

RichmondWorks



Executive Briefing Memo

Date: July 20, 2007

Department/Project: Public Works/311 Call Center

Project Overview: The City Administration desires to move towards a 311 system whereby all citizen calls are routed through a single number. The CAO established a deadline of July 1, 2007 for the physical consolidation of all call centers, with the exception of Public Utilities. A 311 project manager was hired and began work on May 29th.

Current Operations: Call centers are currently operated by the following agencies. Staffing for each agency is indicated in parentheses.

Finance (4.5)

Assessor (4.9)

DPW (7)

Community Development (3.3)

Social Services (6)

Total: 23.9

The Department of Public Utilities is staffed with 45 positions:

- 35 Customer Service Reps (22 full-time and 6 part-time phone agents, and 7 staff for face-to-face contact centers)
- 5 Senior customer service representativesvc Reps, 4 Cust svc supervisors, 1 cust svc manager

Issues for Discussion:

Project Timetable:

The original target date for the physical consolidation of existing call centers was July 1, 2007. As a result of a mock RichmondWorks meeting held on May 31, the July 1 deadline was acknowledged as unattainable.

As of the July 13 status report, the project status is rated as YELLOW. The internal implementation date has been moved from October 1 to October 11. The public implementation date of January 1, 2008 remains on-time. The internal implementation date change is due to the following scheduling issues:

- Delay in construction phase.
 - The current procurement process is four weeks behind schedule (July 2nd to July 25th). The bid will be awarded August 27th with a notice to proceed being issued September 4th.
 - The construction duration has been increased from 45 to 60 calendar days.
 - This pushes the construction completion date to approximately November 15th.
 - Mitigation Option 1: Utilize the DIT Training Room for call center operations
 - Mitigation Option 2: Leverage vacant DPU call center desks
 - January 1st public implementation date is not impacted.

- Scripting and recording of scripts is currently behind schedule by two weeks. Delays in this task have pushed the implementation from 10/1 to 10/11. This issue will continue to be managed and the project team will increase the level of effort to minimize duration creep.
- RichmondWorks staff notes that information provided to 311 project managers by the City of San Antonio indicates that training and scripting is the longest phase of the project, projected at 8-12 months

Customer Service:

- The proposed operating hours are 7:30am-5:30pm, M-F. The administration should consider whether or not these hours adequately meet customer expectations.

Change Management Strategy

- Change management is incorporated into the baselined project plan and is in effect as of June 29, 2007.

Volume Surges

- Volume surges by department are being confirmed during the month of July. Based on the findings, operational plans will be developed to handle these surges. Solutions will include DPU and Finance call center operations.

“Leaked” Calls

- Have leaked calls been adequately accounted for in developing staffing levels?
- (Note that EquaTerra’s final report advises that an additional leak exercise be conducted to capture information on the volume of calls and emails being received outside of established call centers.)

Accuracy of Data, Existing Call Centers

Data collected on existing call center operations suggests that there are significant procedural and/or qualitative issues to be resolved regarding how data is defined, collected, analyzed and reported by existing call centers. Issues such as these, in conjunction with the number of “leak” calls currently being experienced, calls into

question the accuracy of baseline call volume for existing call centers, and by implication, the proposed staffing for the combined center. For example:

- Total calls transferred in April, 2007 were 25% for Public Works, 21% for Assessor and 31% for Community Development. Data for March are similar. Discussion revealed that the DPW call center is used as a switchboard function. If the number of calls transferred is significantly reduced, staffing is impacted.
- Finance reported that in April, 2007, 92% of all calls were abandoned with an average hold time of one minute; in March, 38% of calls were abandoned, with an average hold time of 3 seconds. Discussion revealed that the data included hang-ups while listening to FAQ's. The 92% abandoned rate has been attributed to a data entry error. However, if the number of calls abandoned is significantly reduced, staffing is impacted.

Questions/Follow-up Issues