

Date: May 22, 2008

To: Mayor Ballard

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

Re: Mayor's Action Center (MAC) meeting Friday 5/23/08

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

The first MAC IndyStat meeting was held April 25, 2008. The following issues were highlighted in the April 25th meeting and appeared in the MAC IndyStat follow-up memo:

Pothole/Chuckhole and Animal Control Service Requests

- **Issue.** Performance measure of top ten service requests for March shows that potholes and animal calls are number one and two, respectively. Moving into the summer season we will see an increase in animal call service requests.
- **Follow-up Action.** Mayor Ballard requested that the City perform a detailed process review of pothole/chuckhole and animal control service requests using Six Sigma or similar process control methodology. The Mayor's Office will identify resources to assist the City. Resources may include the High Performance Government Network or Eli Lilly.

What is the status of the Six Sigma study requested?

Repeat Calls

- **Issue.** The MAC lacks the ability to track duplicate calls and call backs, which are believed to make up a significant percentage of the total calls to the MAC.
- **Follow-up Action.** The Mayor's Office, the MAC, and ISA will work together to determine whether a short-term solution exists to determine exactly what percentage of calls are duplicate calls and call backs. Process will include collecting information from current Accela and Siebel systems.

Call Back Data was originally displayed. Was there a way to find duplicate call data? Is the call back information complete?

Call Volume

- **Issue.** Performance measures for answering call time and abandon call rate shows that the MAC struggles to keep up with call volume. The performance measure on staffing reflected that the staff is currently running with over 20% vacancy rate. Only one vacancy will be filled

with a Spanish speaking CSR. The vacancies have been included in DMD's 5% budget reduction and the MAC does not intend on filling them.

- **Follow-up Action:** The Mayor's Office and the MAC will review various ideas to provide "surge capacity" to the MAC.

What can be done to increase staff without increasing costs? What plan is in place to compensate staff during surge time (i.e. elections)? Are there other City-County employees we can use during surge times? How would the plan be impacted by the union?

Caller Expectations and Fulfillment Confirmation

- **Issue.** The MAC does not set expectations with callers regarding when the caller can expect his/her service request to be completed. The City does not proactively notify MAC callers when their service requests are fulfilled. The MAC does, however, investigate long-outstanding service requests on an ad-hoc basis, calling departments for status updates on outstanding requests.
- **Follow-up Action.** The MAC and ISA will collect information from department systems to look at data surrounding departmental fulfillment rates, and determine whether the MAC can, in the short term, report information on fulfillment rates. Allowing the MAC CSR's to give accurate fulfillment rates will decrease incoming calls. Another related idea that warrants action is the development of MAC customer service procedures around levels of customer service (level one, level two, etc.).

Did the MAC and ISA collect the applicable information to conclude rough fulfillment rates? What steps have been done to work toward better measurement of fulfillment rates? Would the MAC benefit from a customer service procedure model with levels of customer service?

Upcoming Software (Accela) Implementation

- **Issue.** Much of the discussion focused on what the current (Siebel) system is capable of, how it transmits requests to other City systems, what is manually entered and what the system captures automatically.
- **Follow-up Action.** The Mayor's Office requests that ISA and the MAC provide a high-level breakdown of the Accela implementation.

Provide a general description and timeline of the Accela implementation. What current MAC issues will be solved?

Emergency Management Plan

- The MAC will request an update on progress of Emergency Management Plan for the next IndyStat meeting.

Has there been any progress on the Emergency Management Plan? How does this impact MAC operations and improvements?

Potential Issues for Discussion (in addition to follow-ups)

- How/where should we set the MAC's performance targets for abandon call rate, answering call time, and other important measures?
- Abandoned call rate fell in April of 2008 but still exceeds 20 percent. To what can we attribute this decrease? What can we do to continue to drive down the abandoned call rate?
- The measure for callbacks as a percentage of total calls seems low (2 percent). Are we accurately capturing callback information?
- The Courts were the MAC's top transferred call destination in April. How can we work with the Courts to route these calls directly to the Courts, and to prevent many of these calls from reaching the MAC in the first place?
- Percentage of transferred calls continues to fall but still exceeds 30%. Why is this number falling, and how can we continue to drive it down to a more reasonable level?

