

Date: December 19, 2008

To: Mayor Ballard

From: Michael Huber and Kristen Tusing, Office of Enterprise Development

Re: Mayor's Action Center (MAC) meeting Friday 12/22/08

CC: Sarah Taylor, Director of Constituent Services
Paul Okeson, Chief of Staff
David Reynolds, Controller
Chris Cotterill, Corporation Counsel
Kevin Ortell, Interim Chief Information Officer

The last MAC IndyStat meeting was held October 17, 2008. The following issues were highlighted in the October 17th meeting and appeared in the MAC IndyStat follow-up memo:

Charge Backs

Follow-up Action: Provide continued update on charge back solution.

Automatic Solutions

Follow-up Action: Do we have the capacity and technology to provide automatic e-mail responses to citizens? How would the tool be used?

Quality Measures

Follow-up Action: Develop performance measures of quality of calls. What can be done in a routine fashion to measure the quality of the communication?

First Call Resolution

Follow-up Action: Develop measures for first time resolutions.

Transferred Calls

Follow-up Action: Provide breakdown of transferred calls. What percentage of transferred calls are switch board calls? Separate transferred calls out of CCB and MAC line calls.

Chuckhole Calls

Follow-up Action: Provide update on the new process for routing/receiving chuckhole calls from citizens.

Staff Levels

Follow-up Action: Provide update on staffing level needs and changes.

MAC Survey

Follow-up Action: Provide updates on how specific findings from the recent MAC survey have been incorporated into MAC operations.

MNL's

Follow-up Action: Provide update on improved coordination with Mayor's Neighborhood Liaisons (MNL's).

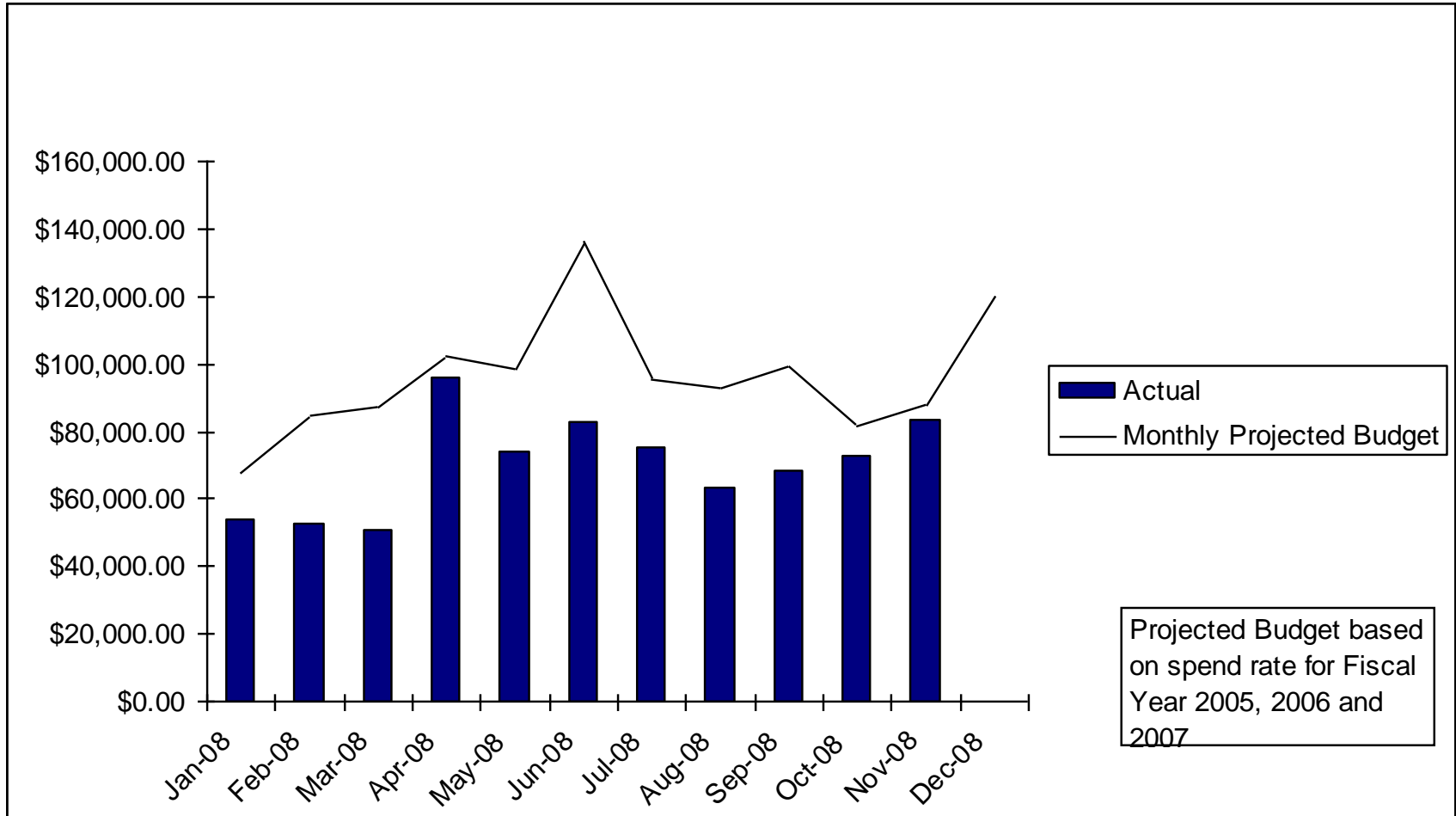
Potential Areas for Discussion

- What was the cause of the dramatic decrease in the abandoned call rate?
- How were the proposed performance objectives set?
- What are the established time lines for accomplishing the goals?

