



# Customer Care Contact Center Staffing (Apple One Contract)

Kerry Overton, Deputy General Manager

Jerry Galvan, Vice President, Customer Care Services

Jawana 'JJ' Gutierrez, Retiring Vice President, Customer  
Care Services

**Austin Energy Utility Oversight Committee**

**August 8, 2016**



# Contact Center Staffing Plan

**In an effort to improve the customer service experience in the Contact Centers, staff is presenting the following plan:**

---

- Convert 45 existing Apple One contractors to City Full Time Equivalents to lower attrition
  - 42 Customer Service Representatives
  - 3 Supervisors
- Renew Apple One contract
  - Increase base salary and competitiveness
  - Improve retention and call quality
- Evaluate future state of Contact Centers
  - Continue process improvement
  - New technologies to improve customer experience
  - Contract overflow call center to cover peak volumes



# Current State of Contact Center

## Service Levels

Goal: 90% calls answered in 90 seconds or less

Month	Jul 2015	Aug	Sept	Oct	Nov	Dec	Jan 2016	Feb	Mar	Apr	May	Jun
%	71	58	32	25	35	71	65	39	43	43	36	49

## Staffing

Ratio of FTE to Contractors	Current 40/60	Recommended 60/40
# of COA Employees	91	136
# of Apple One Contractors	136	91
Total Cost	\$10.8M	\$11.9M
Personnel Cost Increase	n/a	\$1.1M

\* Costs were estimated at the average rate of \$20.80 per hour (includes mark-up).

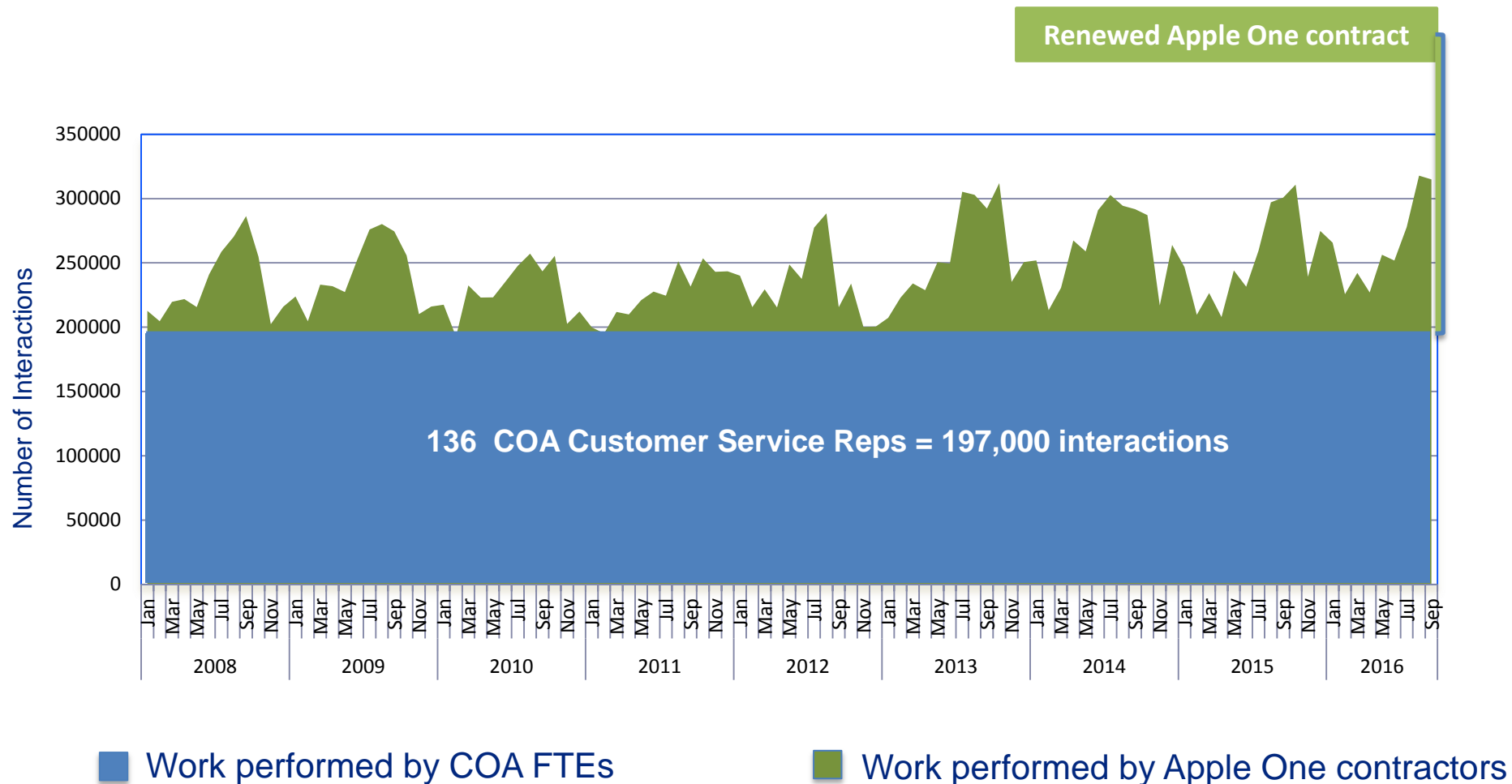
\*\* Costs were estimated utilizing the Finance worksheet titled FY16 new FTE Requests for Customer Care to Convert from Apple One Contractors.xlsx