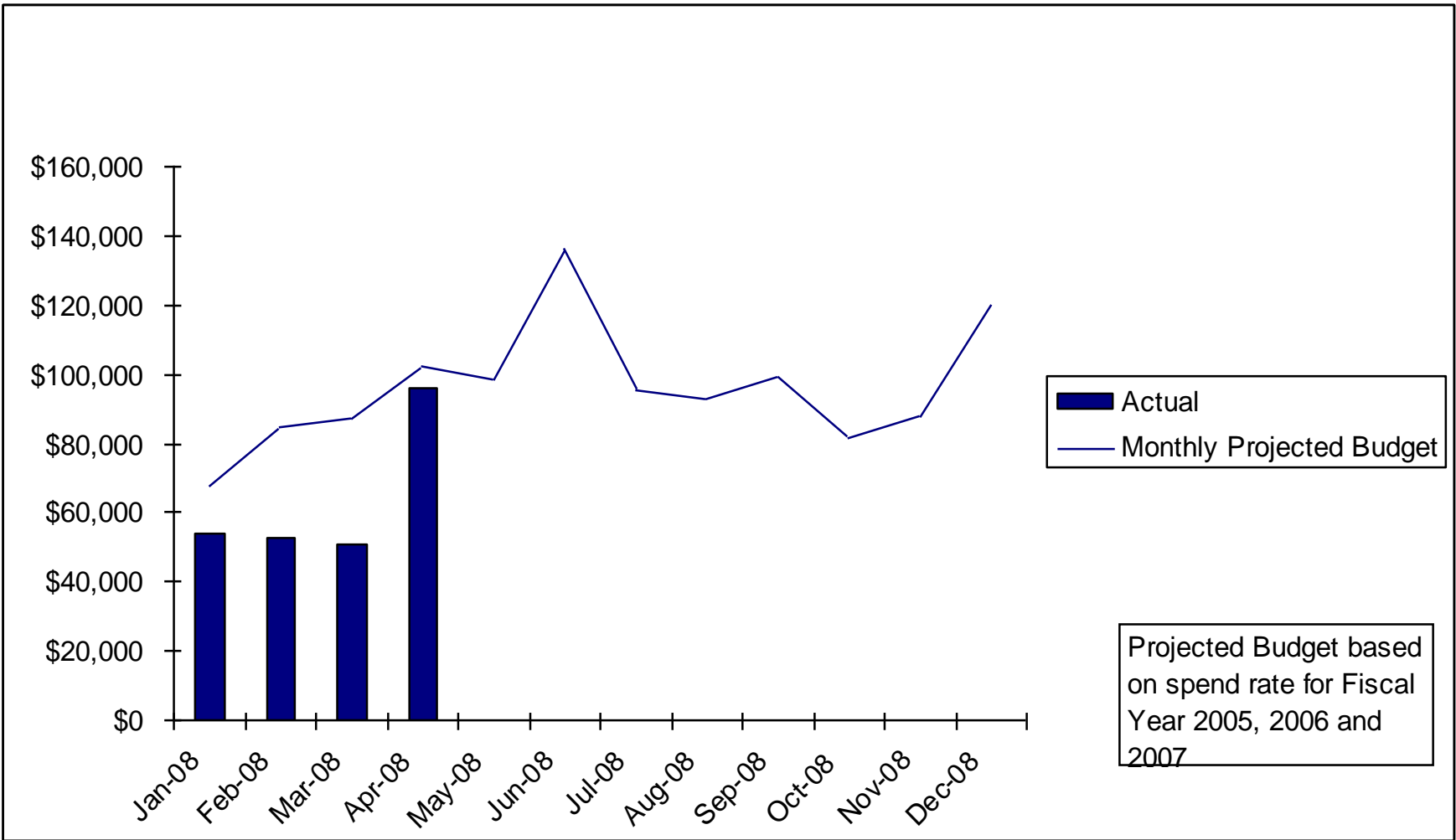
MAC Service Measures

- Total Number of Calls for the Month.
- Total Number of Hours Worked. Hours worked for the month by MAC call center staff.
- Abandoned Call Time. This measure represents the time a caller waits on the line before hanging up.
- Abandoned Call Rate. This measure represents the percentage of calls in which a caller hangs up before speaking to a MAC customer service representative.
- Answering Call Time. Indicates the average time that it takes a caller to reach a MAC operator.
- Average Call Length. The average amount of time that a MAC caller is on the phone before hanging up or being transferred out of the MAC to a department.
- Average After Call Work Time. The average amount of time it takes a customer service representative to finish a service request after caller is off the line.
- Callbacks. Calls that come from the same street address and are regarding the same issue as a previous call from that address.
- Percentage of Transferred Calls. The percentage of calls to the MAC that are transferred to another department out of the total number calls.
- Top Ten Transferred Destinations for March. Represents where transferred calls were sent to handle caller.
- Top Ten Service Requests. This is not really a measure of MAC performance, but it provides an interesting breakdown of MAC service requests by category.