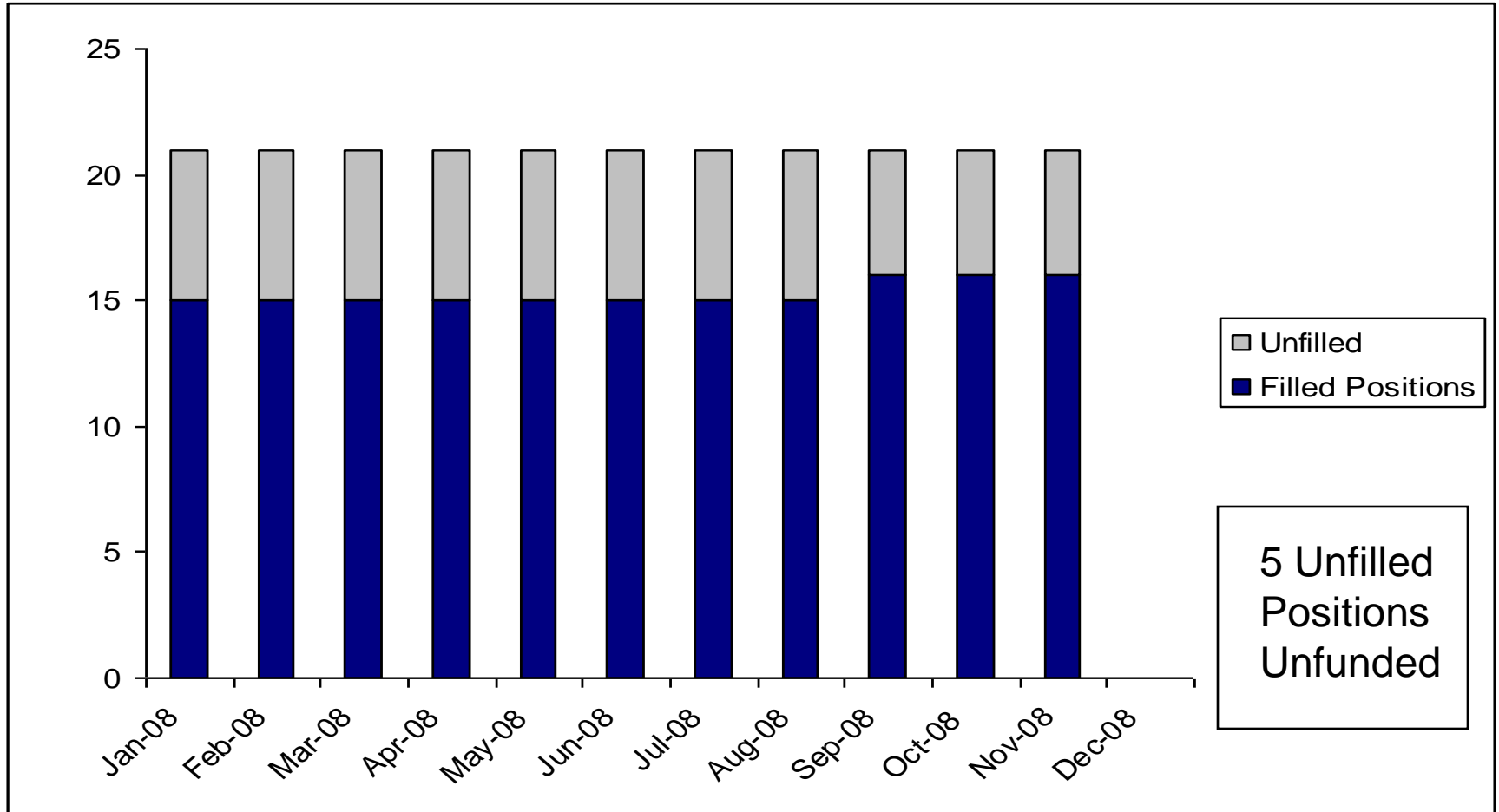
MAC IndyStat

December 22, 2008

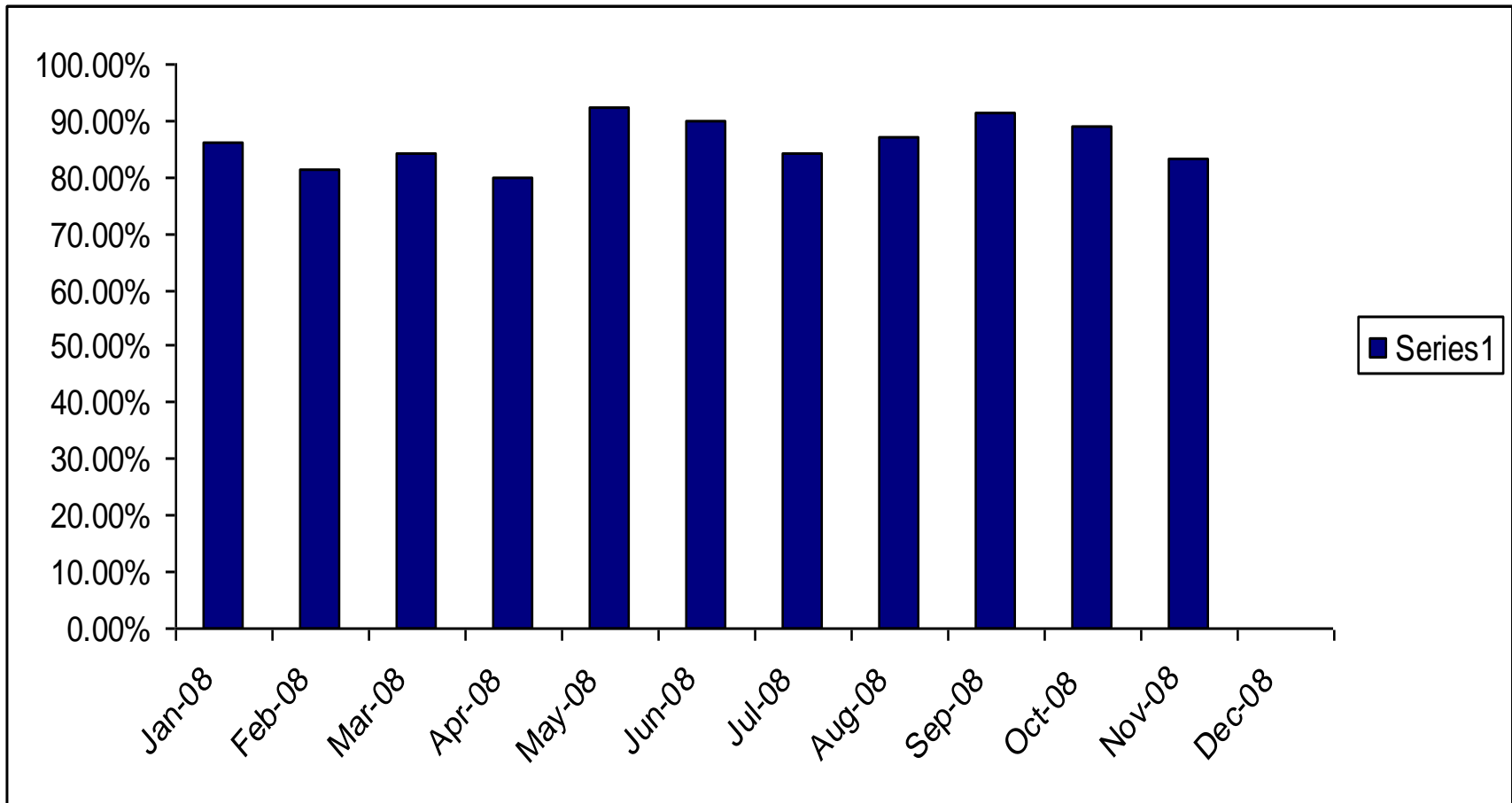
Actual to Budgeted Operating Expenses



Staffing Levels



Percentage of Worked Hours vs Total Hours Possible



Goal 1: Satisfied Citizens/Citizen Closure

- Objectives:
- Deploy Citizen Self-Service Portal
 - Conduct 4 Citizen Satisfaction Surveys
 - Develop and Implement a Mystery Shopping Program
 - Formalize Outbound Call Pilot

- Reporting:
- Citizen Self Service Usage Reports – Baseline then SLA Establishment
 - Citizen Satisfaction Survey Results – Baseline then SLA Establishment
 - Mystery Shopping Results – Baseline then SLA Establishment
 - Outbound Call Program Results – Baseline then SLA Establishment

Goal 2: Satisfied/Well-Trained Staff

- Objectives:
- Develop and Implement a Formalized CSR Training Program
 - Develop and Implement a Formalized CSR Call Monitoring Program
 - Improve our Top 10 Issues Information in Siebel Knowledge Base and Establish City Services SLAs
 - Develop Formalized Employee Recognition and Reward Program
- Reporting:
- Training Satisfaction Survey completed by CSRs
 - Baseline CSR Performance and Improvement Monitoring
 - Communication Plan

Goal 3: Accurate Information Knowledge Base

- Objectives:
- Develop and Implement Annual Communication Plan with Internal Customers and External Stakeholders
 - Develop and Implement SmartScripts and Solutions Capability within Siebel
 - Investigate and Implement Correspondence Capabilities within Siebel
 - Accurate Call Transferring through Updating Siebel Directory
- Reporting:
- Communication Plan
 - Percentage of Calls Transferred Reports

Goal 4: First Call Resolution Measurements

Objectives:

- Call Center Consolidation (Chris)
- Improved Knowledgebase (Michael)

Reporting:

- Percentage of Calls Transferred Reports
- Definition of First Call Resolution
- Communication Plan

