

2008-09 Call Center Plan Update

1. Citizen Calls

- a. Revise procedures for code enforcement.
 - o Implement one number for code enforcement staff and other improvements
 - o Explain process
 - o E-mail to customer, e-mail to officer and supervisor, then to director
- b. Implement Spanish text to speech and go live with MenuMaker.

2. Service Departments

- a. Review SLAs.
- b. Review policies, procedures, training manuals and update.
- c. Review effectiveness of department communication and interaction.
- d. Review department response times and measures for customer codes; work with departments with no relevant customer service metrics.
- e. Update FAQs.

3. Work Orders

- a. Complete review of volume and type.
- b. Set priorities for improvement opportunities.
- c. Review process for read-only access for mayor and city manager.
- d. Implement use of non-MAXIMO work orders for departments with no work order system.

4. Staffing

- a. Review support for Development Services, Park Maintenance, Libraries, Museum, Facilities, Police and Fire non-emergencies. Discuss future actions regarding use of special response work orders. Address City Services needs due to short staffing.
- b. Increase number of bilingual call reps through training and hiring.
- c. Determine need for extension of hours of operation, including 24x7.
- d. Determine feasibility of assuming utility dispatching and, if needed, develop plan, including space required for radio section.
- e. Review BSC targets and performance.
- f. Develop staffing plan.

5. Facilities

- a. Update strategy to address physical space issues.
- b. Communicate requirements.

311

Discuss fee with AT&T, make decision and, if needed, update and expand plan.

Monitors

Install. - completed

Web

- Add language about fees to utility payment page and update fees, meter reading calendar, utility rates.
- Develop list of performance reporting graphs and tables and design web pages.
- Identify any new areas for offloading calls.

Marketing

- Review communication/psa plan.
- Identify opportunities for recorded messages and implement.

PIO

Ongoing issues – file name protocol, mandatory spell check, mandatory alt tags, broken links, file clean (unpublish and remove old files).

SWOT ANALYSIS

(Strengths, Weaknesses, Opportunities, Threats)

Customer Calls/Focus

- S – positive feedback for one number and responsive person
- W – repeat callers and complaints (code enforcement, resolution in utility business office and some other service departments); UBO resolution is “no-win” situation as they are difficult to contact and indicate they are short-staffed
- O - emerging technology; quality monitoring of call representatives
- T - language, need more bilingual call reps, average wait time for Spanish has increased and customers are more frustrated

Service Departments

- S - collecting and using excellent performance data; work well with Solid Waste Services, Wastewater, Engineering, and Field Services, who have available staff when contacted and are responsive to citizens for quick resolution
- W - lack of coordination; departments forget to include the Call Center in information that is sent or communicated to public and customers
- O - excellent customer data for departments to use to identify problems and improve service and processes
- T - departments don't want to deal with customers; lack of availability and access

Work Orders

- S - great at MAXIMO and tracking work orders
- W - need to review, update and implement policies and procedures for Development Services, Park Maintenance (issuing work orders in MAXIMO and add notification for planners/schedulers); issuing wrong work orders in HTE for new carts
- O - BSC; Chameleon interface for Animal Care, utilize reporting system
- T - Park Maintenance is not checking MAXIMO, impacting resolution of numbers and accuracy; communicating with departments without a work order system