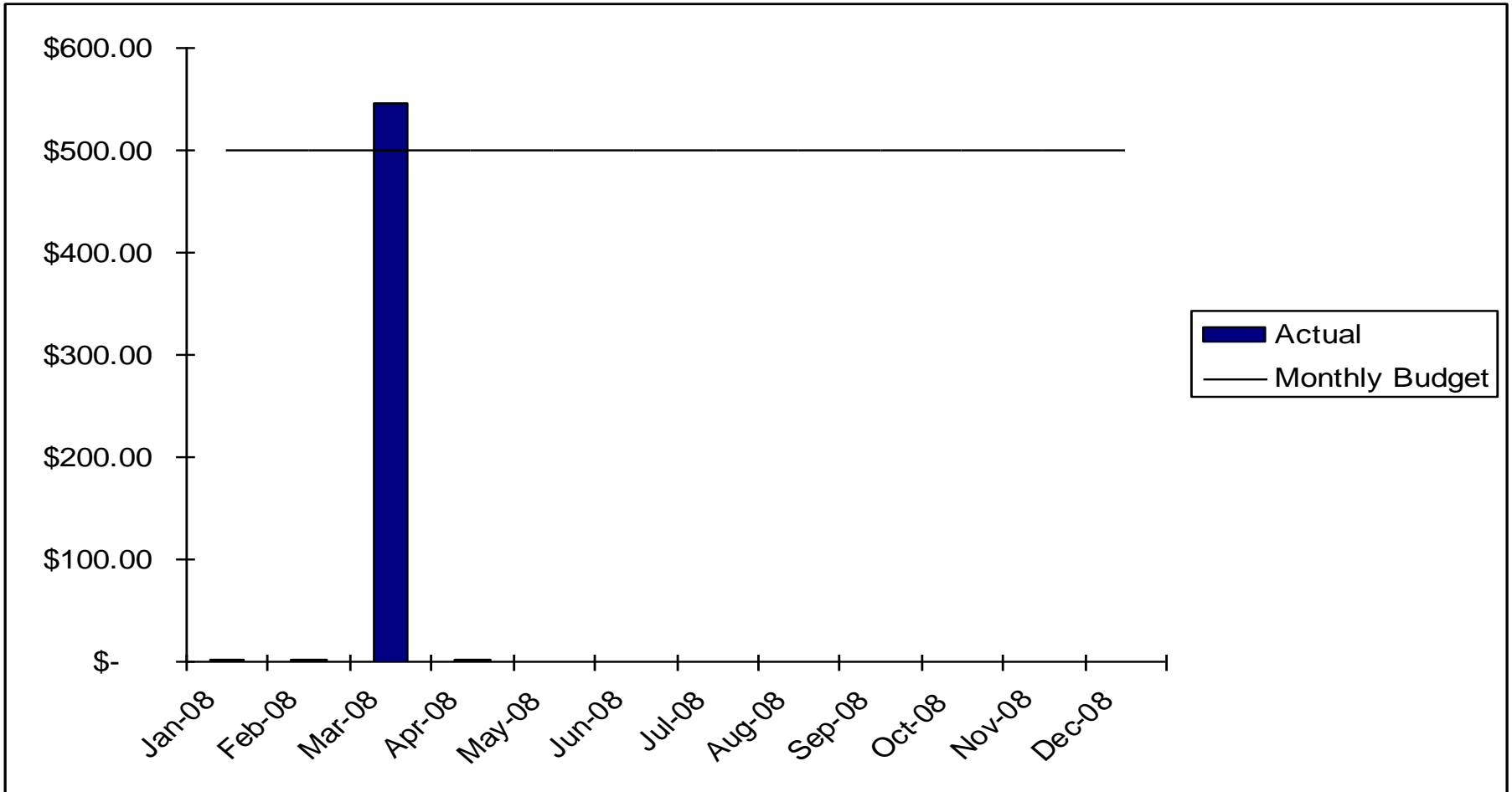
MAC IndyStat

May 23, 2008

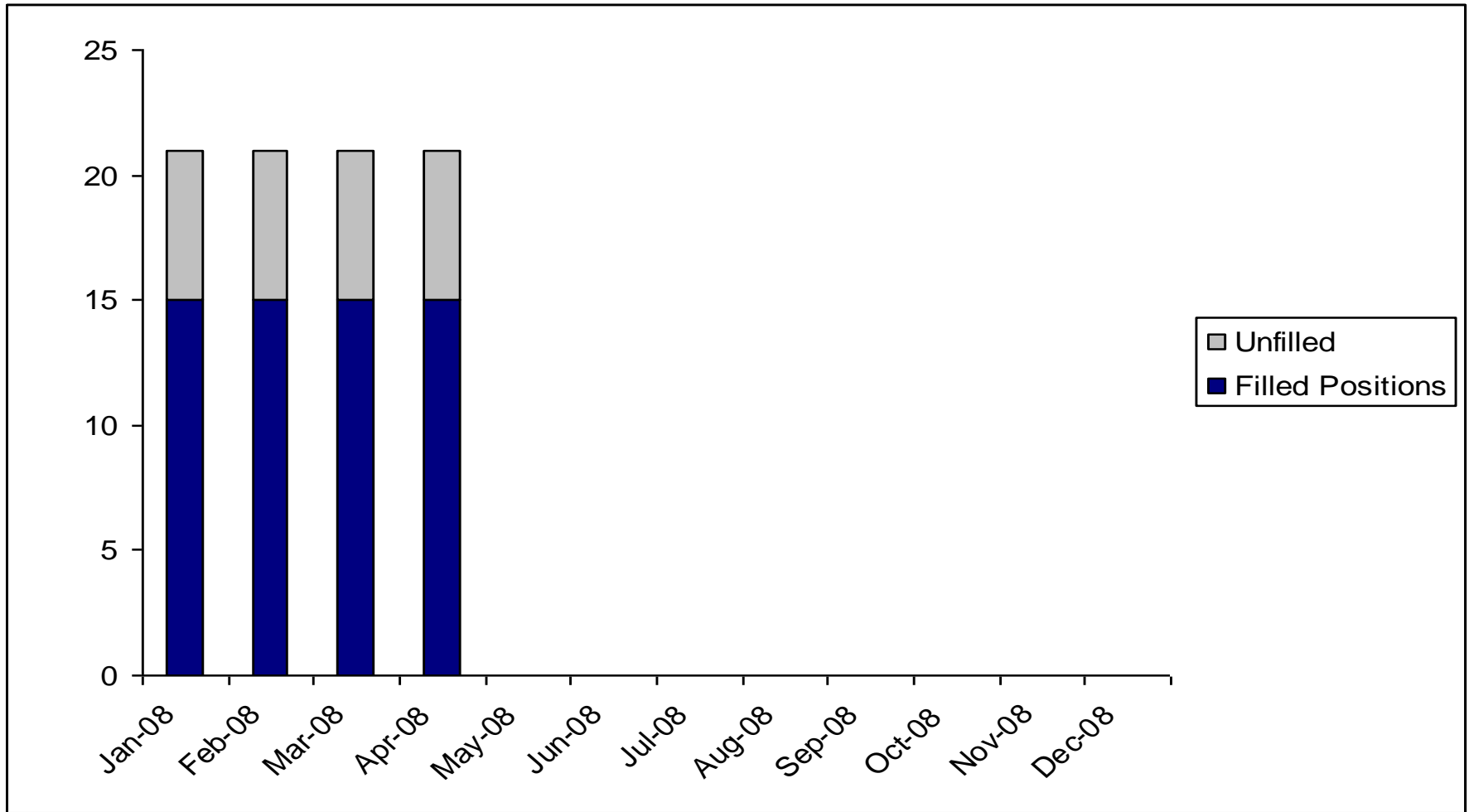
Actual to Budgeted Operating Expenses



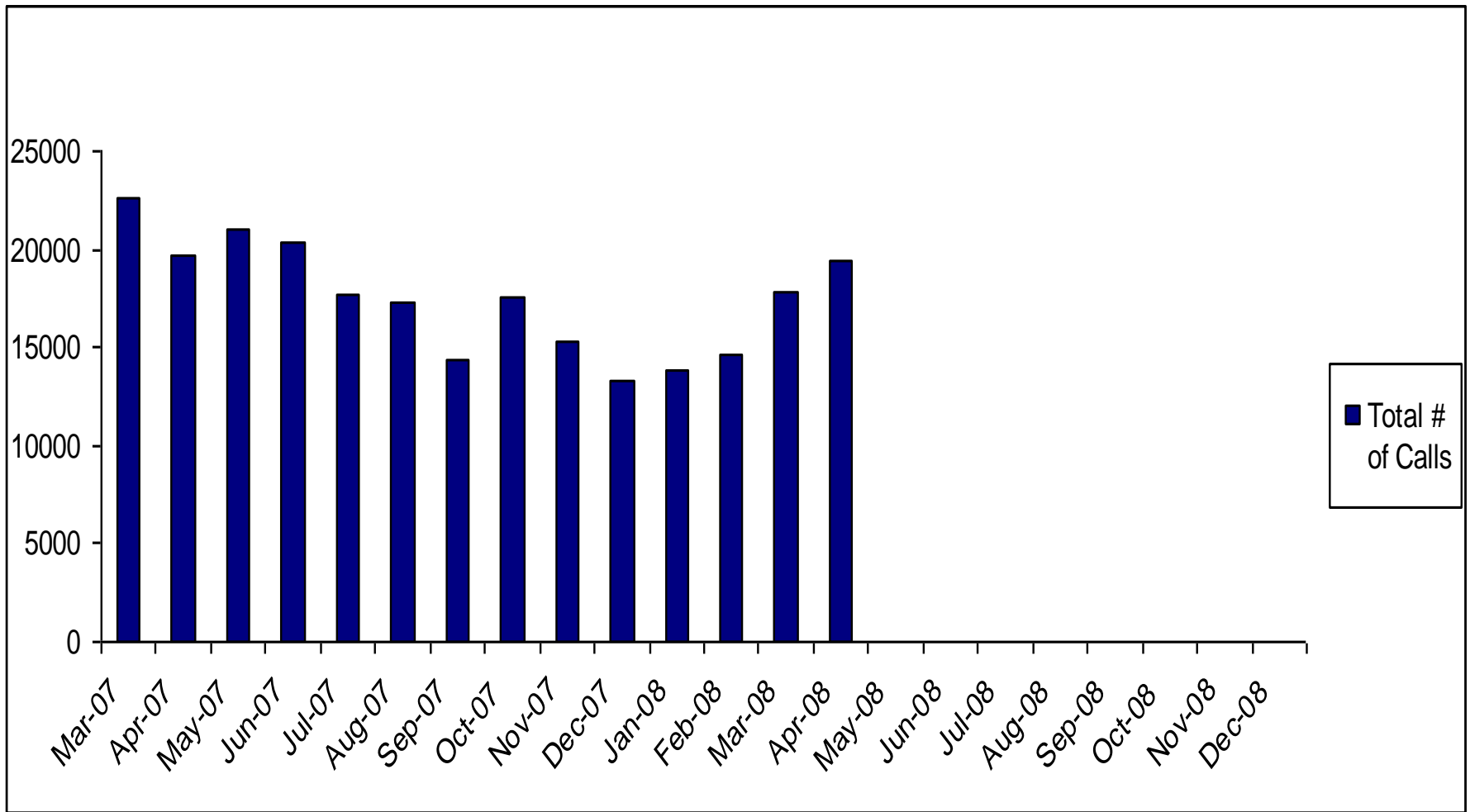
Overtime Expense



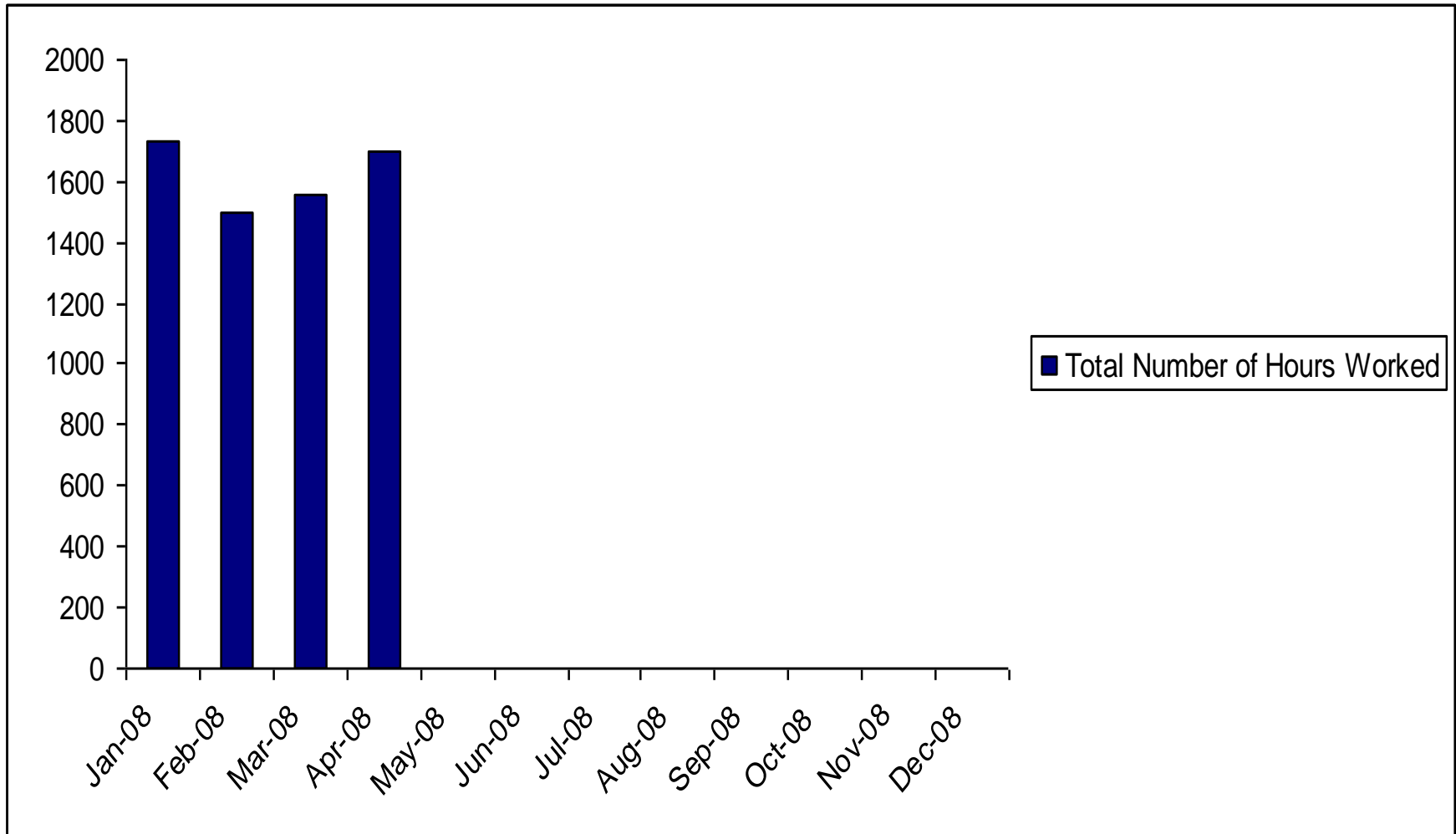
Staffing Levels



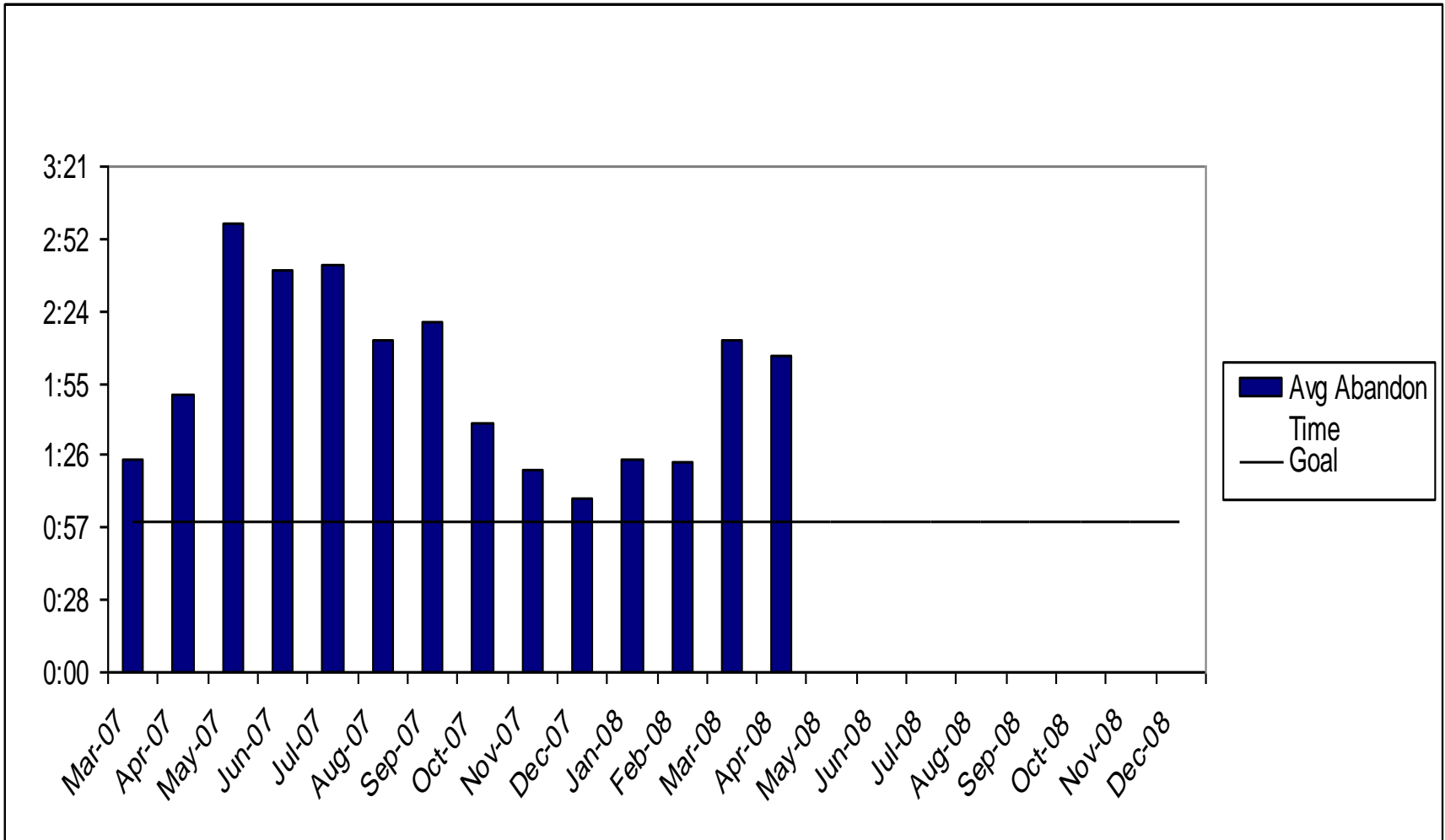
Total Number of Calls



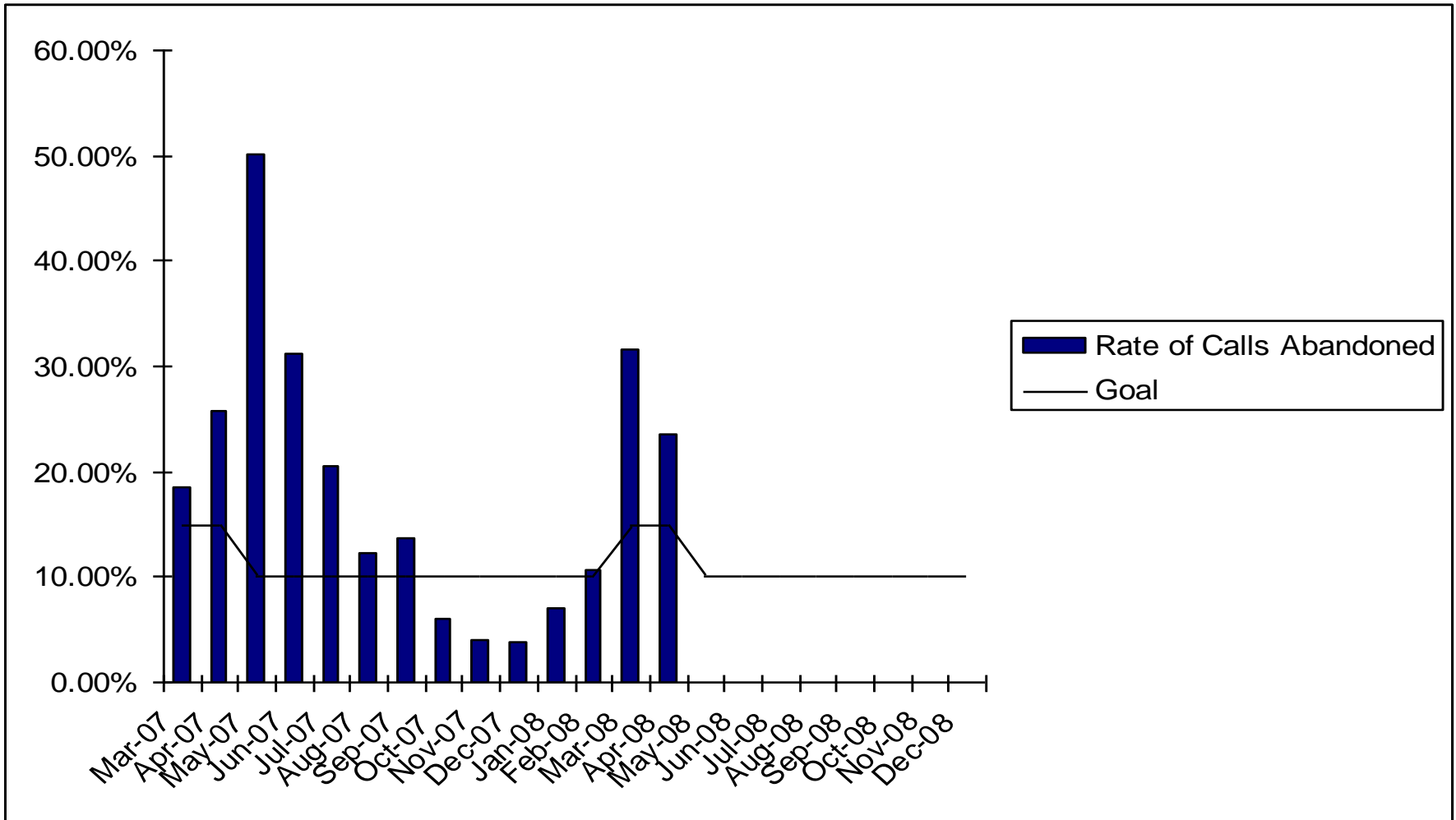
Total Number of Hours Worked



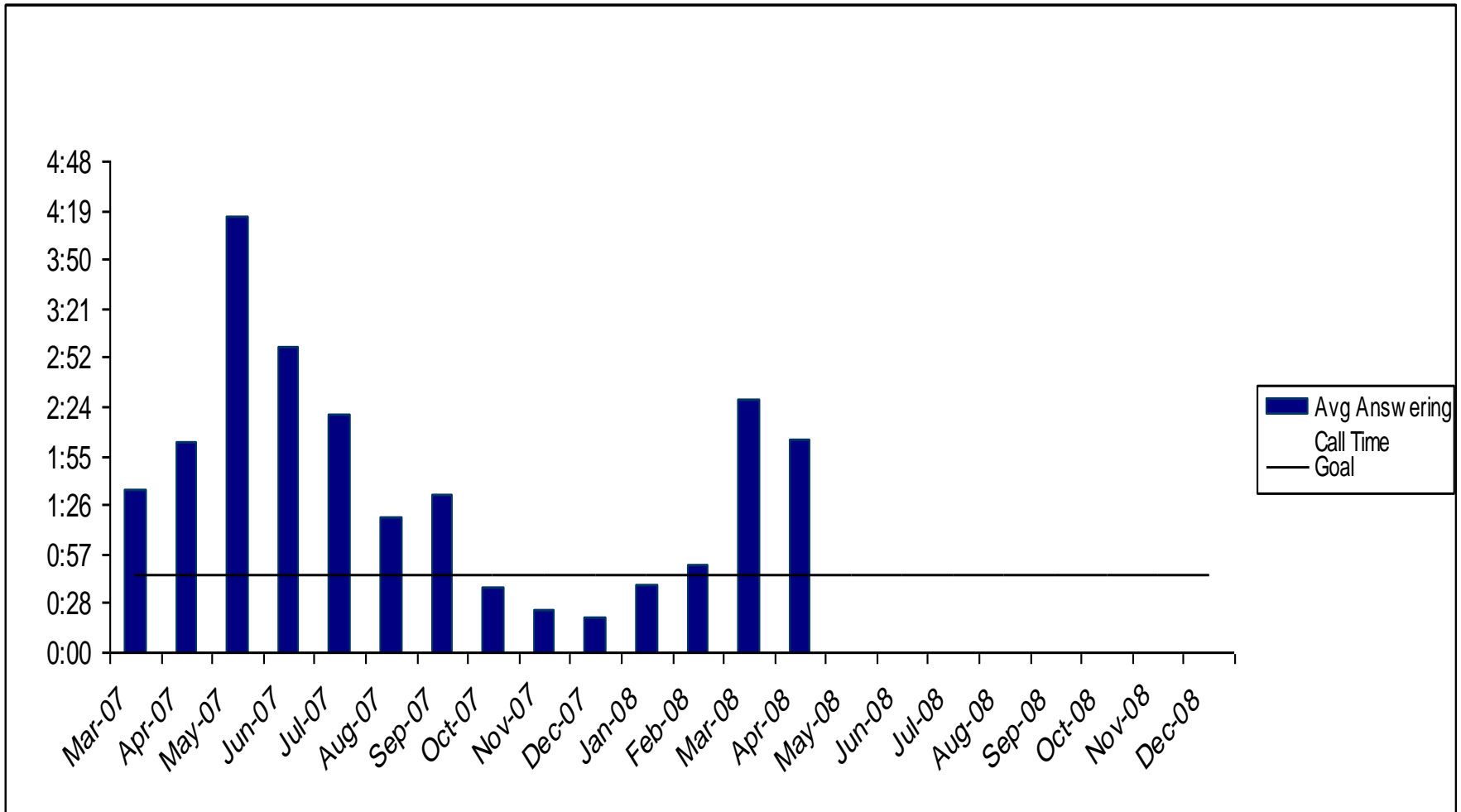
Abandon Call Time



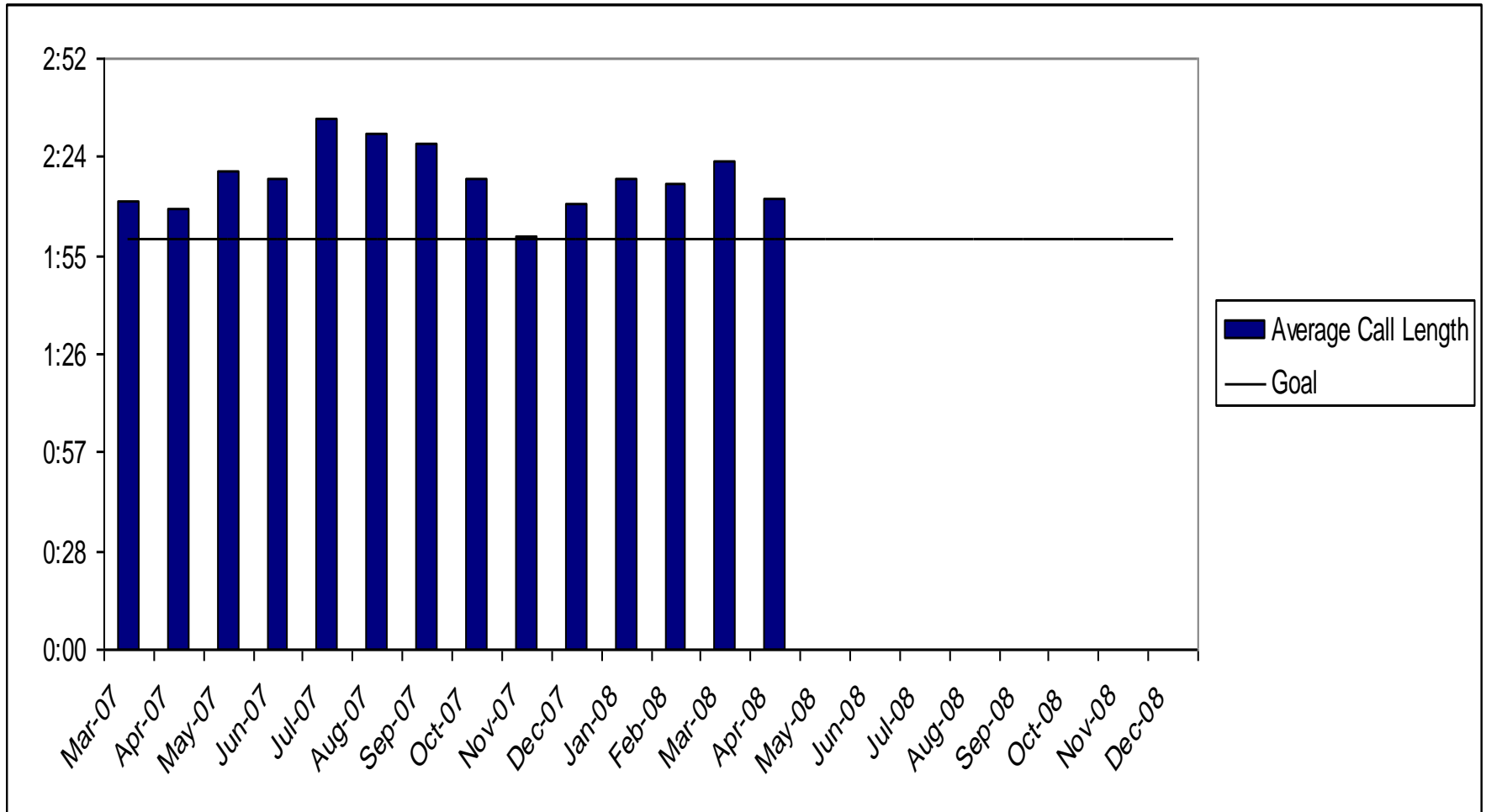
Abandon Call Rate



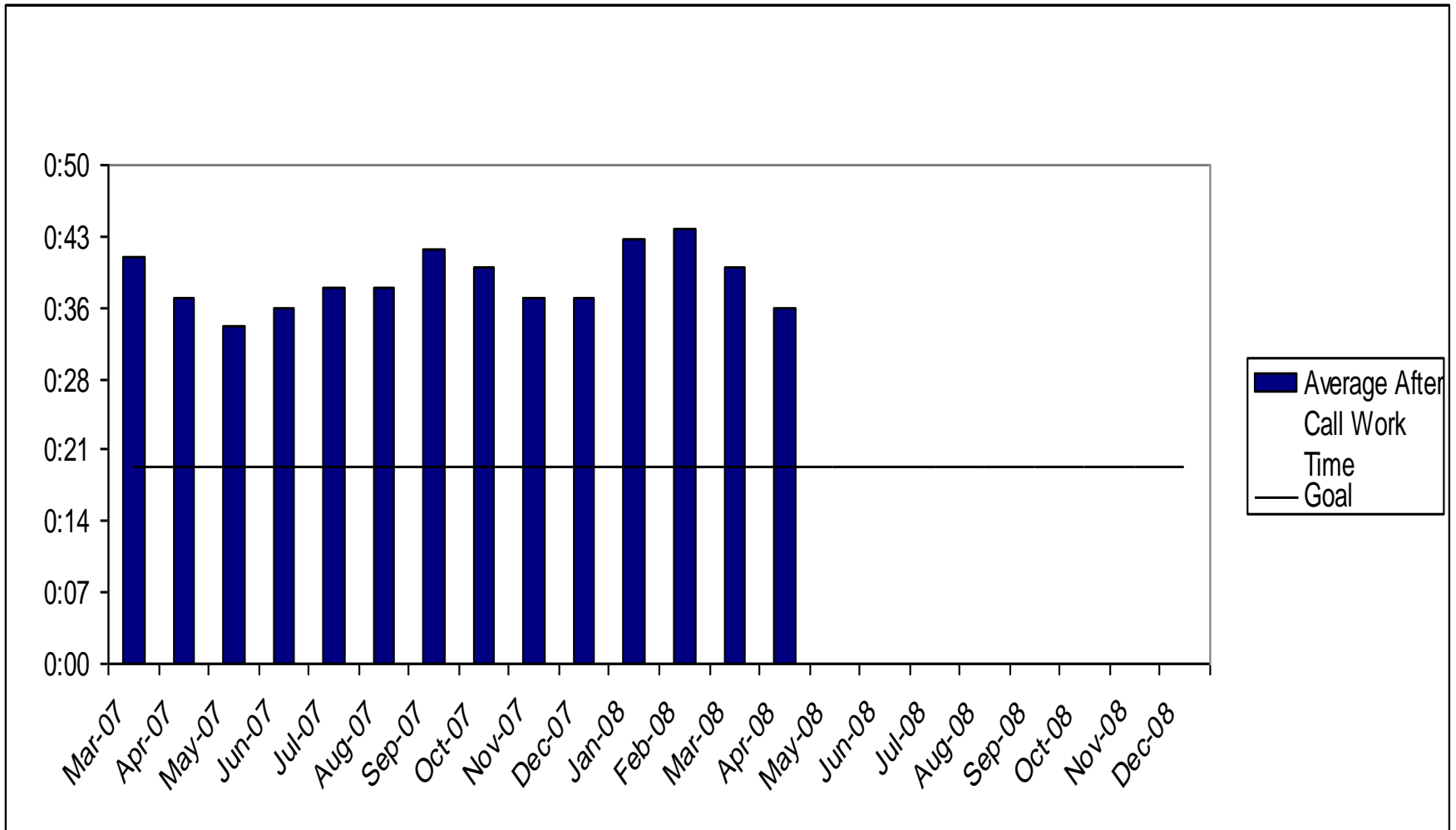
Answering Call Time



