



# Call Center Update City Council Work Session March 31, 2014



# Best Practices Review Roles (Governance)

- **Steering Committee** (City Council and PWC Commissioners)
  - Providing general direction and oversight
  - Resolve issues and policy decisions when teams are not empowered to do so
  - Approve Scope changes
- **Executive Sponsors** (City Manager and PWC General Manager)
  - Responsible for securing funding and project resources
  - Engaged in review of major deliverables
  - Resolution of issues outside the authority of the project teams
  - Approvals of 'next steps' at the end of each project phase
  - Provide support to the project manager, the project teams and team members.
- **Project Teams** (City and PWC staff)
  - Responsible for identification of the work effort
  - Support the planning and execution of the project plans
  - Accountable for adhering to the project schedule and communication with the project manager and team members

# Objectives For Consolidation

- Take advantage of core competencies
- Improve service to citizens/customers
- Increase efficiency
- Quickly leverage existing and new technology
- Increased collaboration

- Launched migration of COF Customer Call Center to PWC with collaborative implementation, risk management and governance
- Developing integrated project plan
- Completed initial Risk Assessment
- Established twice-weekly team progress/collaboration meetings

# Key Findings

- **Multiple Phase Project:**
  - **Phase 1:** Transfer call center, answer calls and route request (replicate business as usual)
  - **Phase 2:** Leverage PWC technology and DavenportLawrence completed work and expertise.
- Major software installations scheduled at PWC and COF with process changes create significant risk
- PBX sufficient for Phase 1 (Telecom System in use today)
- Leveraging IVR technology is Phase 2 (Interactive Voice Recognition)

- Complete detailed work plan by mid-April
- Determine Cost of Consolidation by May 1
- Implement City Works Software in COF Call Center target date of June 30
- PWC Customer Care Module Goes Live with target date in July
- Complete transition currently TBD (based on Risk of the major changes in flight)

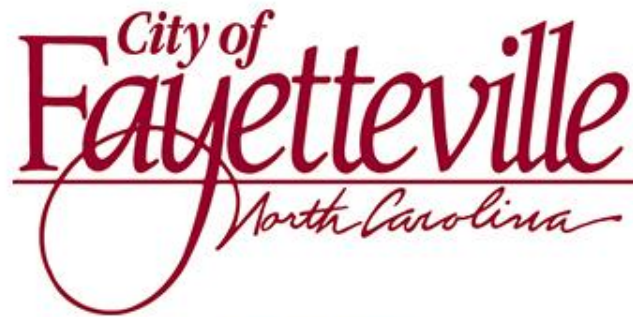
# Summary

- City and PWC management agree that the COF Customer Call Center should be moved and fully integrated with PWC's
- Details being finalized with a target 3<sup>rd</sup> Quarter implementation
- City Works Software and the Oracle Customer Care Software module will be installed and impact *both* the PWC and COF call centers at the end of June/early July timeframe
- New software installation is expected to negatively impact productivity initially as with any major change in technology and process.
- May be some relatively low “one time” costs to be communicated as the plan is finalized

# Requested Action

- Endorse consolidation within existing FTEs and budgets so that staff can continue in this direction.





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