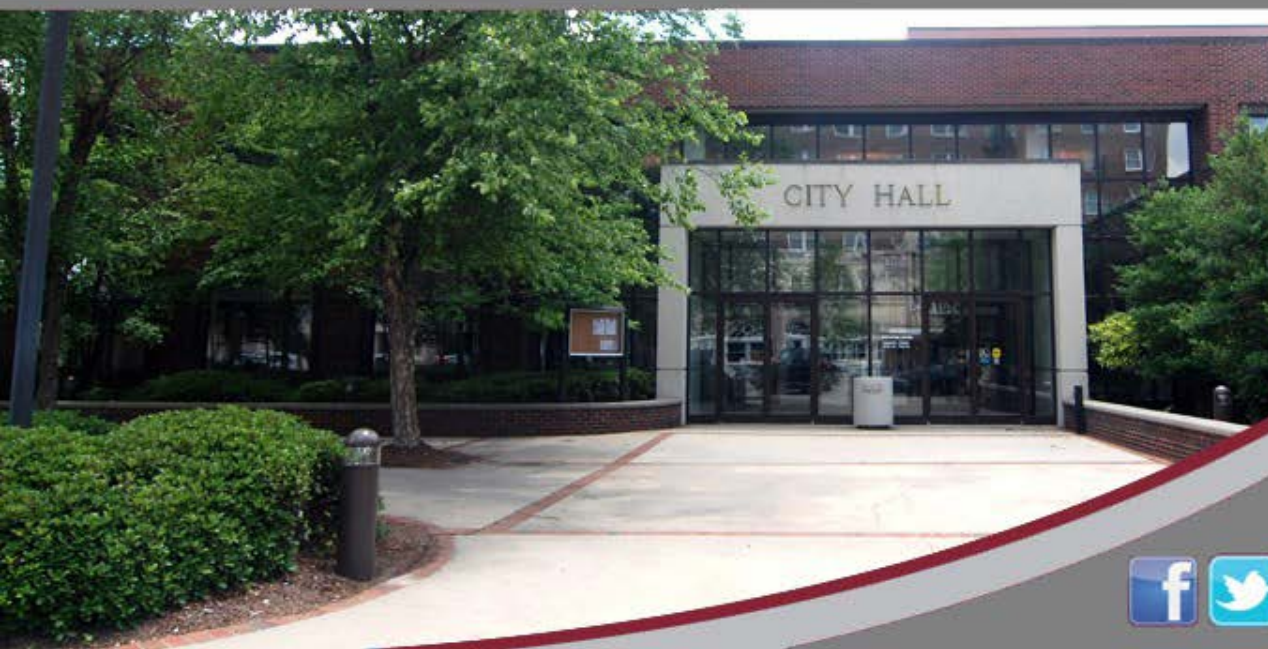


Best Practices Call Center Consolidation Recommendation to City Council

May 14, 2014



Background



- Best Practices Team (Staff Driven)
- Team Formed March 11
- Status Report to Council March 31
- Steering Committee Recommendation April 24
- Recommendation to Commission and Council May 14

Objectives For Consolidation



- Take advantage of core competencies
- Improve citizen's access to city services
- Increase efficiency
- Quickly leverage existing and new technology
- Increased collaboration

Scope



Two Phases

- **Phase 1** – Move the City Call Center responsibility to PWC with the ability to effectively answer citizen calls and route the requests to the appropriate department.
- **Phase 2** – Integrate PWC and City Call Center functions and leverage technology to enhance citizen/customer service. (Separate charter required)

Transition Costs

Estimated Transfer Cost (\$10k to \$11k/employee) includes:

- Furniture
- New PRI Phone Line, Transfer of 433-1FAY, Tracking Software Licenses

Based on five person staff

Costs to be recovered in the annual operating cost of the Call Center

Annual Cost Estimates



Estimated Annual Costs

First Year

(Includes One Time Costs)

Personnel \$ 254,000

1 Senior CSR, 4 CSRs and 35% of supervisor's time includes FICA and Benefits

Expenses \$ 65,000

Operating Budget \$ 319,000

Admin OH (8%) \$ 26,000

Based on Fleet and Purchasing Model

Operating Budget \$ 345,000

Second Year

(Salaries Escalated at 2%)

\$ 259,000

\$ 47,000

\$ 306,000

\$ 25,000

\$ 331,000

One time costs include phone changes and tracking software licenses.

Call Center Recommendation

Risk Assessment



Highest Ranked Risks

Schedule Risks

- CityWorks implementation
- Navigate Phase 2 implementation

Operational Risks

- Transition to new processes/initial lost productivity
- Communications with operational departments
- Employee transition cost

Employee Morale Risk

- Employee transfer process will be closely watched

Timeline



2nd Qtr.

- City will research Customer Payment Options (POS vs. 3rd Party Vendor used by PWC)
- Gathering customer feedback from PWC Customer Advisory Committee on perceptions and expectations of CoF Customer Call Center

3rd Qtr.

- PWC HR to provide revised job descriptions, compensation details, employment options and expectations for existing PWC Call Center employees
- Begin training PWC Call Center leads and CoF Call Center staff on CityWorks software
- Determine which CoF Call Center employees will move to PWC and associated costs

4th Qtr.

- Begin cross-training of PWC Call Center and CoF Call Center staff on CityWorks and Navigate Phase 2 features/functions
- Any CoF Call Center staff will transition to PWC employment as planned
- CoF Customer Call Center Transition goes Live
- CoF Call Center will be discontinued

****4th Quarter** – Timeline dependent on 2 major software installations and impacts on PWC/COF Call Centers

Call Center Recommendation

Credit Card Payments



Credit Card Payment Convenience Fee Issue:

- PWC 's third party vendor charges a convenience fee of (\$3.50) to process customer payments by phone
- CoF charges no convenience fee
- Benchmarking convenience fees of Peer Cities
- Looking to *consistently* charge credit card payment fees and ensure that CoF is covering all processing costs
- CoF receives a low volume of monthly transactions, so citizen impact is limited

Investigating:

Option 1 - Point of Sale (POS) equipment transferred from City to PWC

Option 2 - CoF uses PWC third party vendor to process all payments for a more seamless experience (preferred)

Call Center Recommendation

Employee Options



Option 1 → Transition employees to PWC's Customer Programs Division.

- Place employees under PWC payroll and benefits
- Maintain employees date of hire/seniority
- Accrue vacation based on years of service
- No probationary period required
- Adjust compensation (if needed) to compensate employees within PWC pay range

Option 2 → Eligible employees may voluntarily retire from the City.



Compensation Comparison

<u>Customer Service Representative:</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
City	\$24,321	\$30,847	\$37,372
PWC	\$29,930	\$37,419	\$44,886

3 COF EEs; CSR's base salaries

- \$36,980
- \$26,601
- \$34,739

<u>Sr. Customer Service Representative:</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
City	\$26,079	\$33,076	\$40,072
PWC	\$33,218	\$41,538	\$49,837

1 COF EE; Sr. CSR base salary

- \$31,683

Call Center Recommendation

Requested Action



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- Approve the Best Practices team's plan to discontinue the City Call Center and move the CoF Call Center function to the PWC Customer Programs Call Center.



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