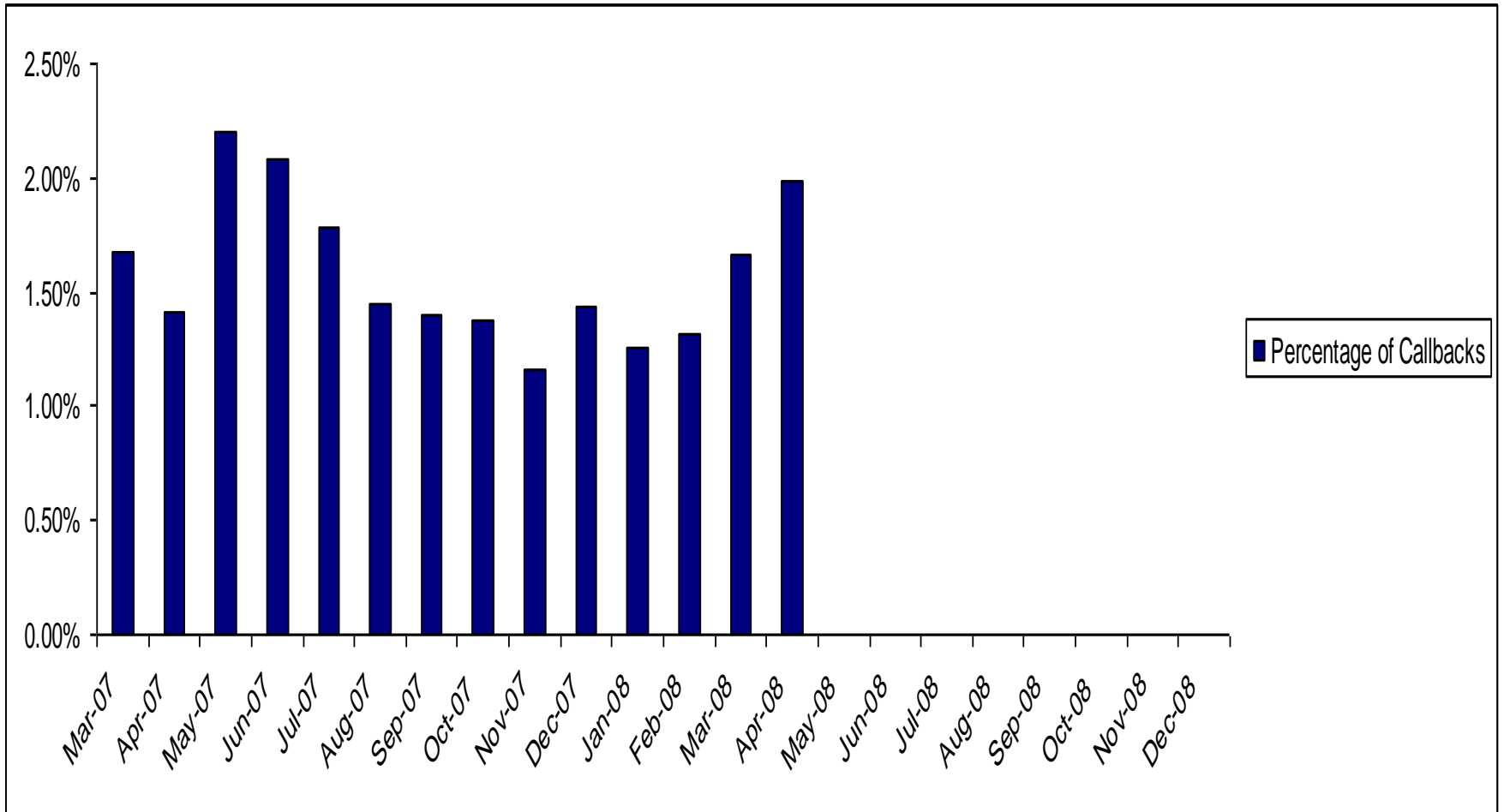
Call Length



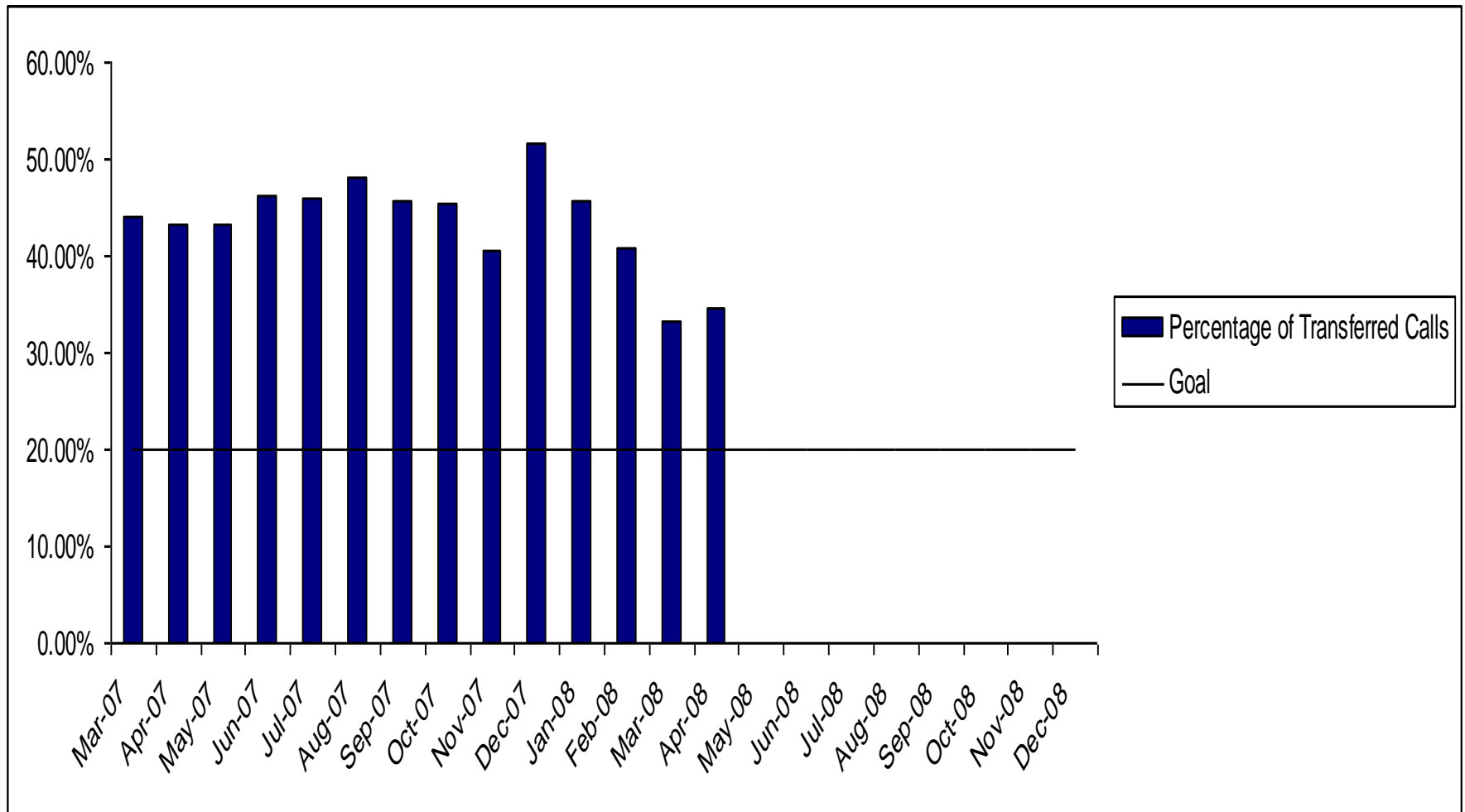
Average After Call Work Time



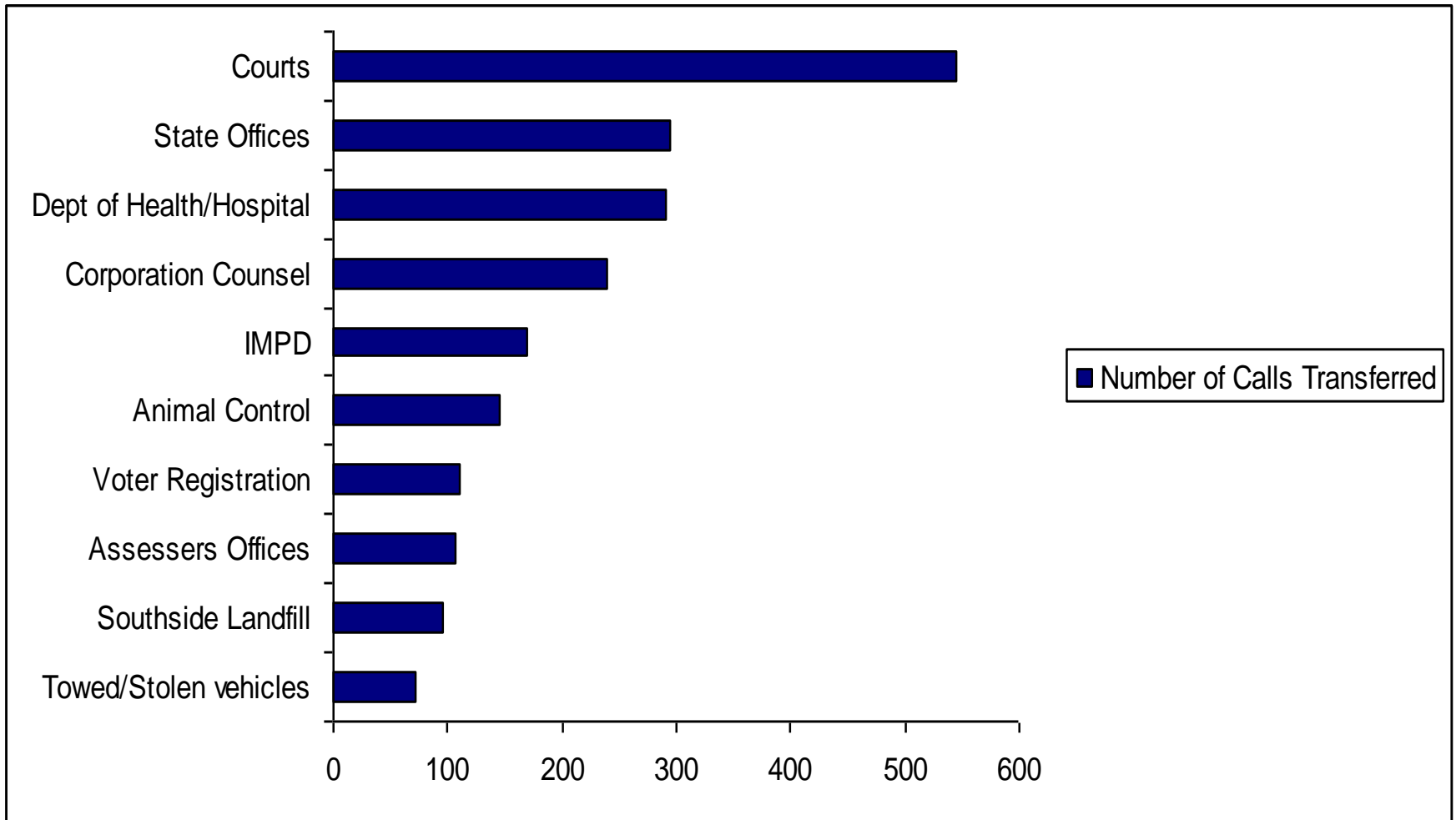
Percentage of Callbacks to Total Calls



Percentage of Transferred Calls

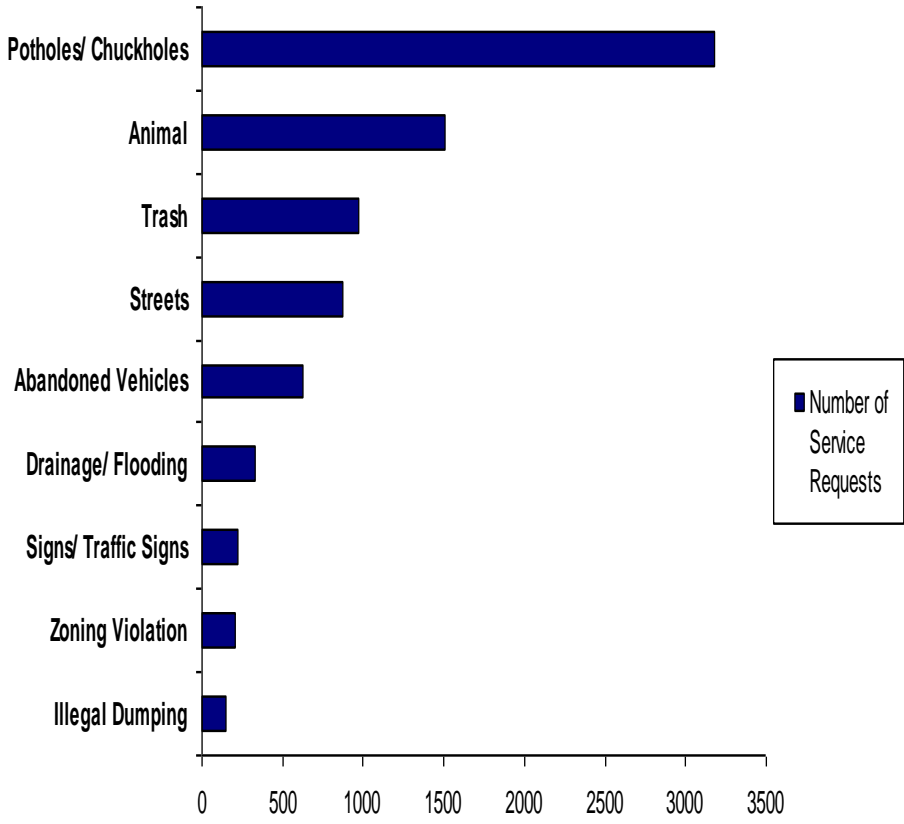


Transferred Call Destinations for April

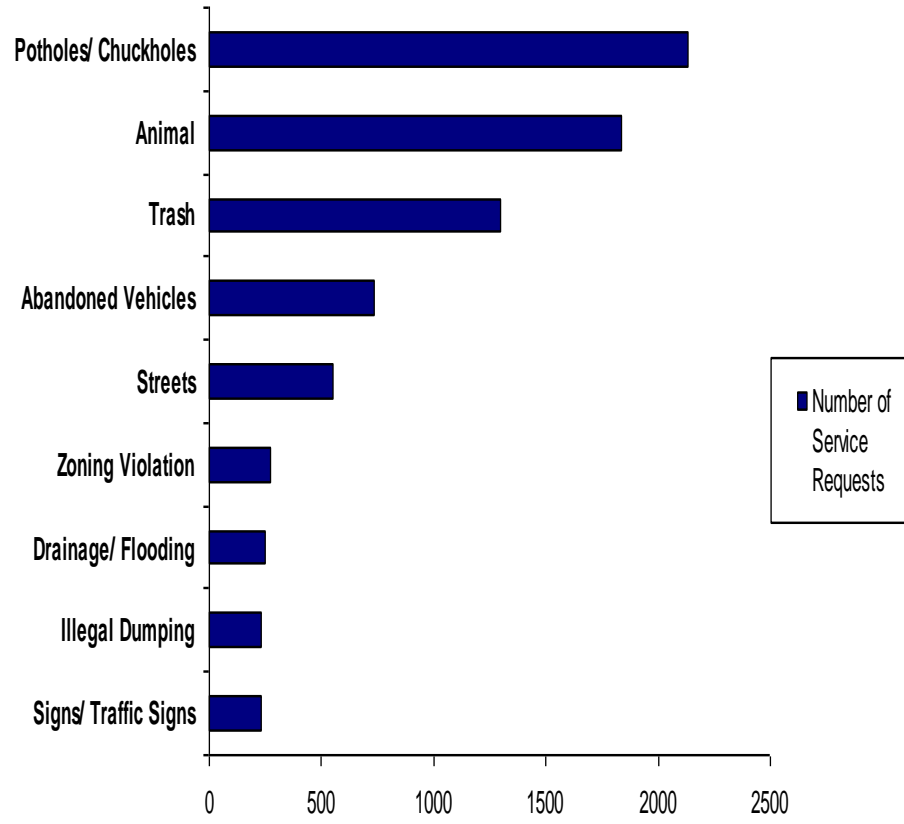


Top Ten Service Requests

Top Ten Service Requests for March



Top Ten Service Requests for April



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

Date: May 27, 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 May 23, 2008

