resolved within Tier 1
- The vendor shall compute or capture the number of tickets resolved within Tier 2
- The vendor shall compute or capture the percentage of tickets resolved within Tier 2
- The vendor shall compute or capture the number of tickets resolved within Tier 3
- The vendor shall compute or capture the percentage of tickets resolved within Tier 3
- The vendor shall compute or capture the number of tickets assigned to Tier 1
- The vendor shall compute or capture the number of tickets assigned to Tier 2
- The vendor shall compute or capture the number of tickets assigned to Tier 3
- The vendor shall compute or capture the number of emails received
- The vendor shall compute or capture the number of emails processed

- The vendor shall compute or capture the number of web portal contacts
- The vendor shall compute or capture the number of web portal contacts processed
- The vendor shall compute or capture the number of desk side support visits
- The vendor shall compute or capture the percentage of desk side support visits
- The vendor shall compute or capture the percentage of remote access tool usages
- The vendor shall compute or capture the number of open tickets 1 to 3 days old
- The vendor shall compute or capture the number of open tickets 4 to 7 days old
- The vendor shall compute or capture the number of open tickets over 7 days old