2009 Performance Objectives

2009 Call Center Performance Objectives

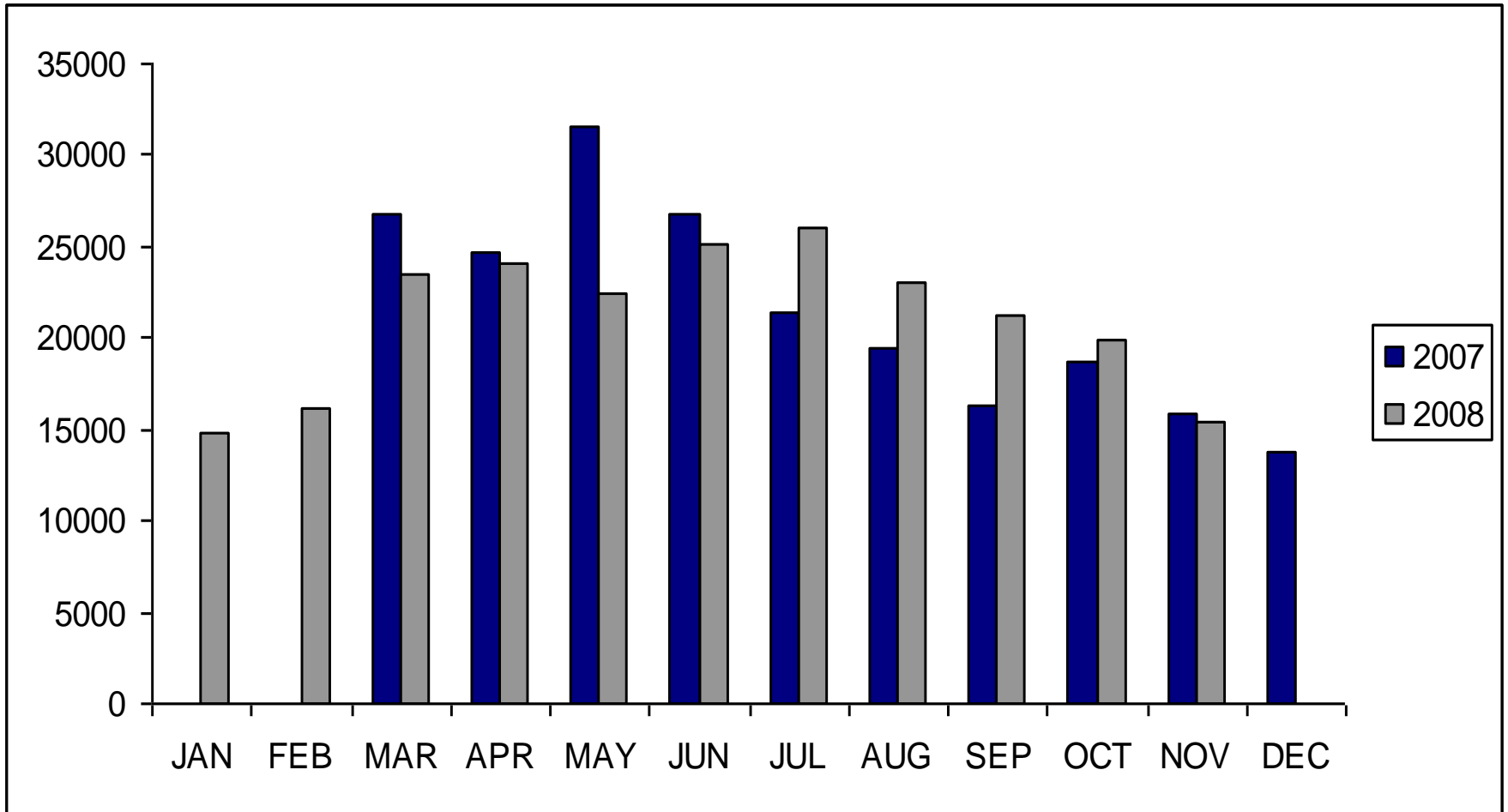
- < 10% Annual Abandon Rate
- < 1:00 Minute Annual Average Speed to Answer for 80% of Calls
- < 2:30 Minute Blended Average Time on Calls
- < :40 Second Annual After Call Work
- Outbound Call Objectives: 88,000 outbound calls for closure
- $[88,000/52 \text{ weeks}] = 1,693 \text{ calls per week}$
- $[1,693/3 \text{ CSRs}] = 564 \text{ calls per week}$
- $[564/5] = 112.8 \text{ calls per day}$

Reporting: - Avaya Phone Reports
 - Outbound Call Report
 - All Current IndyStat Measurement Reports

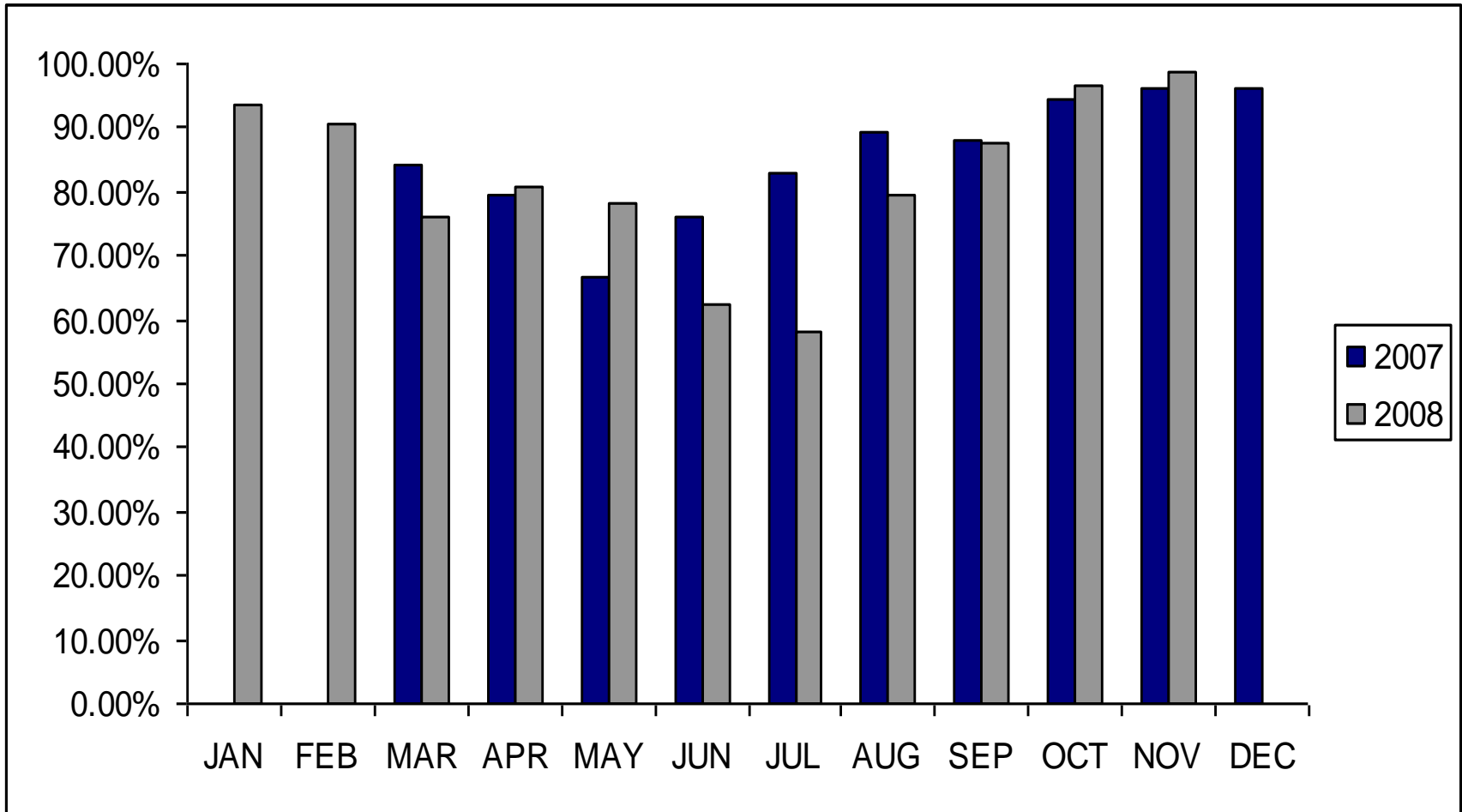
Key Technology Activities to Support Goals

- Siebel Upgrade
- GIS Layering
- Info, Comment, Complaint, Compliment
Keyword Assignments
- Siebel Features Investigation
 - Correspondence
 - SmartScripts
 - Solutions