# Contact Center Staffing Needs

**Convert 45 existing Apple One contractors (42 CSR & 3 sups) to COA FTEs to meet the minimum base workload need at an increased cost of \$1.1M per year**





# Costs of Apple One Contract Renewal & Benefits

## Annual Apple One Contract Renewal Cost

Current	New	Increase
\$5.6M	\$7.5M	\$1.9M

## 5 Year Apple One Contract Renewal Cost

Current	New	Increase
\$28M	\$37.5M	\$9.5M

## Benefits

- Allows Contact Center staffing flexibility
- Avoided costs of attrition
- Retention of trained resources
- Covers additional service support areas (Back Office, Quality Assurance and Training)



# Apple One Contract Renewal Net Costs

Cost Drivers	Annual Cost
Addition of 4 new contractors for Quality Assurance/Training	\$303K
Adjustment to meet COA living wage and market adjusted for competitive pay plus conversion of existing back office COA Temps to Apple One Contract	\$1.6M
<b>Total annual Apple One contract increase</b>	<b>\$1.9M</b>

Avoided Costs	Annual Cost
Contact Center operations (e.g. overtime)	-\$1M
Estimated avoided costs of attrition (e.g. training)	-\$500K
<b>Total estimated avoided costs</b>	<b>-\$1.5M</b>

<b>Net Cost of Apple One Contract Renewal</b>	<b>\$400K</b>
---	---------------



# Budget Impact

Budget Increase	
Conversion of 45 existing Apple One contractors to COA FTEs	\$1.1M
Apple One Contract Renewal	\$1.9M
<b>Total Increase</b>	<b>\$3M</b>

Budget Decrease	
COA temp personnel costs	-\$1.6M
Estimated avoided costs	-\$1.5M
<b>Total Decrease</b>	<b>-\$3.1M</b>

<b>Net Budget Impact</b>	<b>-\$100K</b>
--------------------------	----------------





# Next Steps: Upcoming Council Actions

**Renew Apple One Staffing Contract**  
**\$7.5M annual/\$37.5M\* total 5 year contract**

\*assumes conversion of 45 FTEs

RCA to Council on  
August 18, 2016

**Convert 45 existing Apple One Contractors to  
COA FTEs**  
**~\$1.1M Annually**

Budget Work Sessions  
August 24, 2016

**Evaluate Future State of Contact Centers  
and Implementation of New Technologies**  
**\$TBD**

Future RCAs to Council  
Spring of 2017



# Questions