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

Measurements

Follow-up Action. The MAC will provide data for the number of calls a CSR takes a week, including the average amount of time per call by category.

National/Industry Standards

Issue. The MAC does not benchmark itself against “best in class” call centers in the public or private sectors.

Follow-up Action. The MAC will collect information and present national/industry standards and benchmarks for productivity and operations of a customer service call center.

Shared Resources

Follow-up Action: The MAC will work with ISA to determine whether a help desk resource (or resources) can be shared with in the current agreement ISA holds with contractor.

Licenses

Follow-up Action: The MAC and ISA will provide information on the licensed users for Seibel. Has the list of licensees been audited to ensure that all users are current?

Charge Backs

Issue. The IndyStat panel requested more information about how the MAC’s charge backs to County departments currently work.

Follow-up Action. The MAC will work with the Controller’s office to provide more information on the charge backs that the MAC receives from the County departments (how are they structured, are the charge backs broken out).

Information for the Courts

Issue. The MAC's top category for incoming calls transferred elsewhere for the month of April was "Courts." The panel believes that there are opportunities exist to reduce these calls by providing more accurate up-front information to citizens.

Follow-up Action. Can the Building Authority put up better signage to explain where the courts are? What else can we do to decrease court calls?

Obtainable Goals

Issue. Although the planned Accela implementation will benefit the MAC by bringing additional functionality, it is not scheduled to begin until fall 2008. The Administration has opportunities to improve the MAC's customer service today, in advance of the implementation.

Follow-up Action. Determine which customer service improvements can be made today, before the implementation. What is our timeline for implementing these improvements?

Software Change

Follow-up Action. MAC and ISA will provide a brief or bulleted summary on the new functionality that the Accela implementation will bring upon implementation.