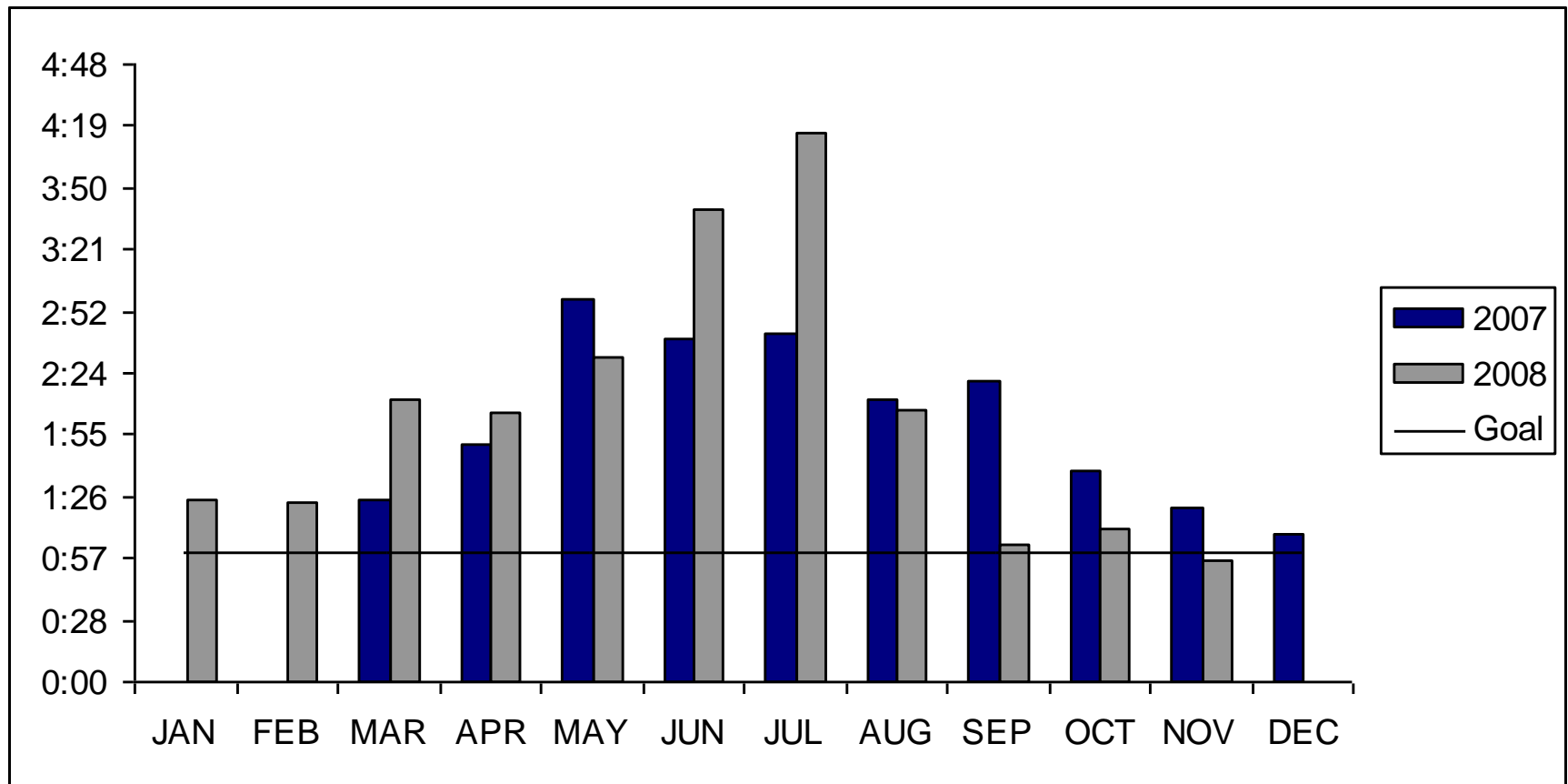
Total Number of Calls



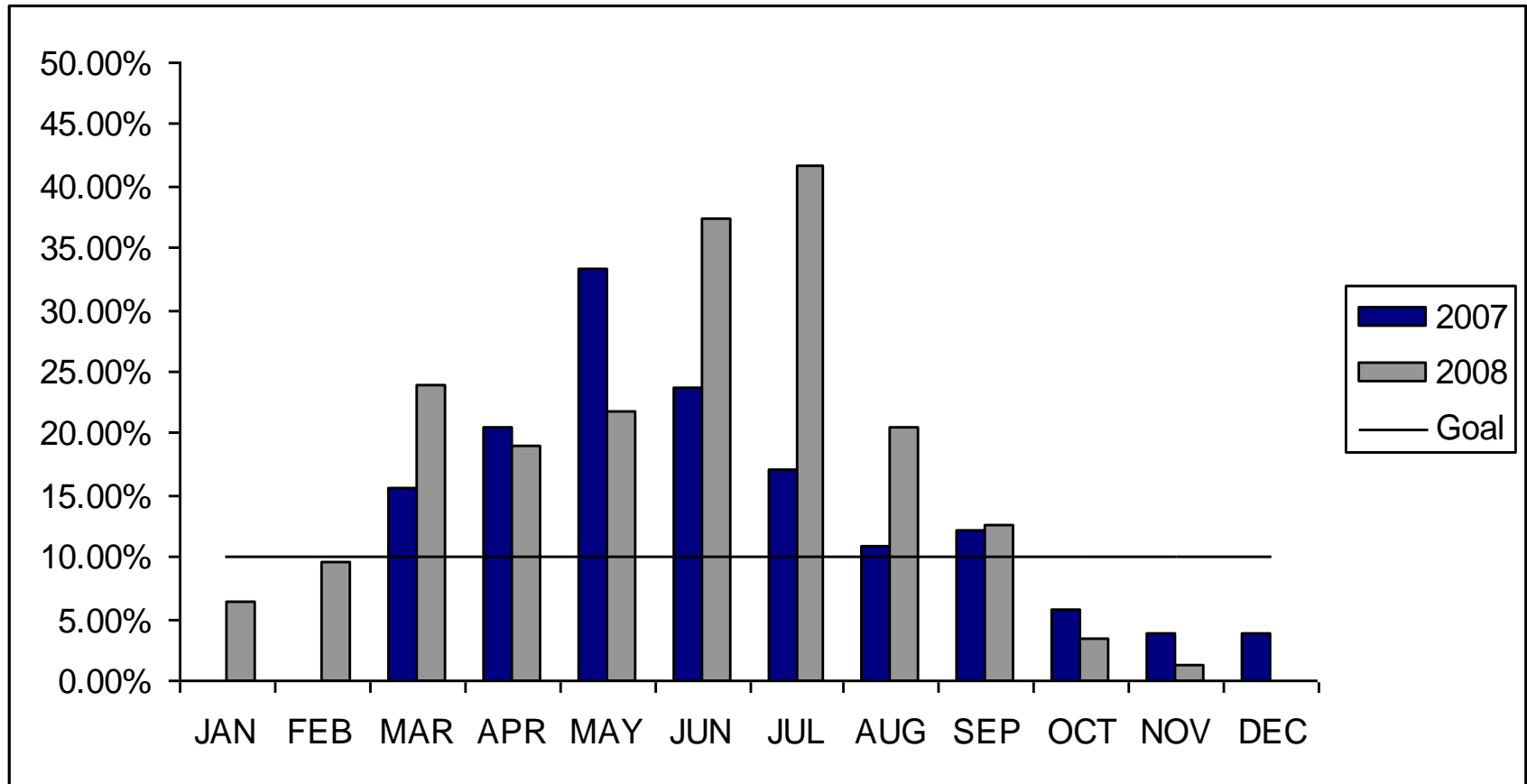
Percentage of Calls Answered



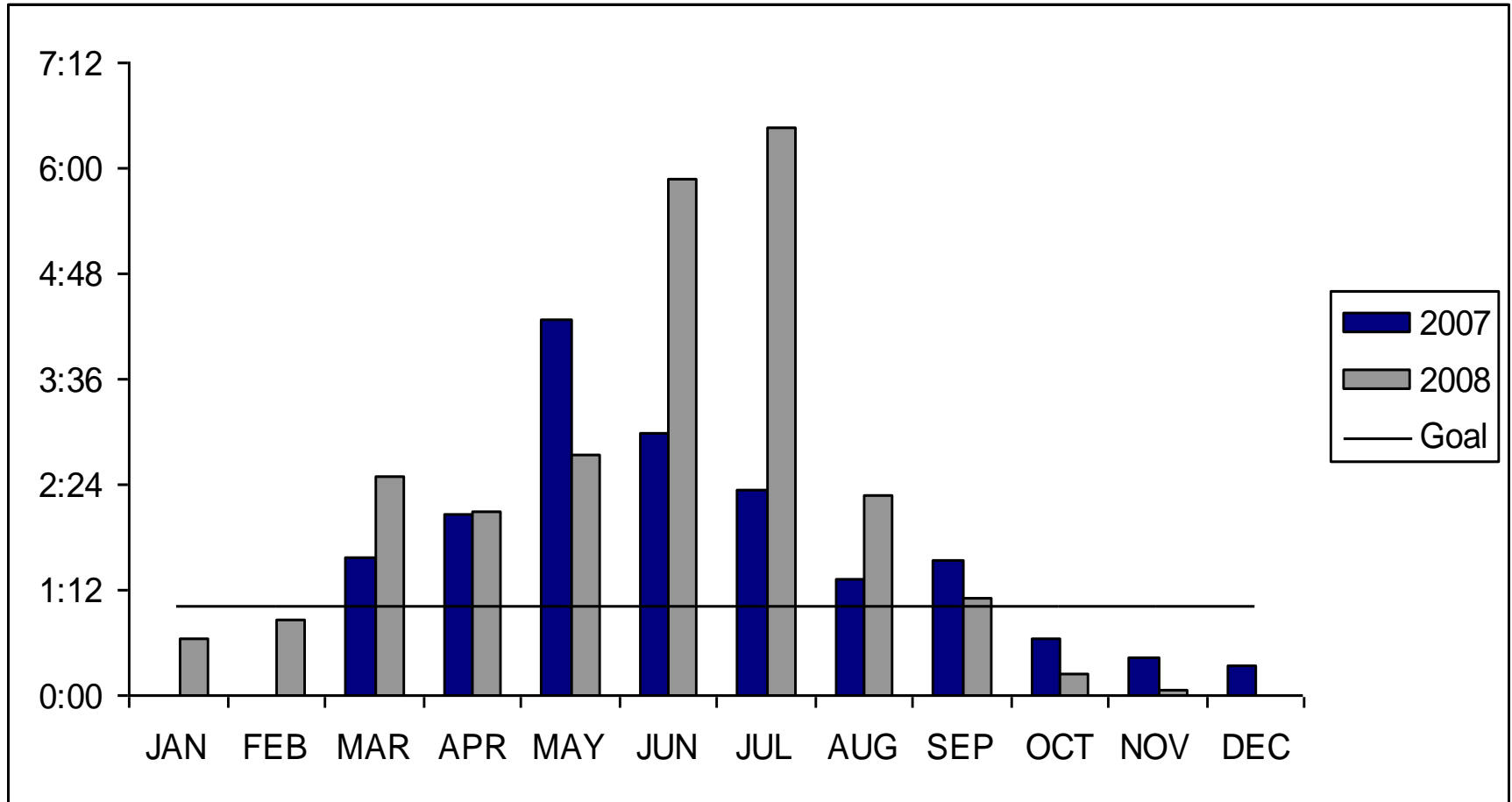
Abandon Call Time within the Queue



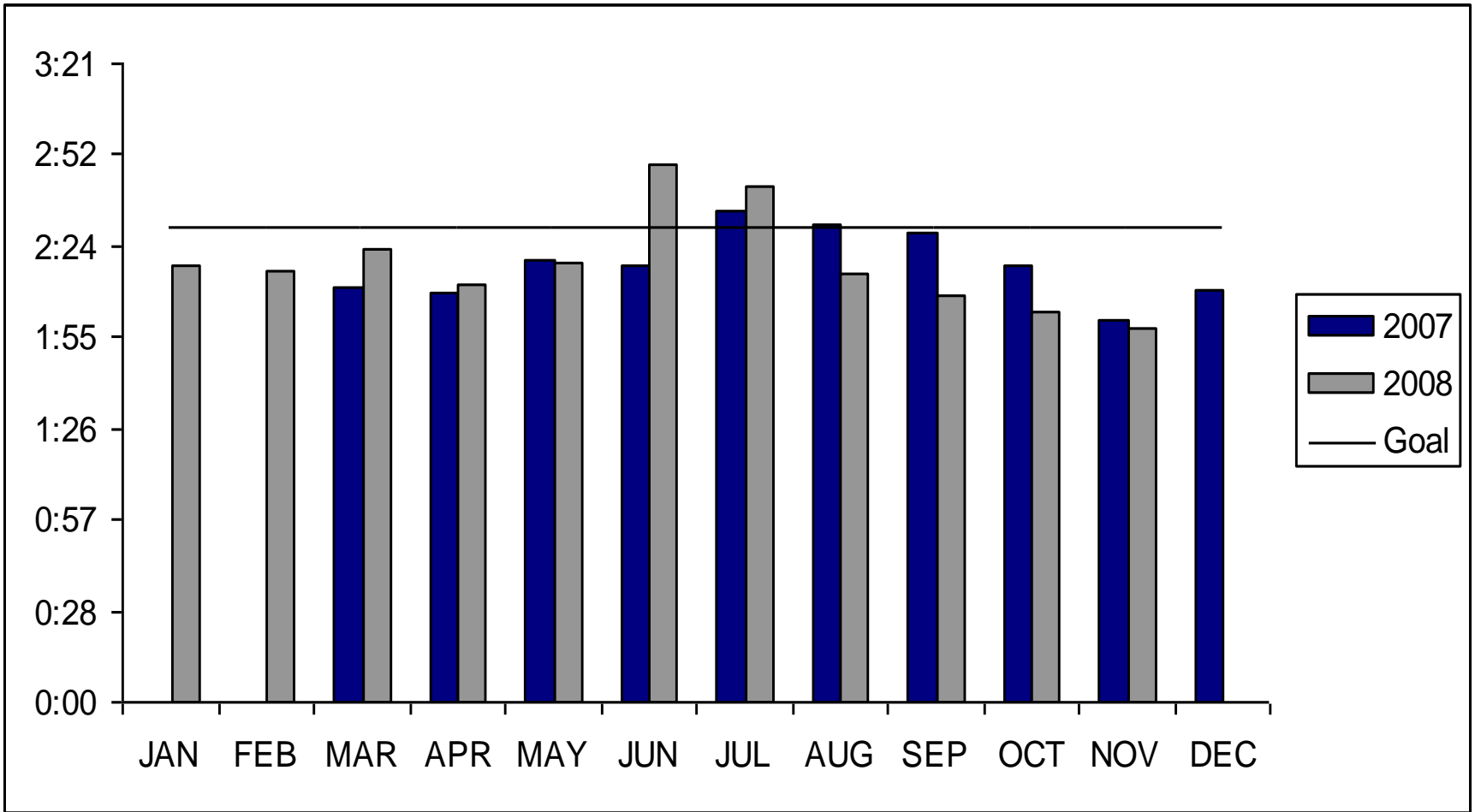
Abandon Call Rate with in the Queue



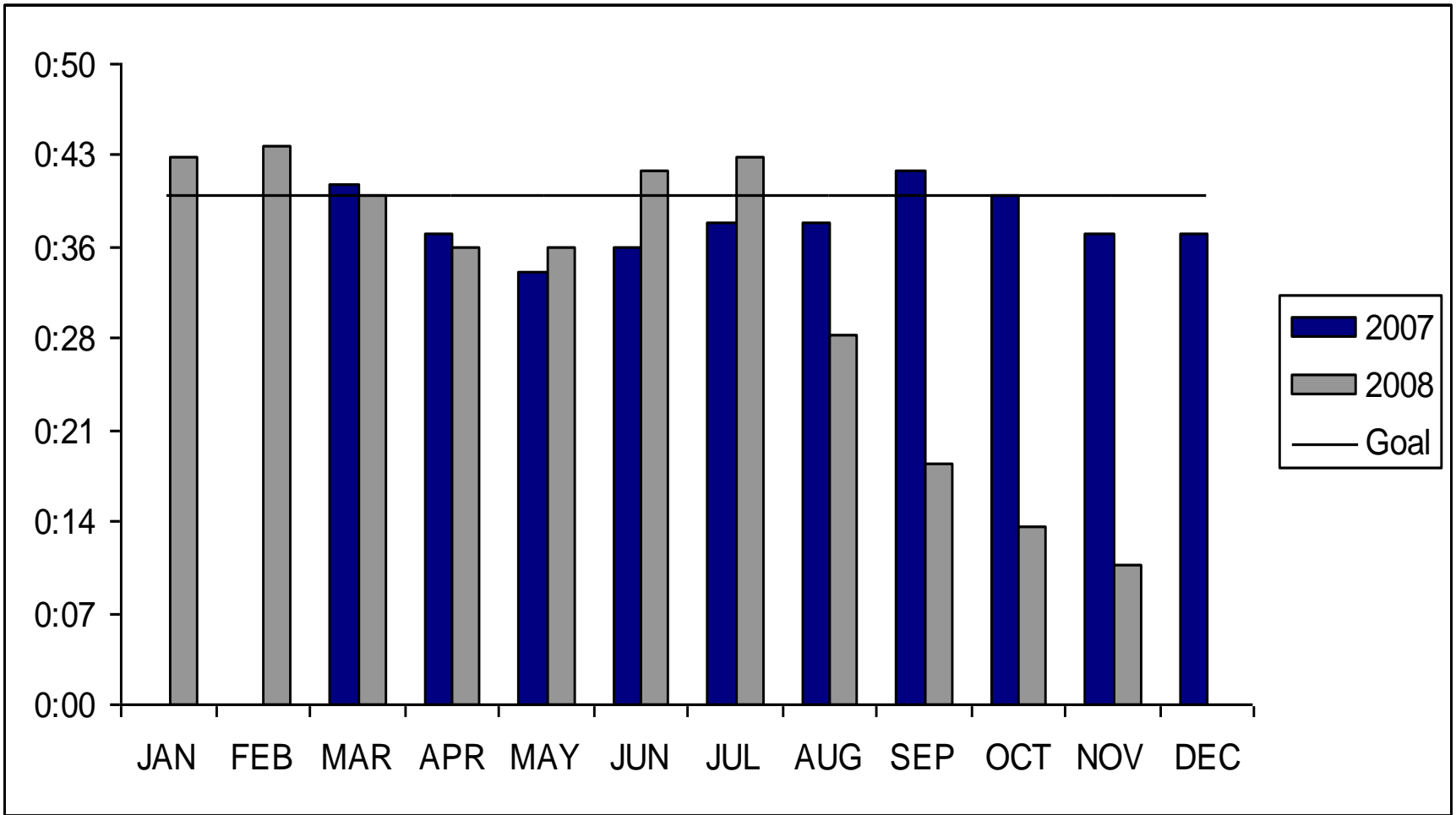
Answering Call Time



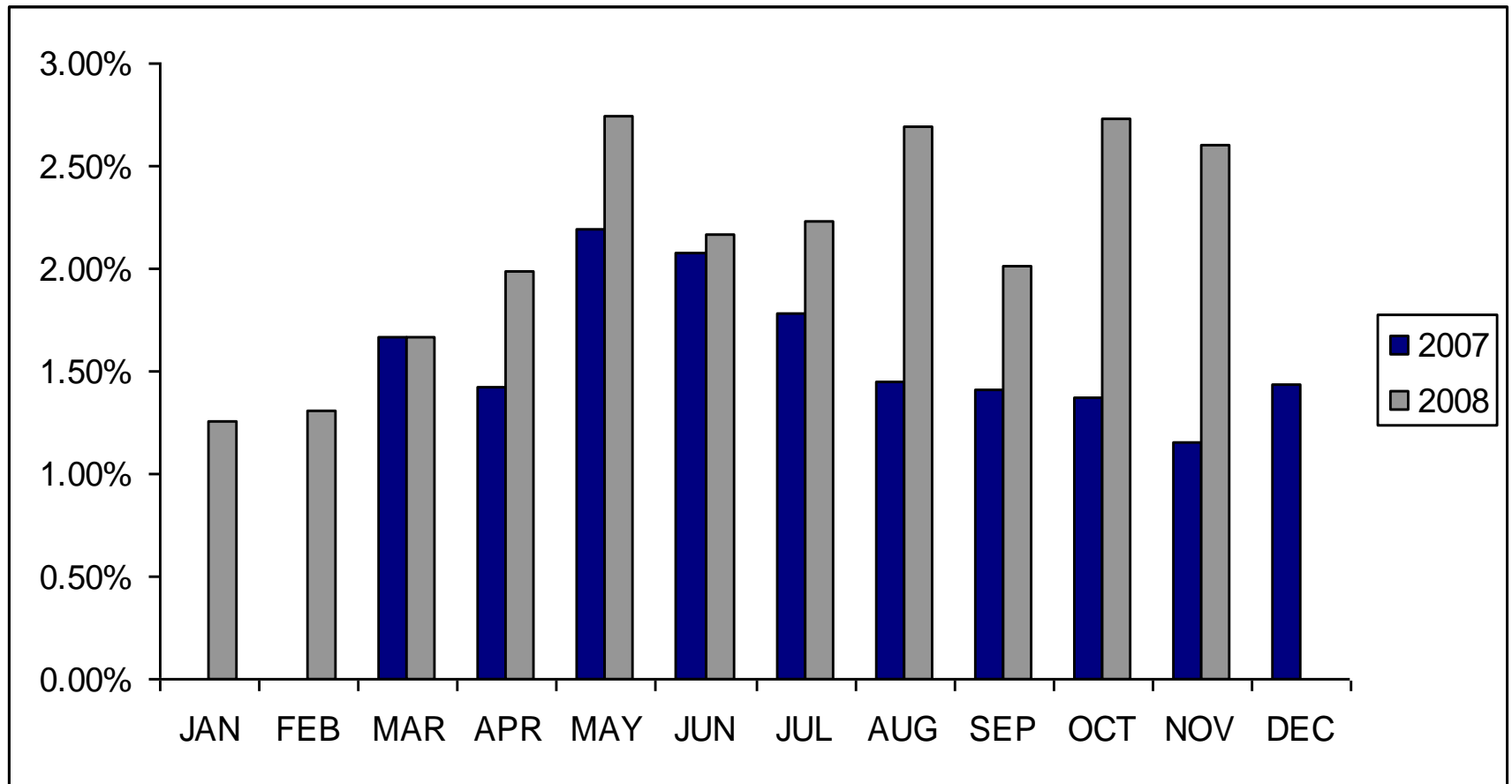
Call Length



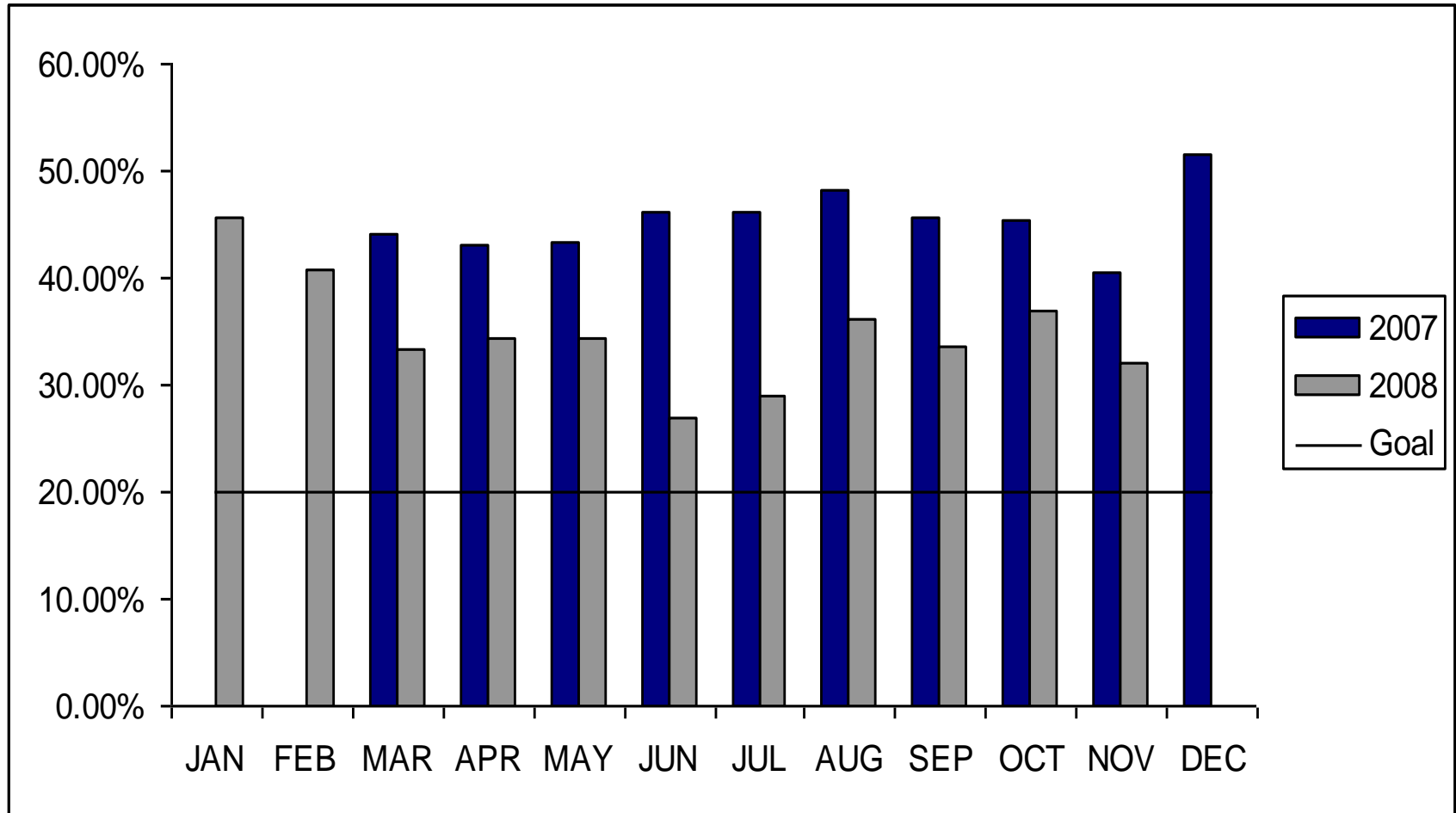
Average After Call Work Time



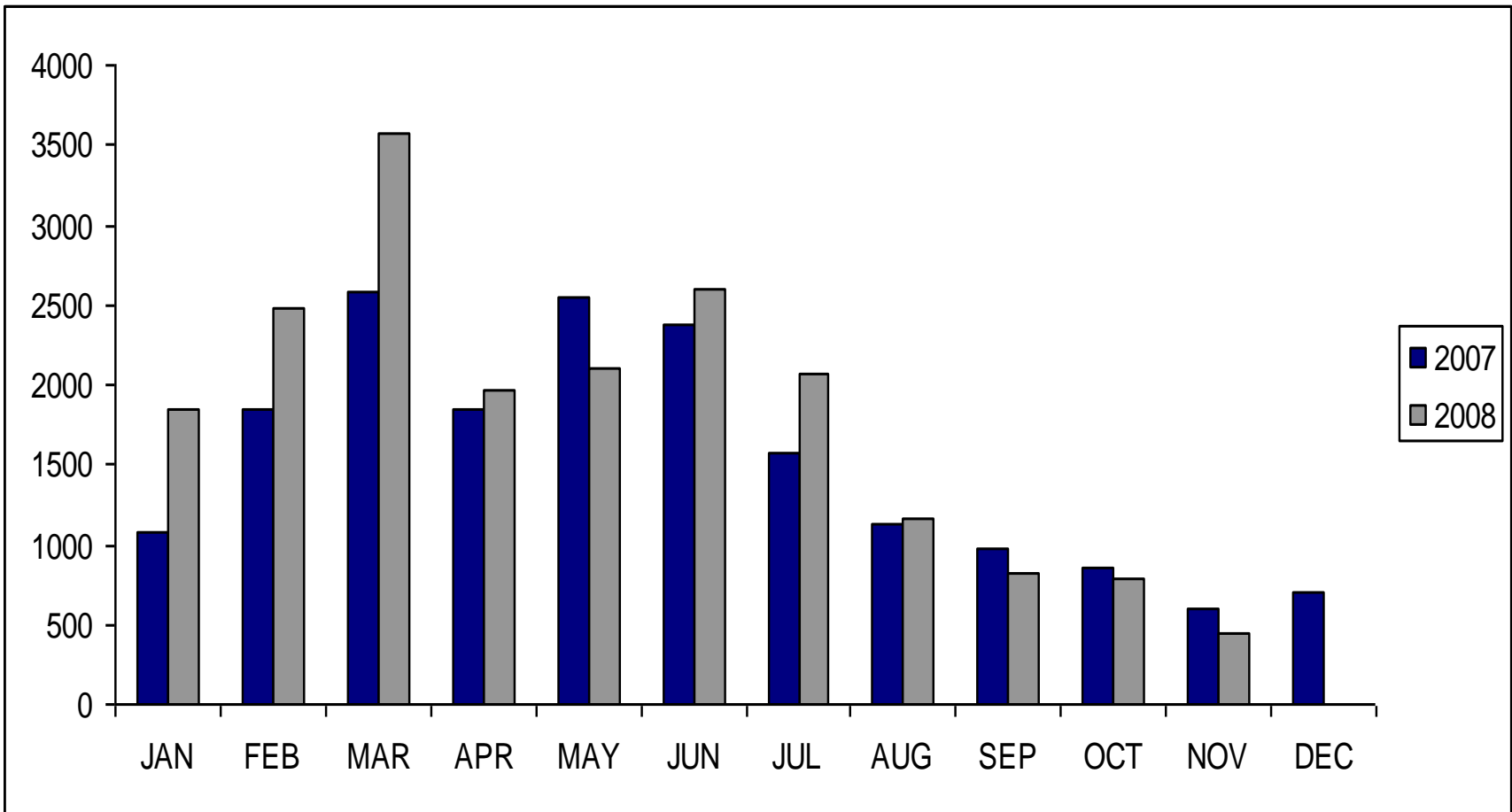
Percentage of Callbacks to Total Calls



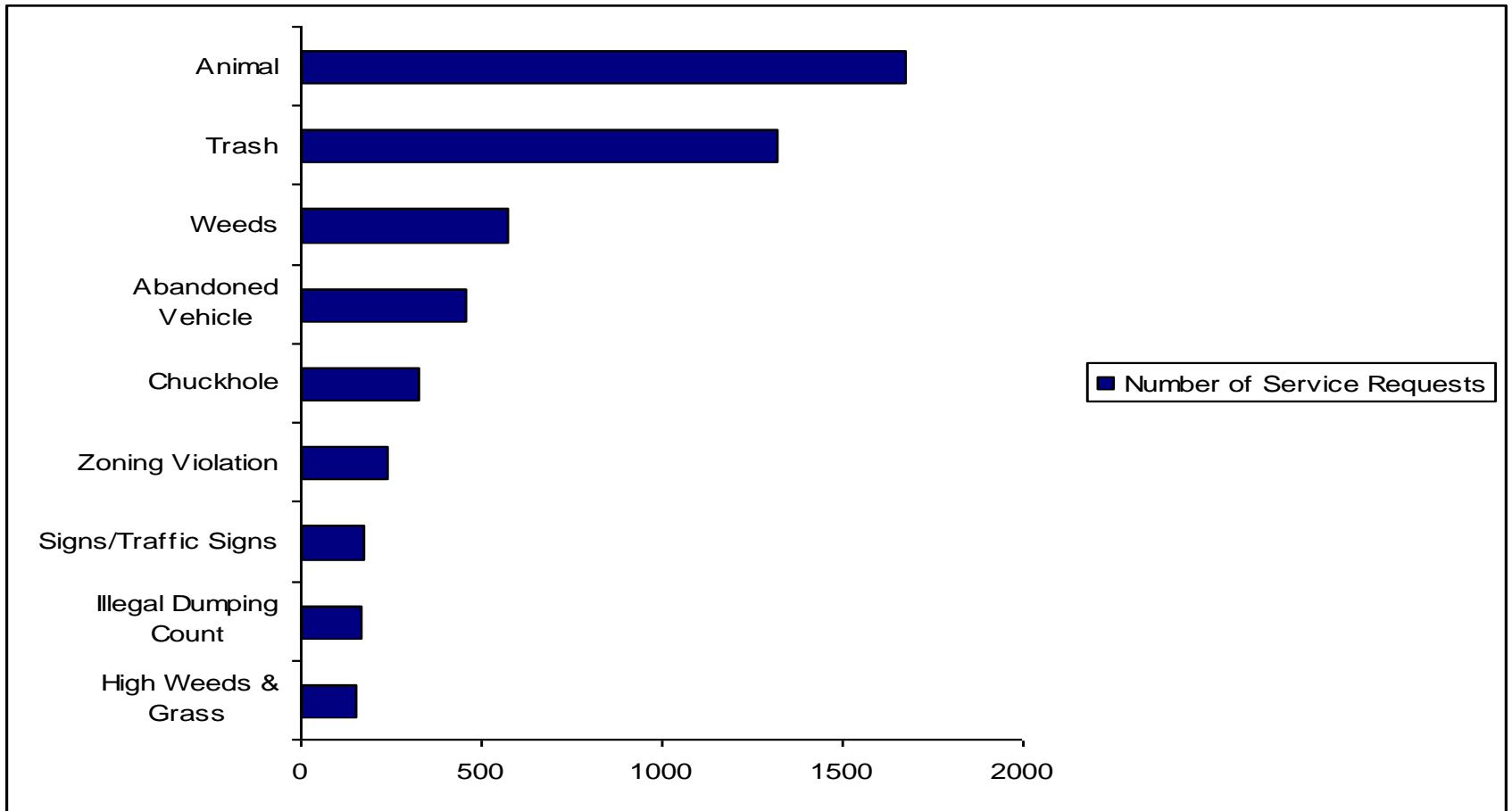
Percentage of Transferred Calls



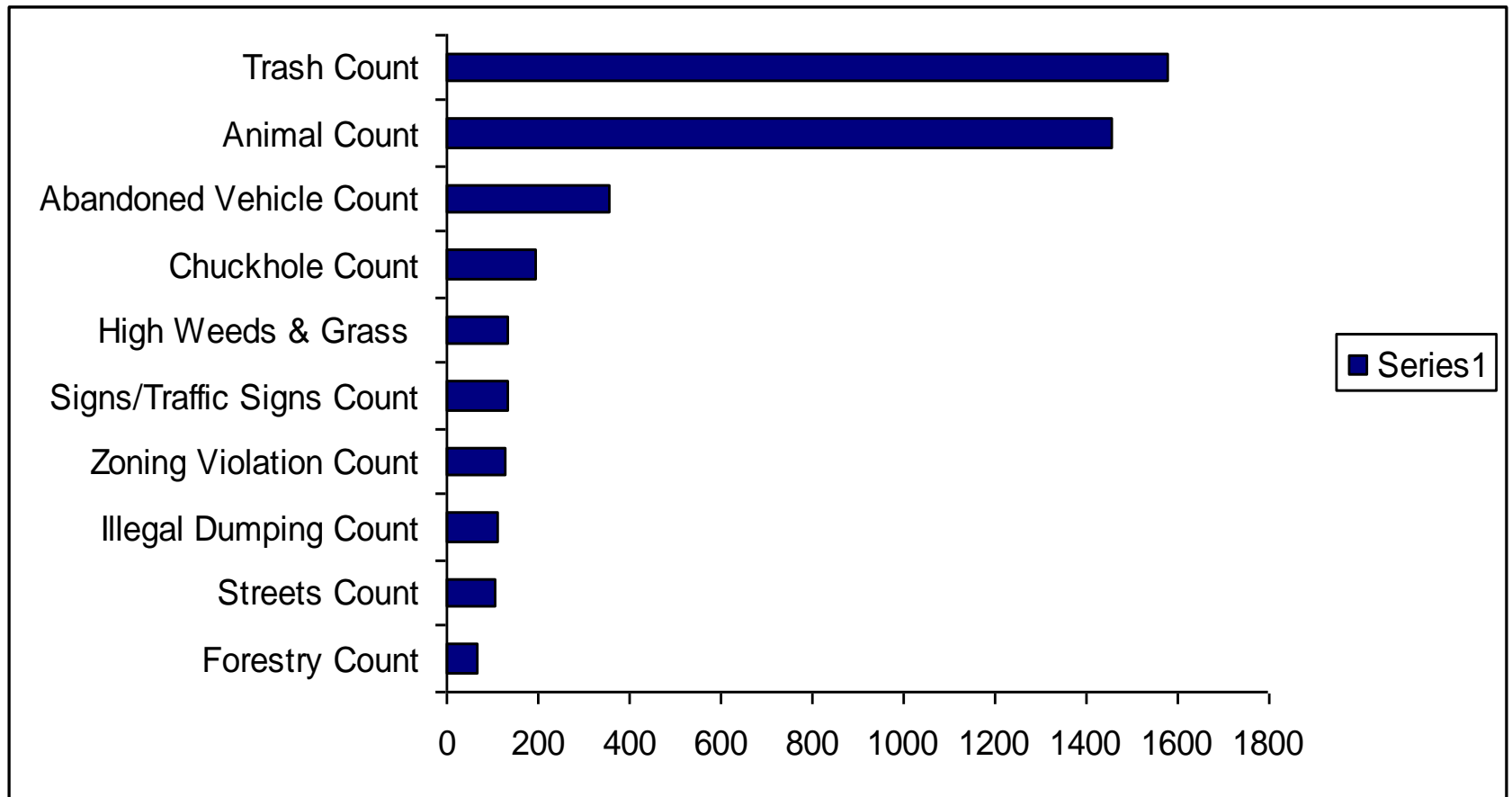
Total Number of E-mails Received



Top Ten Service Requests for October



Top Ten Service Requests for November



Next MAC IndyStat Meeting
Friday, February 27th
9:00am
Room 260

Date: December 23, 2008

To: Sarah Taylor, Director of Constituent Services

From: Michael Huber and Kristen Tusing, Office of Enterprise Development

Re: Follow-up to MAC IndyStat meeting held December 22, 2008

Cc: Mayor Greg Ballard
Paul Okeson, Chief of Staff
David Reynolds, Controller
Chris Cotterill, Corporation Counsel
Kevin Ortell, Interim Chief Information Officer

Charge Backs

Follow-up Action: Provide continued update on charge back solution.

Staffing Levels

Follow-up Action: Provide update on funded/unfunded positions for 2009. Provide status on FEMA hires. Provide update on attendance policy draft. Has the policy been implemented? Has it assisted in increasing percentage of hours worked?
Status of replacing Seibel expert for report functions and system administration.

Objective Timelines

Follow-up Action: Provide timelines associated with objectives. Provide dates of phase completions and project completion dates.

CSR Measures

Follow-up Action: Provide update on how CSR's will be measured on performance. How will CSRs be ranked by performance? Provide information on recognition and reward program.

Status Reports

Follow-up Action: Provide status reports on pothole portal, webpage changes and outbound call program

Reporting Mechanisms on Goals

Follow-up Action: Provide data realized from reporting mechanisms under assigned goals and objectives. Assign data to each objective to reflect performance measure to accomplish each objective.